

RFP #4-2025 | LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT

RECONNECTING TO OUR DOWNTOWN: LEXINGTON'S DOWNTOWN AREA MASTER PLAN

March 14th, 2025

EXHIBIT B - MKSK RFP SUBMITTAL



MKSK DEVELOPMENT STRATEGIES®

WSP

ehi
CONSULTANTS

 CivicLex

 urbancanopy
works, LLC

March 14, 2025

Lexington-Fayette Urban County Government
ATTN: Director, Division of Procurement
200 East Main Street, 3rd Floor
Lexington, Kentucky 40507

607 West Main Street
Louisville, Kentucky 40202

RE: RFP #4-2025 Downtown Area Master Plan

Dear Members of the Selection Committee,

MKS K and our partners are thrilled to offer our services and experience to assist LFCUG in developing the Lexington Downtown Area Master Plan. I am Andrew Overbeck, and I will serve as the Principal in Charge of this project. I am joined by Luis Calvo who will serve as Project Manager. Together, we have worked on a variety of downtown, district, and neighborhood plans for communities across the country and in Kentucky. In the attached proposal we have included background on our firms and individual team members, highlighted relevant project experience, and outlined our approach for completing this project with you.

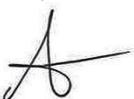
Why is our team best suited to develop the Downtown Area Master Plan? Downtown Lexington is the heart of the Bluegrass and one of the most vibrant university-anchored cities in the southeast. As the region's economic, cultural, and institutional center, downtown's success is pivotal to the region's growth, and as such, its opportunities and challenges require special consideration. Meeting these aspirations for downtown is dependent on creating a high quality of place for those who visit, call it home, or study in its universities. We know that there are challenges facing downtown, including barriers to connectivity, housing affordability, dwindling office occupancies, rising urban heat island, and concerns about the type of growth it will and should experience, and how this will impact adjacent neighborhoods. Therefore, we have developed a team with national experience and local connections that provides expertise and a track record of confronting these topics. This team is adept at developing solutions to confront these challenges and our solutions will target multiple challenges simultaneously. Our team has worked together on dozens of similar projects and our unified approach to the work will enable us to effectively and efficiently collaborate with the community.

This consultant team is led by **MKS K**, an employee-owned firm of urban planners, landscape architects and urban designers with offices throughout the Midwest and Southeast. MKS K brings unique experience establishing long-term relationships with past clients creating strategic plans for downtowns and designing and seeing through the implementation of those plans in Columbus, Toledo, Akron, Tulsa, Louisville, and Indianapolis. We are nationally eminent yet locally invested in Lexington and Kentucky. With an office in Louisville led by Lexington resident and Principal designer Andy Knight, our work in Lexington includes a joint land use and transportation study for Nicholasville Road (in collaboration with WSP), a corridor study for South Limestone Street and Euclid Avenue (in collaboration with Development Strategies and EHI), and a downtown streetscape and public realm master plan that created stronger links to the University of Kentucky and Transylvania Campuses.

We are joined by one of our long-term partners, **Development Strategies**, with whom we have crafted more than 10 downtown plans in your peer cities. Development Strategies will develop recommendations for downtown that build on our deep understanding of local economics and market opportunities in housing, office, hospitality, and entertainment. They will also lead the exploration and development of economic strategies to help reinvigorate downtown and help shape a market-based rationale for design concepts of catalyst sites. Our team is also joined by internationally renowned engineering and transportation firm **WSP**, with staff working locally in Lexington. The WSP team brings unparalleled local and national expertise in traffic management, connectivity strategies, and transit readiness. Understanding that community engagement is the foundation of any successful planning process, our team is supported by a collaboration of two locally based engagement specialists. Leading a targeted neighborhood engagement strategy is **EHI Consultants**, which will leverage its local connections to facilitate meaningful dialogue with residents of neighborhoods near downtown. Knowing that many residents are unable to attend public meetings, the **CivicLex** team will mobilize their platform and technical expertise to craft online and in-person engagement tools where residents can engage with the planning team in creative, outside-the-box, methods. Lastly, our team is joined by **Urban Canopy Works**, a woman-owned business based in Northern KY dedicated to the advancement of trees and the tree canopy in our urban and developed areas.

We feel our team is uniquely positioned to tackle the challenges of this project with you and the community. We look forward to discussing our proposal with you.

Respectfully Submitted,
MKS K, Inc.



Andrew Overbeck, AICP, Principal in Charge
E: aoverbeck@mkskstudios.com, PH: 614.378.5307



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MKSK

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**TOGETHER WE
PLAN & DESIGN A
WORLD IN WHICH WE
ALL WANT TO LIVE.**

General Information:

MKSK, Inc.
Andrew Overbeck, AICP, Principal
aoverbeck@mkskstudios.com
614.621.2796

607 West Main Street
Louisville, Kentucky 40202



Arena District & Downtown Master Plan, Columbus, Ohio

MKSK FIRM OVERVIEW

Primary Contact

Andrew Overbeck
AICP, Principal in Charge
aoverbeck@mkskstudios.com
614.621.2796

607 West Main Street
Louisville, Kentucky 40202

Relevant Services

Downtown Planning
Master Planning
Community Planning
Public Space Design
Parks & Recreation Planning
Land Use Planning
Development Planning
Landscape Architecture
Sustainable Design
Community Engagement

mkskstudios.com

MKSK is a collective of Planners, Urban Designers, and Landscape Architects, founded in 1990, who are passionate about the interaction between people and place. We work with communities and clients to reimagine, plan, and design dynamic environments for the betterment of all. We are a practice with a network of twelve regional metropolitan studios in Kentucky, Ohio, Indiana, Illinois, South Carolina, Georgia, Florida, New York and the District of Columbia. We approach planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design and planning. We help communities and our clients meet the challenges of changing global conditions by addressing resiliency and sustainability. We shape place to improve lives, and we share our transformational stories and the power of strong planning and design to inspire ourselves, our peers, and the world to work together for the common good. Together we plan and design a world in which we all want to live.

DOWNTOWN MASTER PLANNING

MKSK is deeply invested in the creation of vibrant and viable downtowns. Our team brings decades of experience leading multidisciplinary teams to tackle complex problems. Our approach is driven by the power of short term action to enable long term change. We break down big ideas into doable steps to get past conventional planning fatigue, respond to problems, test new ideas, build momentum, and expand the number of people that benefit from neighborhood growth and investment.

Our planners understand the numerous factors that must be considered to create a robust and successful plan including assessments of existing conditions, environment, infrastructure, transportation systems, parking, demographics, market, trends, development economics, fiscal implications, community character, cultural and historic structures, the built environment, and the public realm. We understand the relationships between the many various types of land uses and their impacts on infrastructure, watersheds, and municipal services and funding. There are three elements that are consistent in our firm's approach:

- A focus on high-quality planning and design;
- An inclusive, communication-based approach for coordination of community and stakeholder interests into a common goal;
- A strategic approach to implementation that is grounded in reality but innovative in its solutions.

These elements have directly led to renewed investment and improved quality-of-life in the places in which we have worked.

SUBCONSULTANTS

DEVELOPMENT STRATEGIES | [Market Analysis, Development Feasibility, Housing Policy](#)

Development Strategies brings clients creative solutions and strategies that are tailored to the unique characteristics of their projects and communities. Founded in 1988, Development Strategies provides economic and market research, strategic and land use planning, counseling, and valuation services. We apply market analysis as the foundation for a vision of greater future prosperity, resulting in strategic investment of our clients' resources. The depth and breadth of our collective knowledge and experience provides value to clients in realizing their aspirations. Our professionals hold various graduate degrees in business administration, urban and regional planning, architecture, urban affairs, community planning, economics, geography, real estate development, and urban design.

DEVELOPMENT STRATEGIES®

Contact

Matt Wetli, AICP, Principal
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St. Louis, Missouri 63102

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Contact

Elizabeth Farc, Senior Consultant,
Transportation Planner
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WSP | [Transportation Planning and Engineering](#)

WSP is a globally-recognized professional services firm specializing in design, engineering, and transportation planning. Our engineers, planners, technical experts, and strategic advisors view transportation infrastructure as a vehicle for shaping local communities and we pioneer solutions and deliver innovative projects to advance economic, environmental, and social conditions in the communities we serve. WSP is a local firm with a national footprint, combining local resources and experience with national connections and expertise. We have been serving Kentucky for over 25 years from our offices in Lexington and Louisville. We employ over 150 people in Kentucky, who are supported by 15,000 staff in 300 offices across the nation. Our Kentucky staff are immersed in local communities and have collaboratively delivered numerous planning studies, neighborhood plans, safety projects, and design projects throughout the region including for Lexington-Fayette Urban County Government.

EHI CONSULTANTS (DBE, MBE) | [Public Outreach & Engagement \(Neighborhood & Stakeholder Outreach\), Planning Support](#)

EHI is an award winning 25-year-old planning firm located in Louisville and Lexington, Kentucky that has provided services to a number of communities throughout Kentucky and the Southeast Region. EHI has always been an accessible multi-disciplinary planning, engineering and design firm that recognizes the value of planning for a sustainable and equitable social and physical environment. EHI believes in a community engagement process that has the ability to engage, excite and empower local citizens and transform communities. EHI has built a record of success by working with our clients to develop personalized community outreach plans with clear messages that resonate with diverse audiences. Interactive project websites, innovative outreach events, surveys and direct mail campaigns are just a few of the creative communication strategies we have used to deliver information to citizens and get them engaged and excited about the process.



Contact

Edward Holmes, President
holmes@ehiconsultants.com
859.425.4881

333 W. Vine Street
Lexington, Kentucky 40507

ehiconsultants.com

CIVICLEX (WBENC) | [Public Outreach & Engagement \(Website/Survey, Non-traditional Outreach, Public Meeting Format/Activities & Support\)](#)

CivicLex is a Certified Majority Women Owned Business and nonprofit organization that is strengthening civic health in Lexington, Kentucky. We break down the barriers between government and residents through civic education, local news, and direct collaboration with public institutions. Our work makes governance more accessible, increases civic literacy, and helps communities build the infrastructure they need for long-term civic participation. CivicLex has led public engagement for a variety of projects, including the Urban Growth Master Plan, Kelley's Landing Master Plan, and Lexington 2023 Comprehensive plan update. In addition to our work on Public Realm projects and consulting, we have built interdisciplinary programs that strengthen our local relationships, outreach, and knowledge, including through The CivicLex Weekly and our Civic Education Partnerships with Fayette County Public Schools and the University of Kentucky.



Contact

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URBAN CANOPY WORKS (WOSB) | [Urban Forestry Advising](#)

Urban Canopy Works, LLC, is a woman-owned business, based in the Northern KY / Cincinnati metro area, dedicated to the advancement of trees and the tree canopy in our urban and developed areas nationally. UCW have extensive national experience in urban forestry strategic planning and established communication, outreach and facilitation skills. UCW has served communities across the country over the last decade in a wide range of projects covering community forestry and greenspace planning and management, public engagement, tree risk assessment, tree protection, and sustainability. At Urban Canopy Works, we connect our passion about trees with a clear sense of purpose about our work – we are dedicated to contribute, serve others, and make a difference.



Contact

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Union, Kentucky 41091

urbancanopyworks.com



ANDREW OVERBECK, AICP
PRINCIPAL IN CHARGE, PLANNER, URBAN DESIGNER

MKSK

Andrew takes a collaborative approach to developing effective plans that address complex urban issues and identify catalytic projects. Andrew has completed transformational municipal planning, long-range planning, urban design, streetscape, alternative transportation, urban parks, and downtown master plan projects. He has worked in cities throughout the region on downtown plans and public realm improvements with a focus on urban revitalization, sustainability, and connectivity. Matching his strong background in research, writing, and graphic design with his ability to facilitate public discussion and discourse, Andrew is able to effectively communicate and build consensus for solutions that enhance and invigorate cities and neighborhoods.

Education

The Ohio State University, Master of City and Regional Planning, 2005

Earlham College, Bachelor of Arts in Politics, 1997

Thomas J. Watson Foundation Fellow, 1997-1998

Certification

American Institute of Certified Planner

Professional Affiliations

American Planning Association, Ohio Chapter

Percent Commitment to Project: 25%

Select Project Experience

- Downtown Gainesville Strategic Master Plan, Gainesville, Florida.** Principal in Charge.
- Decatur Town Center Plan 2.0, Decatur, Georgia.** Principal in Charge.
- 2022 & 2010 Downtown Columbus Strategic Plans, Columbus, Ohio.** Project Manager.
- Downtown Akron Vision & Redevelopment Plan and Update, Akron, Ohio.** Principal in Charge.
- Akron Neighborhood Plans: West Akron, Middlebury, Kenmore, University Park.** Principal in Charge.
- Downtown Toledo Master Plan (2017) and Update (2023), Toledo, Ohio.** Project Manager. Principal in Charge.
- Louisville Downtown Master Plan, Louisville, Kentucky.** Principal Planner.
- Upper Westside CID Master Plan, Atlanta, Georgia.** Principal Planner.
- Birmingham NW Downtown Master Plan, Birmingham, Alabama.** Principal Planner.
- Chattanooga Riverfront District Master Plan, Chattanooga, Tennessee.** Project Manager.
- Tulsa Arena District Master Plan, Tulsa, Oklahoma.** Project Planner.
- Downtown Columbus Public Realm Enhancement Study, Columbus, Ohio.** Project Manager.



LUIS CALVO, AICP
PROJECT MANAGER, PLANNER, COMMUNITY ENGAGEMENT

MKSK

Luis specializes in translating intricate and complex planning issues to a general audience through verbal, written, and graphic communication. As an advocate of community-driven planning, Luis emphasizes the use of creative public engagement tools to reach consensus among residents, stakeholders, and cities. He strives to generate planning documents and graphics that both educate and inspire and that are consistent with a community's goals and values. Luis finds his inspiration from the richness in the diversity of urban neighborhoods and the people that continue to make them vibrant and exciting places to live.

Education

University of Louisville, Master of Urban Planning, 2013

Kennesaw State University(Formerly Southern Polytechnic), Bachelor of Architecture, 2010

Certification

American Institute of Certified Planner

Professional Affiliations

American Planning Association, Georgia Chapter

Percent Commitment to Project: 35%

Select Project Experience

- Downtown Gainesville Strategic Master Plan, Gainesville, Florida.** Project Manager.
- Butchertown, Phoenix Hill, NuLu Neighborhood Plan, Louisville, Kentucky.** Project Manager.
- Imagine Nicholasville Road, Louisville, Kentucky.** Project Manager.
- Decatur Town Center Plan 2.0, Decatur, Georgia.** Project Manager.
- Downtown Toledo Master Plan (2017) and Update (2023), Toledo, Ohio.** Project Planner.
- Louisville Downtown Master Plan, Louisville, Kentucky.** Project Planner.
- Tulsa Arena District Master Plan, Tulsa, Oklahoma.** Project Planner.
- Highland Park Downtown Strategic Plan, Highland Park, Michigan.** Project Planner.
- Euclid Avenue & South Limestone Street Commercial Corridor Study, Lexington, Kentucky.** Project Planner.
- Discovery District Placemaking Plan, Columbus, Ohio.** Project Planner.
- Downtown Riverfront Strategic Development Plan, Troy, Ohio.** Project Planner.
- Chattanooga Riverfront District Master Plan, Chattanooga, Tennessee.** Project Planner.
- Gordon Square Arts District Community Master Plan, Cleveland, Ohio.** Project Planner.



Education
The Ohio State University, MLA
Univ. of Tenn., Bachelors in
Landscape Design

ANDY KNIGHT, ASLA, PLA | PRINCIPAL, PLACEMAKING + URBAN DESIGN **MKSK**

Andy understands how thought-provoking design adds value to the public realm. His project achievements and impactful project leadership results in the creation of public places that embody the character of place while balancing the spectrum of functional, technical, and sustainable principles. Andy is acutely entrenched in the design and implementation of each project and emphasizes the importance of detail in realizing great design. His work includes public realm revitalization initiatives, dynamic and productive landscapes, and vibrant public spaces that promote a diversity of social uses and cultural traditions. **License/Certification:** Registered Landscape Architect, KY, OH **Project Experience:** Euclid Avenue & South Limestone Street Commercial Corridor Study, CentrePointe, Lexington, KY; Butchertown, Phoenix Hill, NuLu Neighborhood Plan, Imagine Nicholasville Road, Parkland Corridor Improvement Study, Waterfront Park PH 4, Louisville, KY | **Percent Commitment to Project: 10%**



Education
UNC at Chapel Hill, MCRP
Miami University, B.A.

CHRIS HERMANN, FAICP | PRINCIPAL, PLANNING + DEVELOPMENT **MKSK**

Chris is adept at helping communities create a unique, compelling vision and translating it into strategic steps that transform cities and spaces. Chris is a certified planner with more than 32 years of city planning experience, including prior experience at the city, county, and regional government levels. He provides a broad range of project planning leadership experience, having managed projects involving regional planning policy, comprehensive plans, downtown plans, district and neighborhood planning, community revitalization/reinvestment, economic development, urban design, form-based codes, transportation and streetscape design, consensus-building, and public engagement and facilitation. **License/Certification:** American Institute of Certified Planners **Project Experience:** 2022 & 2010 Downtown Columbus Strategic Plans, Columbus, OH; Downtown Toledo Master Plan and Update, Toledo, OH; Louisville Downtown Master Plan, Louisville, KY; Uptown District and MLK/Reading Road Corridor Strategy, Cincinnati, OH; Downtown Design Guidelines, Memphis, TN; Tulsa Arena District Master Plan, Tulsa, OK | **Percent Commitment to Project: 10%**



Education
Ball State Univ., B.A., Urban
Planning and Development

CARLEY LEMMON | URBAN PLANNER **MKSK**

Carley strives to create vibrant, engaged communities through actionable initiatives, engaging processes, and comprehensive projects. Carley's professional background includes several years in the public sector as Assistant City Planner with the City of Valparaiso providing development and zoning reviews, zoning code research and development, conducting public meetings, coordinating project reviews with city departments, maps, and community engagement. Her experience in the public sector has provided an understanding of engaging community members, developing standards and processes to achieve the goals of the community, and content creation to effectively relay planning processes and information to the community. **Project Experience:** Louisville Middle Housing Graphics, Louisville, KY; AARP Community Challenge Grant, Louisville, KY; West Lafayette Historic Preservation, West Lafayette, IN; LEAP Lebanon Innovation District, Lebanon, IN; Lafayette Historic Preservation, West Lafayette, IN; Kalamazoo Downtown Parking and Mobility, Kalamazoo, MI | **Percent Commitment to Project: 20%**



Education
Univ. of Virginia, MLA
Washington Univ., BS Arch.

LYN WENZEL, PLA | ASSOCIATE, LANDSCAPE ARCHITECT **MKSK**

Lyn has been practicing landscape architecture for over eight years. Her work during this time has included a diverse range of projects ranging from intimate courtyard gardens to public school campus design and implementation. She is involved in MKSK's research and community-outreach initiatives including a 2017 published report focused on Mid-Atlantic native plant community design. **License/Certification:** Registered Landscape Architect, KY **Project Experience:** Kentucky State Capitol, Frankfort, KY; Jennings Creek Greenway Master Plan, Bowling Green, KY; DHS Access Road & Mixed-Use Path, Washington, DC; 125 35th Street SE, Washington, DC; LeDroit Park Green Infrastructure Washington, DC; Audi Field - Parcel B, Washington, DC; Arlington Career Center, Arlington, VA; Ballston Quarter Mall, Arlington, VA; Ballston Quarter Origin, Arlington, VA | **Percent Commitment to Project: 10%**



Education
The Ohio State Univ., MCRP

MATT WETLI, AICP | PRINCIPAL, ECONOMIC & DEVELOPMENT LEAD **DEVELOPMENT STRATEGIES®**

As an urban planner and development strategist, Matt leads the firm in creating strategies for more vibrant, inclusive, and livable cities—with an emphasis on urban revitalization. His passion is helping people better understand how cities actually work, through a combination of education, storytelling, and dialogue—with the goal of empowering decision makers. His process of four dimensional planning brings together economic, community, real estate, and design to carefully shape investments in people, places, buildings, and jobs in cities and neighborhoods across the country. **License/Certification:** American Institute of Certified Planners **Project Experience:** Louisville Downtown Master Plan, Louisville, KY; Louisville Downtown Business Development Strategy, Louisville, KY; 995 Morrison Pre-Development Services, Charleston, SC; Downtown Blacksburg Strategic Plan, Blacksburg, VA; Euclid and Limestone Corridor Strategy, Lexington, KY | **Percent Commitment to Project: 20%**



Education
Washington Univ. in St. Louis,
Master of Urban Design

ANU SAMARAJIVA | SENIOR ASSOCIATE, HOUSING & POLICY LEAD

DEVELOPMENT STRATEGIES®

Anu has a background in design, economics, community engagement and teaching, and is passionate about the power of the built environment to engage and sustain communities. She’s skilled in using visualizations and storytelling to make complex and interrelated planning and economic ideas clear, create appealing and forward-thinking renderings of future development, and make the case for more connected, sustainable and equitable cities. She loves working with diverse communities and a broad range of collaborators to bring planning and development processes to life. **Project Experience:** City of Greeley Housing Assessment and Subarea Plan, Greeley, CO; Bonanza Area Plan and Feasibility Study, Park City, UT; Downtown Decatur Market Analysis and Strategy, Decatur, GA; Downtown Akron Market Analysis and Strategy Update, Akron, OH | **Percent Commitment to Project: 25%**



Education
University of Louisville,
Master of Urban Planning

ELIZABETH FARC | TRANSPORTATION PLANNING LEAD

wsp

Elizabeth is a senior transportation planner at WSP and a native of Louisville. She brings a broad transportation and urban planning background from both the public and private sector, with particular experience in complete streets development, transit planning, traffic calming and safety, and GIS mapping. She is passionate about aligning transportation and the built environment to create places where people thrive. **Project Experience:** The District Detroit Parking Assessment and Planning, Olympia Development of Michigan, Detroit, MI; “Creating Vibrant Communities” Land Use and Transportation Technical Assistance Program, KYTC, Elizabethtown, Jeffersontown, and Morehead, KY; Jefferson County Speed Management Plan, Vision Zero Louisville, KY; District 7 Uncontrolled Pedestrian Crossing Evaluation, KYTC, Various Locations, KY | **Percent Commitment to Project: 15%**



Education
New York University, Master
of Urban Planning

DANIEL BAER, AICP | TECHNICAL ADVISOR

wsp

Dan has nearly 40 years of experience working on master plans for downtowns of various sizes and complexity. He is an urban planner with transportation planning experience on large assignments for site development, balancing the connection between transportation and land development. Dan excels in conducting alternatives analyses and crafting master plans for major transportation, site, and downtown redevelopment initiatives. He is genuinely excited about the opportunity to contribute to Lexington, a city he frequently visits and holds in high regard. **License/Certification:** American Institute of Certified Planners **Project Experience:** Kay Bailey Hutchison Convention Center and Multi-Modal Master Plan, Dallas, TX; Burnham Yard Redevelopment Project, Denver, CO; Hudson Yards Development Corporation Guidelines, New York City, NY | **Percent Commitment to Project: 15%**



Education
University of Kentucky, MS,
Civil Engineering

AUSTIN OBENAUG, PE | TRANSPORTATION PLANNER

wsp

Rance is a civil engineering with a background in traffic safety, urban planning, and agribusiness. He is currently finishing his BS in Civil Engineering from the University of Kentucky, expected to graduate in December 2025, and holds a Master’s in Agribusiness as well as dual Bachelor’s degrees in Economics and Management from the University of Kentucky. At WSP, Rance has supported Highway Safety Improvement Program projects for KYTC and three community redevelopment plans for Elizabethtown, Jeffersontown, and Morehead, Kentucky, through KYTC’s new Creating Vibrant Communities technical assistance grant. He is skilled at designing maps and graphics using GIS and Adobe Illustrator, conducting field data collection, and participating in public outreach meetings to shape planning documents. **Project Experience:** KYTC “Creating Vibrant Communities” Land Use and Transportation Technical Assistance Program, Elizabethtown, Jeffersontown, and Morehead, KY; KYTC Highway Safety Improvement Program On-Call Contract, Statewide, KY; S. Mill Street Pedestrian Improvement Plan | **Percent Commitment to Project: 20%**



Education
Univ. of Cincinnati, B.A.,
Urban Planning & Design

EDWARD J. HOLMES, AICP | PRESIDENT, COMMUNITY ENGAGEMENT LEAD

ehi
CONSULTANTS

Edward Holmes is a certified planner with over 35 years of experience focusing on incorporating sustainable planning strategies into redevelopment, master planning, environmental justice, and land use plans. As an urban planner and Principal in EHI Consultants, Ed has created sustainable development frameworks that provide benchmark considerations for future environmentally responsible planning and sustainable neighborhoods. Ed has direct experience with numerous public sector and private-sector projects throughout the Southeast United States. **Project Experience:** Franklin Kentucky Comprehensive Plan, Franklin, KY; Bourbon County Comprehensive Plan, Bourbon County, KY; LFUCG Affordable Housing Study, Lexington/Fayette County, KY; Armstrong Mill Small Area Plan, Lexington/Fayette County, KY; Deer Park Neighborhood Plan, Louisville/Jefferson County, KY; South Park Urban Village Plan, Lexington/Fayette County, KY; Winburn/Russell Cave Neighborhoods Plan, Lexington/Fayette County, KY; East End Small Area Plan; Lexington/Fayette County, KY | **Percent Commitment to Project: 25%**



RYAN HOLMES | PROJECT MANAGER, COMMUNITY ENGAGEMENT



Education
Univ. of Cincinnati, M.B.A.,
Master of Community Planning

Ryan has over 13 years of experience in land use public outreach and regulatory planning. Moreover, his responsibilities focus on master planning, sustainable/green design, and greenfield/brownfield redevelopment strategies, which emphasize community revitalization, quality of life, and economic development. He has played a key role for numerous green and sustainable municipal stormwater projects involving capital improvement planning and design, water quality planning, watershed management, and storm water management and planning. He has the ability to conceptualize and develop innovative solutions to complex problems. **Project Experience:** Franklin Kentucky Comprehensive Plan, Franklin, KY; Elizabethtown Comprehensive Plan, Elizabethtown, KY; Berrytown Neighborhood Plan, Louisville, KY; Airport Master Plan Louisville international Airport (SDF), Louisville, KY; University of Louisville Master Plan, Louisville, KY; Algonquin/Hallmark/Park Duvalle Small Area Plan, Louisville, KY | **Percent Commitment to Project: 20%**

RICHARD YOUNG | EXECUTIVE DIRECTOR, ENGAGEMENT OVERSIGHT/STRATEGY CivicLex



Education
University of Cincinnati
Conservatory, Bachelor's of
Music

Richard lives in Lexington, Kentucky, and has worked on civic health and community development in Kentucky for over a decade. Richard started CivicLex, a nonprofit organization that builds civic knowledge and capacity for residents, stitches together new relationships, and builds more responsive civic institutions. He is also a founding Steering Committee member of the Kentucky Rural-Urban Exchange. **Professional Registrations:** Ashoka Fellow (current); Bertelsmann Foundation Fellow (2024); Trust for Civic Life Advisor (2023) **Project Experience:** Urban Growth Master Plan, Lexington, Kentucky; Imagine New Circle Road, Lexington, Kentucky; Kelley's Landing Park Master Plan, Lexington, Kentucky; On the Table (public input for Imagine Lexington 2045), Lexington, Kentucky; Imagine Phoenix Park, Lexington, Kentucky | **Percent Commitment to Project: 15%**

KIT ANDERSON | DEPUTY DIRECTOR, PUBLIC ENGAGEMENT & OUTREACH CivicLex



Education
Macalester College,
Bachelor's of Science

Kit is the Deputy Director of CivicLex, where she manages operations, contracts, special projects, and programs focused on institutional responsiveness and the public realm. She has managed a variety of public engagement projects, including engagement through On the Table 2022, the Urban Growth Master Plan, and the Kelley's Landing master plan. **Project Experience:** Urban Growth Master Plan, Lexington, Kentucky; Imagine New Circle Road, Lexington, Kentucky; Kelley's Landing Park Master Plan, Lexington, Kentucky; On the Table (public input for Imagine Lexington 2045), Lexington, Kentucky | **Percent Commitment to Project: 20%**

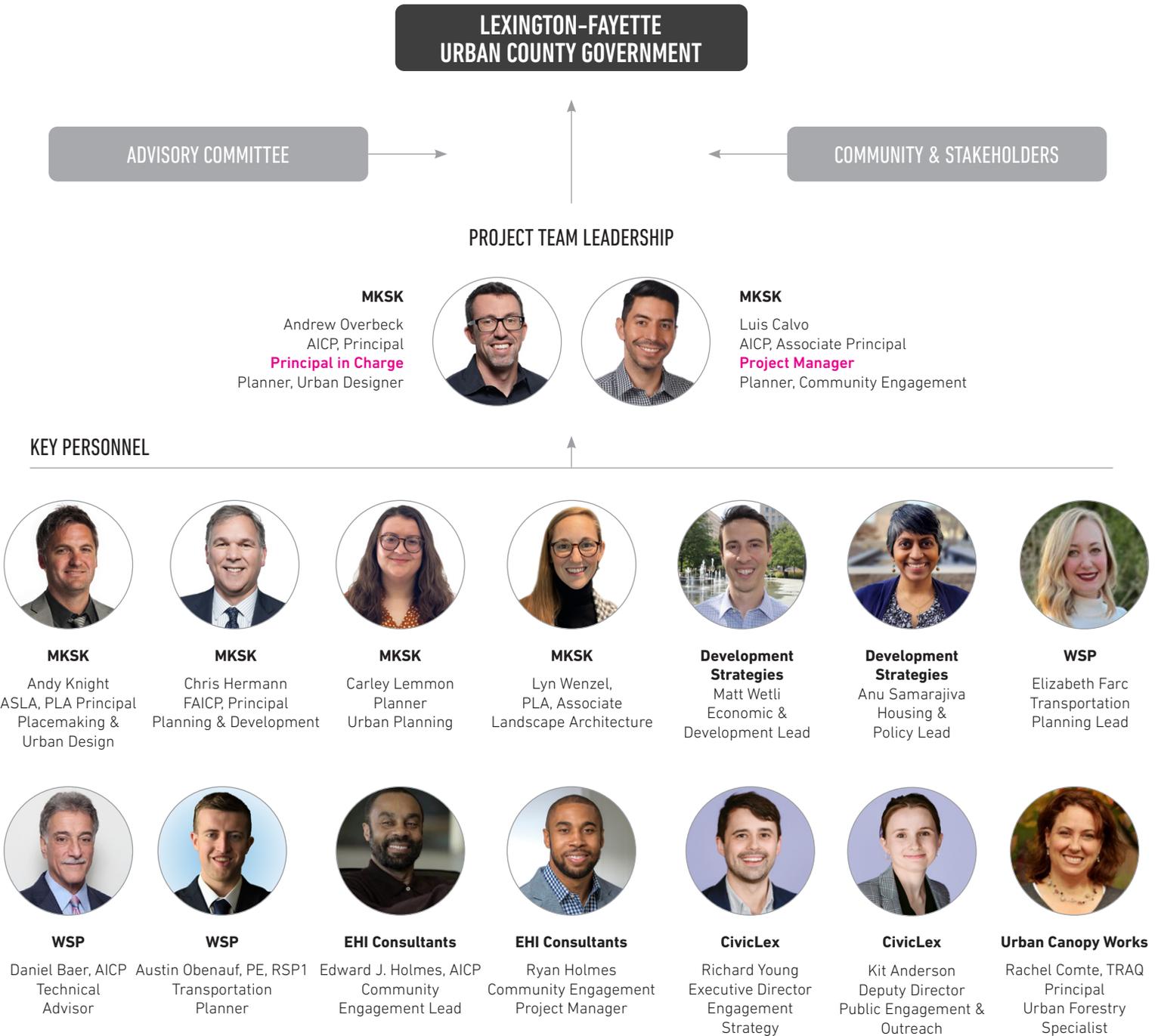
RACHEL COMTE | PRINCIPAL, URBAN FORESTRY SPECIALIST



Education
Univ. of Cincinnati, Master's
in Urban Planning
Cincinnati State, Horticulture
& Design Certificate
Indiana University, BA in
International Business &

Rachel is an Certified Arborist, urban planner, trained facilitator, and communications expert. She is a leading authority on urban forestry master plans based on more than a decade of experience developing plans for cities across the United States. Rachel is passionate about making cities better, healthier places for people to live, and a substantial vibrant tree canopy is an essential part of this work. Rachel founded Urban Canopy Works in 2018, after serving as the lead for urban forest master plans at Davey Resource Group. Between both organizations, she has managed the urban forestry master planning process for Louisville, Kentucky; Asheville, North Carolina; Knoxville, Tennessee; Boston, Massachusetts; Cleveland and Columbus, Ohio; Charlotte, North Carolina; Greenbelt, Maryland; Largo, Florida, among others. **License/Certification:** ISA Board Certified Master Arborist (TRAQ) **Project Experience:** Louisville Urban Forest Master Plan, Louisville, KY (Ongoing); City of Columbus Urban Forestry Master Plan, Columbus, OH; Boston, MA Urban Forest Plan; Tree Canopy Action Plan Policy Project, Charlotte, NC; City of Tallahassee Urban Forest Master Plan, Tallahassee, FL | **Percent Commitment to Project: 10%**

PROJECT TEAM ORGANIZATION



Leadership and staff identified within this proposal by MKSK and our consultant partners have the required licensure, experience, expertise, and availability to meet every aspect of the scope of services as described within the specified time frame.

The MKSK team has all the necessary facilities and virtual network to successfully deliver the project. All of our offices run the latest Windows Office 365 Operating Systems which allow for the movement of projects and data between offices as workloads and schedules demand. Our network accommodates large file transfers as well as well as cloud-based collaboration tools and FTP capabilities if needed on a project-by-project basis. We employ a staff of IT Technicians to facilitate our software and hardware are the most current or compatible with recent versions for expedited technical response.

RELEVANT PROJECT EXPERIENCE & REFERENCES START ON PAGE 16

PROJECT UNDERSTANDING & APPROACH



PROJECT UNDERSTANDING

Downtown Lexington is in the midst of a transformation. With the continued success of City Center and Main Street, the momentum and energy from the Town Branch Commons, and the excitement and anticipation from the upcoming Gattton Park on the Town Branch – the energy and positive trajectory for downtown is palpable. LFUCG continues to make strides in making downtown a more walkable, human-scale, and livable community, further cementing its place as the cultural, economic, and beating heart of the Bluegrass. While in many ways downtown is thriving, this moment in time also heightens some of its greatest challenges. A changing office environment riddled with uncertainty, dwindling housing affordability, rising urban heat island, and development pressure at its edges threatens to soften some of this remarkable momentum in downtown. This Downtown Area Master Plan presents LFUCG a timely opportunity to face these challenges head-on through proactive strategies that involve the community and key stakeholders in the decision-making and setting a vision for the future. The development of this master plan will rally Lexington’s key stakeholders to continue focusing on downtown’s opportunities for growth, while recognizing and respecting its historic fabric and small-town charm. As home to the campuses of two institutions of higher learning, the University of Kentucky and Transylvania University, and surrounded by mature and vibrant residential neighborhoods, Downtown Lexington’s future is well positioned toward strategic infill within the core. This planning process will work with these stakeholders, and the community at large, to reflect on downtown’s evolution over the last 10 years, and map out where and how downtown should grow and mature in the next 10 years.

We have purpose-built this team of local, regional, and national experts, and believe it is best suited to work with the Lexington community to develop a refreshed vision for downtown that is faithful to its unique cultural and social qualities. Our team’s approach should be considered a thoughtful and informed draft that will need to be confirmed and expanded in collaboration with LFUCG Staff to finalize details, define scope items, and confirm deliverables.

APPROACH TO COMMUNITY ENGAGEMENT

Community-based planning processes are important forums for community conversation and for building trust. The public engagement tools used in these efforts are essential for discerning the community’s vision, but if they are not coupled with responsive planning and good faith implementation, they risk eroding public trust. Toward this end, MKSK approaches community engagement as a process of sustained and inclusive decision-making. The MKSK Team’s approach to engagement is designed to ensure that traditionally underrepresented voices in the planning process are heard and that the unique needs, histories, and aspirations of Lexington residents are reflected in the downtown vision. As such, we will employ an inclusive, data-driven, and relationship-focused engagement strategy to build trust, capture lived experiences and generate actionable insights. Based on these principles of sustained and inclusive decision-making, we offer the following outline for the primary groups and range of engagement tools as listed on the following page.

PROJECT UNDERSTANDING & APPROACH

Primary Groups

Project Management Team: The Project Management Team (PMT) - made up of representatives from LFUCG Staff - will serve as the primary project resource for the consultant team and provide day-to-day direction on progress. Meetings will be conducted virtually on a biweekly basis as needed throughout the planning process.

Advisory Committee: The committee will serve as a representative voice of the Lexington community in the development of a vision for downtown. Appointed by LFUCG, the Advisory Committee is a group of individuals representing the full spectrum of interests in Downtown Lexington and the surrounding community. The committee will provide guidance on the plan's progress, catalyst site concept developments, and advise on how to best engage with the broader community. More importantly, members will serve as ambassadors of the project – informing their networks with current and accurate project information and actively advocating for the shared vision that is developed through the planning process.

General Public: The public engagement activities identified in this proposal will focus on creative methods to reach the Lexington community. This will involve small group/roundtable meetings, targeted neighborhood engagement, online tools, as well as open, public community meetings. We will work with the PMT and Advisory Committee to identify community members that we must meet with to fully understand issues and explore possibilities. We find that there are certain populations that are comfortable attending community meetings and others whose voices are traditionally under-represented in these forums. In order to reach these under-represented voices, we will work with LFUCG Staff to identify key groups for whom custom approaches will be developed for engagement.

The Engagement Tools included in the Scope of Work are **bolded** below. The MKSK Team has access to a larger engagement toolkit and will enthusiastically discuss how these could be integrated in the planning process upon review by the Project Management Team (PMT).

- **Public workshops and presentations**
- **Focus group roundtable and one-on-one meetings**
- **Dedicated website & social media platforms**
- **Online Engagement Tools (interactive mapping, idea generation, surveys)**
- **Targeted neighborhood stakeholder engagement**
- **Pop-up displays and non-traditional engagement**
- **Street stalls and kiosks at existing events**
- Study area walking/bike tours
- Analog Engagement (paper surveys, yard sign with QR Codes, postcard campaigns, mailers)
- Youth activities
- DIY Meetings-in-a-Box
- Study area storefront displays and office hours



SCOPE OF SERVICES

Task 0 – Project Startup and Coordination

0.1 Kickoff Meeting: Hold a Project Kickoff Meeting with LFUCG to finalize a detailed project schedule and process, confirm scope-of-work, establish information sharing protocols, and identify project milestones.

0.2 Project Management Team Meetings: Host virtual bi-weekly meetings with a Project Management Team (PMT) for the duration of the project. The PMT, composed of representatives from LFUCG, will serve as the primary project resource for the MKSK Team and provide day-to-day direction.

Task 1 – Existing Land Use Plans Assessment and Inventory

The first task of work will highlight relevant existing conditions and define Downtown Lexington's boundary through stakeholder and community guidance, best practices, and data and analysis. We will do so by building up our team's collective understanding of downtown, gathering data related to various components of existing conditions, long-term and recent trends, and other relevant plans or studies being done in the area.

1.1 Plan Alignment: Review relevant studies, plans, engagement/survey data, and other relevant information to identify the current planning environment within downtown and its surrounding neighborhoods. This will include a review with the PMT of these plans, identifying recommendations pertinent to downtown, their status, and their relevance to this process.

PROJECT UNDERSTANDING & APPROACH

1.2 Define the Downtown Area: Establish a community-supported boundary for Downtown Lexington that reflects the area's character, built environment, economic vitality, and is supported by national best practices. Using the results of community engagement activities in Task 3, the MKSK team will align community perceptions of downtown with realities on-the-ground in establishing a defensible and accurate downtown boundary.

1.3 Existing Proposal Review: Understand the development environment in downtown and in nearby neighborhoods through a review of all projects currently planned, proposed, and under construction. The MKSK team will assess future densities, building heights, and impact resulting from this activity.

1.4 Identify Activity Nodes/Districts: Identify distinct downtown districts based on existing or potential nodes of activity that include dining, entertainment, retail, office, hospitality, or housing.

1.5 Existing Conditions Analysis: Collect and analyze relevant data and information to understand the current conditions within Downtown Lexington and its surrounding areas. This includes a review and analysis of land use, zoning, infrastructure, housing, transportation, parking, connectivity to adjacent areas, and existing assets/anchors. An existing conditions assessment for infrastructure will be focused on mobility assets, building on the wealth of information created by previous planning efforts for various downtown corridors. The mobility assessment will include an evaluation of pedestrian facilities, a review of bike infrastructure, a safety analysis, and an evaluation of parking, transit, and physical/perceived barriers to accessing downtown.

1.6 Downtown Area Neighborhoods: Define general boundaries for downtown area neighborhoods, building on the boundary established for downtown in Task 1.2. Boundaries for neighborhoods will be established by looking at neighborhood-level data in the existing conditions analysis, understanding neighborhood preferences from the engagement process, and aligning these boundaries with the vision and goals for these communities in previous planning efforts and as outlined in this planning process.

1.7 Land Use and Development Inventory: Using available data, inventory current land uses and evaluate the impacts of future development proposals on future land use patterns.

Task 2 – Housing and Market Analysis

A market analysis will be conducted to determine the opportunities and needs that exist, both in terms of present affordability needs and future market rate and affordable demand. It will evaluate current and potential supply typologies (i.e., townhome, condo, apartment, etc.), and compare them to household demographics and consumer preferences within the broader Lexington ecosystem. Particular attention will be paid to the role of downtown as a center of employment and culture, and needs across a broad spectrum of affordability. The market analysis will also identify the potential for key downtown-oriented uses including storefront retail, office, and hospitality. The market analysis will establish a future real estate development program that represents a responsibly aspirational target over the next 10 years.

2.1 Market Analysis: Develop a market analysis to include the following key components:

- Context Analysis: Qualitative marketability assessment and quantitative socio-economic and demographic analysis
- Supply Analysis: Real estate metrics including achievable rents, lease rates, and sale prices
- Demand Analysis: Projected demand of future households, customers, visitors, and employers

Task 3 – Public Engagement

Our engagement approach is rooted in listening and understanding. Engagement is a learning process, and our team is committed to being flexible, building new relationships with the community, and adapting our outreach methods as needed to ensure robust, diverse, and inclusive participation. For each phase of engagement, we propose a multi-pronged approach (which will be refined in the Community Engagement Plan) that offers diverse and plentiful opportunities for public participation and input. We are committed to making community participation meaningful, convenient, and welcoming to all.

3.1 Community Engagement Plan: Develop a Community Engagement Plan grounded in local knowledge and aligned with the goals of this process to guide engagement for the entire project. This document will detail specific engagement activities and schedules and ensure public input is integrated into planning decisions.

3.2 Advisory Committee Meetings: Convene an Advisory Committee representing LFUCG Departments, Councils, and Commissions and the interests of Lexington's business, entertainment, institutional, civic, and philanthropic community. Meetings will be conducted in-person or virtually four (4) times throughout the planning process, concurrent with the three (3) public engagement activities.

3.3 Stakeholder Interviews: Facilitate eight to ten (8-10) stakeholder roundtables to discuss downtown's assets, issues, and opportunities. Stakeholders will be identified by the PMT in collaboration with the MKSK Team, with input by members of the Advisory Committee. Meetings will be conducted in one-hour sessions, with participants grouped by shared interests or themes, such as: Transportation, Community and Elected Officials, Businesses, Property Owners, and Resident Groups.

PROJECT UNDERSTANDING & APPROACH

3.4 Targeted Neighborhood Engagement: Ensure that the unique needs, histories, and aspirations of Lexington's neighborhoods are reflected in the downtown vision through a targeted neighborhood engagement strategy built on the following:

- **Neighborhood Mapping & Relationship Building:** Develop a stakeholder database, collaborate with trusted community members already active in the neighborhoods, and customize engagement strategies for each neighborhood's unique characteristics or concerns.
- **Equity-Centered Engagement Tools:** Ensure accessibility by translating materials to key languages spoken in Lexington, tap into active online neighborhood groups, and develop engagement strategies tailored to younger and older residents.
- **Community Feedback Integration:** Use mobile polling tools to capture real-time data, provide constant updates through newsletters, town halls, and digital dashboards, and establish Community Advisory Groups to serve as continuous touchpoints throughout the process.
- **Deliverables:** Summarize key insights, develop an engagement dashboard displaying real-time participation and engagement findings, and craft tangible strategies to address neighborhood-specific issues in the downtown plan.

3.5 Community Meetings: Host three (3) community meetings throughout this process to engage a broader group of interested citizens and provide the opportunity for them to interact with members of the planning team, PMT, and other stakeholders. Critical to our foundational understanding of what Lexington residents desire and expect of their downtown, these meetings will be welcoming, interactive, and create a meaningful exchange of ideas.

3.6 Online Engagement: Broaden accessibility, transparency, and education through online resources and engagement, including a project website, social media promotion, digital surveys, and virtual information. Create a project website with engagement opportunities, regular updates, multilingual capability, and project background. Use online survey(s) as an opportunity to gather quantitative (multiple choice) and qualitative (open ended) data, with accessible, actionable questions.

3.7 Non-traditional and Creative Engagement: Take advantage of unique assets of the project team and Downtown Lexington by facilitating additional opportunities for public and stakeholder engagement, including with smaller-scale, flexible tactics to fill any gaps that surface in public engagement. Consider engaging with major downtown events (Pride, Comic Con, UK Basketball Games), local events (Farmer's Market, Dirt Bowl, StreetFest), local businesses, community organizations, and parks. There are also many opportunities to incorporate creative engagement strategies in core activities, with art-based activities, competitions, and interactive materials.

Task 4 – Plan Development and Recommendations

This task will focus on exploring opportunities for Downtown Lexington, starting with establishing a community-supported vision for the next 20 years of downtown growth. This vision, expanded on through an accompanying set of project goals, will touch on every aspect of what makes downtown the heart of its surrounding region. The vision for downtown will set a framework for recommendations around downtown's housing and market ecosystem, placemaking strategies, transportation and mobility improvements, and tree canopy enhancements. This vision will be grounded in reality through a feasible implementation strategy that outlines expected partners, potential timeframes, and needed policy changes.

4.1 Downtown Vision and Goals: Develop a vision for Downtown Lexington that aligns community sentiments from the engagement process with the findings from the existing conditions and market analysis. This downtown vision will address the definition of a Downtown Lexington boundary. The vision will be supported by more specific project goals addressing land use, catalyst sites, transportation, urban design, sustainability, market, and development.

4.2 Implementation Recommendations for Vision: Craft an implementation framework recommending specific and tangible actions for realizing the vision in the concept plan. The framework will consider LFUCG's capacity to implement this vision, determine roles, identify partnership opportunities, and recommend implementation timeframes.

4.3 Recommended Revisions to Zoning Ordinance: Recommend future zoning, overlay, regulatory revisions, ordinance updates, and regulatory improvements needed to support the vision for downtown established through this process.

4.4 Housing and Market Analysis Implementation Strategy: Provide recommendations to deliver the right types of development products in compatible districts, to align brand, identity and experience in ways that will lead to economically thriving places. Recommendations will include competitive positioning, affordability, land use, catalytic sites, mixed-use compatibility, districts, building typologies, value-adding public realm enhancements, and strategic use of funding tools.

4.5 Site Recommendations for Catalytic Sites: Prepare design concepts and strategies for the redevelopment of the selected catalyst sites faithful to the community-supported vision for downtown and grounded in reality by the results of the market and housing analysis and strategy. Initially, the physical planning and design concepts will likely have several alternatives for review, analysis, and discussion addressing objectives in the areas of desired land uses, adaptive-reuse, density, mobility recommendations, activation of identified activity hubs, and potential housing typologies. Preferred concepts will be developed for each site, and may include a conceptual site plan, massing diagrams, and photorealistic renderings.

PROJECT UNDERSTANDING & APPROACH

4.6 Short and Long Term Creative Placemaking Strategies: Discern the stories that the Lexington community wants to tell the outside world through placemaking strategies for downtown's built environment. Placemaking strategies will identify potential locations and public space activation, outline a cohesive district identity (or theme) for downtown, and craft conceptual plans for creative streetscape, public art, or infrastructure improvements.

4.7 Mobility Recommendations: Develop improvement concepts that promote walkable, active streets, with a focus on safety and pedestrian and bicycle circulation in and around downtown. Along with this, safety will be a key consideration. Recommendations will include immediate, low-cost actions as well as longer-term projects and will be illustrated with conceptual renderings and supported by planning level cost estimates.

4.8 Downtown Street Grid and Key Connections: Consider how major connector roads, like Broadway, Limestone, Manchester, and Richmond, provide access to downtown and how proposed improvements to pedestrian and bicycle facilities can be extended into nearby areas.

4.9 Temporary and Interim Transportation Strategies: Draft quick, low-cost, temporary mobility strategies that allow LFUCG, stakeholders, and the public to experience the benefits of a proposed solution without a large upfront cost. These may include painted curb extensions, temporary parklets, and pop-up bikes lanes.

4.10 Parking Analysis: Conduct a high-level evaluation of current parking demands and identify opportunities to enhance parking efficiency, focusing on parking needs identified from stakeholder and community input. The parking assessment may focus on special event parking, residential parking, and/or short-term business parking, depending on priorities that arise during plan development. The parking analysis will seek to balance the perception of parking (whether too much or too little) with anticipated demand to prioritize the best and highest use of space in downtown.

4.11 Tree Canopy Cover Strategies: Develop recommendations to enhance and maximize downtown's urban tree canopy. This will include a review of tree canopy data, an interview with Lexington's urban forester and relevant city staff, and a meeting with the Lexington Tree Board to understand existing challenges, priority needs, and opportunities for tree canopy downtown.

Task 5 – Draft Report

MKSK knows the power of a final deliverable in capturing a vision, celebrating it, and using that vision as a beacon during implementation. This task will include the development of final deliverables for Downtown Lexington that are graphically rich, understandable, and implementation focused.

5.1 Draft Plan Document: Compile and summarize the plan's process, findings, and final recommendations in a visually compelling summary document and presentation. The plan report will showcase illustrative graphics, renderings, and supporting documentation and will be augmented with a plan appendix to include the full market analysis and any other supplemental information. The document will follow an outline based on the tasks included in this scope of work, as shown below:

- Executive Summary
- Assessment of Existing Plans and Conditions
- Housing and Market Analysis
- Plan Development Process
- Updated Concept Plan and Study
- Implementation Strategy and Performance Matrix
- Appendix

Task 6 – Deliverables

The MKSK Team will support the LFUCG through an adoption process, by providing visual displays summarizing the plan's major components and graphics, presenting to key groups and commissions, and assisting in the sharing of the plan's vision.

6.1 Plan Adoption Meetings: Support the PMT through an adoption process by presenting the plan's key components at meetings required by LFUCG. The MKSK Team will be available for total of six presentations: two (2) meetings with the LFUCG Planning Commission, two (2) meetings with the Project Advisory Committee, one (1) public hearing for the LFUCG Planning Commission, and one (1) final report presentation to the Urban Council.

6.2 Final Plan Deliverables: Refine the draft plan document crafted in Task 5 per feedback resulting from the adoption meetings in this task, to create a final Lexington Downtown Area Master Plan. The MKSK Team will provide a PDF of the Final Report and Appendices, and all collected or created datasets, including GIS shapefiles.

SCHEDULE

Our approach to the Lexington Downtown Area Master Plan will be guided by analysis and engagement at each step along the way and take place through six (6) task phases, detailed in the chart below. This timeline is intended as an informed draft based on our team's understanding of the task deliverables as outlined in the RFP, and will need to be confirmed by LFUCG staff to finalize details and coordinate milestones.

		Months	1	2	3	4	5	6	7	8	9	10	11	12
Task 0 - Project Startup and Coordination														
0.1	Kickoff Meeting													
0.2	Project Management Team Meetings		Biweekly PMT Meetings											
Task 1 - Existing Land Use Plans Assessment and Inventory														
1.1	Plan Alignment													
1.2	Define the Downtown Area													
1.3	Existing Proposal Review													
1.4	Identify Activity Nodes/Districts													
1.5	Existing Conditions Analysis													
1.6	Downtown Area Neighborhoods													
1.7	Land Use and Development Inventory													
Task 2 - Housing and Market Analysis														
2.1	Market Analysis													
Task 3 - Public Engagement														
3.1	Community Engagement Plan													
3.2	Advisory Committee (AC) Meetings				AC1				AC2			AC3		
3.3	Stakeholder Interviews													
3.4	Targeted Neighborhood Engagement				Neighborhood engagement activities									
3.5	Community Meetings (CM)				CM1				CM2			CM3		
3.6	Online Engagement				Sustained online engagement and updates									
3.7	Nontraditional and Creative Engagement				Nontraditional engagement activities									
Task 4 - Plan Development and Recommendations														
4.1	Downtown Vision and Goals													
4.2	Implementation Recommendations for Vision													
4.3	Recommended Revisions to Zoning Ordinance													
4.4	Housing and Market Analysis Implementation Strategy													
4.5	Site Recommendations for Catalytic Sites													
4.6	Short and Long Term Creative Placemaking Strategies													
4.7	Mobility Recommendations													
4.8	Downtown Street Grid And Key Connections													
4.9	Temporary and Interim Transportation Strategies													
4.10	Parking Analysis													
4.11	Tree Canopy Cover Strategies													
Task 5 - Draft Report														
5.1	Draft Plan Document													
Task 6 - Deliverables														
6.1	Plan Adoption Meetings													
6.2	Final Plan Deliverables													

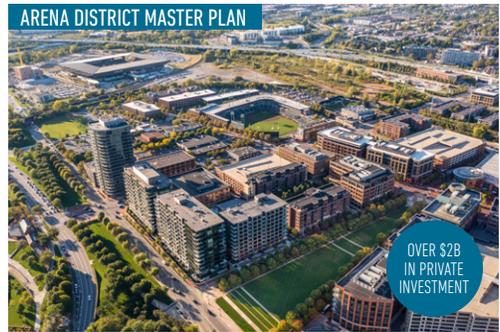
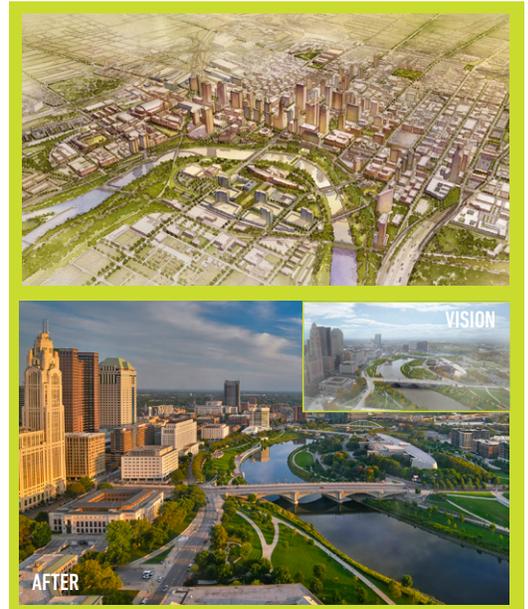
DOWNTOWN COLUMBUS STRATEGIC PLANS COLUMBUS, OH

MKSK

The 2010 Downtown Columbus Strategic Plan and the 2022 Strategic Plan Update articulate an overall vision for the future that builds on current momentum to create a vibrant and economically sustainable downtown.

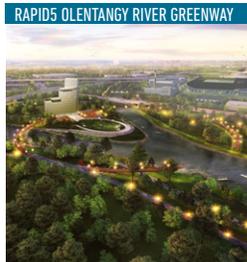
Across two decades of continual planning and implementation, MKSK has supported the transformation of Downtown Columbus, including a Downtown Columbus Strategic Plan in 2010 and an update in 2023. Since 2010, the number of downtown residents has more than doubled from just over 5,000 to more than 15,000. Investments in new park space and museums include the 33-acre Scioto Greenways that restored the Scioto River to its original width and created a new signature downtown park, and the National Veterans Memorial and Museum. The 52-acre, \$500 million Scioto Peninsula mixed use neighborhood across the river from the Columbus Business District, is anchored by Dorrian Green which provides a new front door to the COSI Museum. A new downtown soccer stadium for the Columbus Crew and the new \$220 million, 28-story Hilton hotel are two new downtown attractions. Multi-modal transportation continues to improve with work underway on two Bus Rapid Transit corridors and a new Amtrak station.

MKSK along with WSP is in the process of implementing one of the big ideas from the 2022 plan, with design of the Capital Line. This \$100 million urban pathway through the heart of Downtown Columbus will connect major downtown destinations.



Reference:
 Downtown Columbus Inc.
 Amy Taylor, President
 614.645.3942
 ataylor@downtowncolumbus.com

VIEW THE DOWNTOWN STRATEGIC PLAN
VIEW THE CAPITAL LINE



<https://downtowncolumbus.com/about-us/plan/>
<https://downtowncolumbus.com/projects-initiatives/capitalline/>

GAINESVILLE DOWNTOWN STRATEGIC PLAN GAINESVILLE, FL



DEVELOPMENTSTRATEGIES

Considering the past, present, and future of Downtown Gainesville and its surrounding neighborhoods to strategically outline opportunities for the next 10 years.

Through two years of close collaboration with the Gainesville community, MKSK and Development Strategies developed a Strategic Plan for Downtown Gainesville that aligns with and complements current plans and initiatives, builds on existing assets, connects with and uplifts adjacent neighborhoods, supports new residential and business opportunities, and focuses on specific steps for implementation. This community-based plan does more than set forth a collective vision for the future growth and revitalization of Downtown Gainesville. It also sets up a practical framework for implementation that leverages ongoing partnerships with stakeholders and the nearby University of Florida.

Following the plan's unanimous adoption by City Commission in October 2022, City leadership immediately focused on enabling the first steps toward implementation. These steps included a two-day implementation retreat, led by MKSK, with City leaders, community leaders, and open public participation. Through site tours with local residents and business owners, interviews with downtown stakeholders from peer communities, and detailed discussion regarding downtown place management, capital project funding approaches and supporting policy and legislation, the City and project partners are poised to make substantive progress towards the community's vision for Downtown Gainesville. MKSK is currently supporting the City's efforts toward establishing a Business Improvement District (BID) for downtown, a key implementation action in the plan.



Awards:

2024 ASLA Florida Award of Honor
2023 International Downtown Association Award (IDA) of Excellence

Reference:

City of Gainesville
Sarit Sela, AIA, AICP, LEED AP
352.393.8649
selas@cityofgainesville.org

VIEW THE GAINESVILLE STRATEGIC PLAN



<https://www.gainesvillefl.gov/files/assets/public/v/2/sustainable-development/documents/downtownstrategicplan-approved2022.pdf>

DECATUR TOWN CENTER PLAN 2.0 DECATUR, GA



DEVELOPMENTSTRATEGIES

Supporting community growth and infill while retaining small town charm.

A vibrant in-town city just outside Atlanta, Decatur, Georgia is renowned in the region as a shining example of a growing, diverse, and walkable community. With more than 3,500 downtown residents and a MARTA rail station connecting the city with Metro Atlanta, Downtown Decatur has experienced incredible growth and infill within the last five years. As the first comprehensive look at Downtown Decatur in more than 40 years, the Decatur Town Center 2.0 Plan was an opportunity to evaluate how past planning efforts have been implemented, to take stock of the current state of downtown, and to create a new vision that carries downtown forward.

MKSK, together with Development Strategies, developed a strategic framework for the continued success of downtown. Through multiple forms of in-person, nontraditional, and online engagement, more than 1,000 Decatur voices were involved in the Town Center 2.0 Plan. The plan's concepts and recommendations are organized through seven Goal statements that guided the creation of 23 Objectives and 34 Action Items. These Action Items help move downtown forward and achieve the promise of the vision created by the community through this planning process. This Vision for Downtown concludes with the re-imagining of three Opportunity Sites as mixed use and mixed income development, one of which is already slated for redevelopment with uses similar to those articulated in the plan. Since the plan's unanimous adoption, the City has funded the redesign for Decatur Square envisioned in the plan, and welcomed the announcement of a new hotel nearby.



Award:

2024 IDA Award of Excellence

Reference:

City of Decatur, Georgia
Angela Threadgill, Planning & Economic Development Director
404.371.8386
angela.threadgill@decaturga.com

VIEW THE DECATUR TOWN CENTER PLAN 2.0



<https://www.decaturga.com/media/27686>

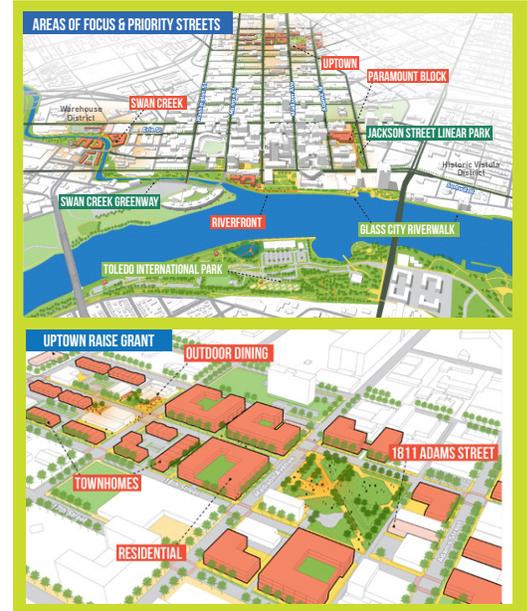
DOWNTOWN TOLEDO MASTER PLAN TOLEDO, OH

MKSK

DEVELOPMENT STRATEGIES

Toledo's downtown resurgence continues with an updated Master Plan and investments in streets, mobility, and infrastructure.

MKSK's work with ConneCToledo, the City of Toledo, Lucas County, and Metroparks has resulted in the implementation of all 12 of the Downtown Plan's priority action items. The results since 2017 benefit all Toledoans: \$244 million of completed catalytic projects, from the new ProMedica corporate headquarters to Promenade Park, to the residential conversion of downtown office towers and warehouse buildings for both market rate and workforce housing. Investment in the riverfront is nearly complete. More than \$425 million of additional catalytic projects are currently implemented or underway, including the \$200 million Glass City and International Park Metroparks that fulfill the community's vision of a restored riverfront park system on both sides of the Maumee River. An \$80 million renovation to the Glass City Convention and Event Center and attached hotel is currently underway that will boost downtown's hospitality market. Downtown mobility improvements have also been made, with a new transit center, completion of the Jefferson Avenue Cycletrack, and the pedestrian-focused streetscape improvements complete on Summit Street. As a result of this planning effort and additional planning work by MKSK in downtown's Uptown neighborhood, Toledo was awarded a 2023 RAISE Grant of \$20 million. Through this grant, Uptown will see significant investment in area streets, streetscapes, placemaking, and alternative transportation infrastructure. MKSK is currently working with Metroparks to design improvements to International Park to ensure east-side neighbors have equitable access to the downtown riverfront.



Reference:

ConneCToledo
Paul Toth, President
419.249.5494
ptoth@connectoledo.org

VIEW THE DOWNTOWN TOLEDO MASTER PLAN

<https://www.connectoledo.org/media/1331/23-1205-toledo-downtown-plan-update-final.pdf>



DOWNTOWN VISION & NEIGHBORHOOD PLANS AKRON, OH

MKSK

DEVELOPMENT STRATEGIES

Leveraging downtown growth to uplift nearby neighborhoods.

MKSK led a multidisciplinary team to create a vision for Downtown Akron that serves to guide public and private investment for downtown and central city area. The market-based plan fosters a rich diversity of downtown places and spaces that will attract and support people who live, work and play in Downtown Akron. With a focus on Main Street, the Downtown Akron Partnership and the City of Akron have been working since 2017 to implement public realm, streetscape, residential, retail and redevelopment projects. More than 500 residential units have been added in downtown through rehab projects at the Bowery Blocks, Canal Place and 159 Main Street.

Investments in public spaces have also been completed, with public art at Northside Green and the \$10 million renovation of Lock 3. All of these projects are linked together by the \$27 million investment in the Main Street Promenade that added a cycletrack, transit improvements, and new landscaping to create a comfortable, walkable, tree-lined corridor. Planning and design work has continued to guide additional investment in downtown through an MKSK-led Transit Oriented Development Feasibility Study and Main Street Catalyst Site Capacity Studies to determine market supported uses and required investment in transit infrastructure and public realm improvements. MKSK has also led plans for each of the neighborhoods adjacent to Downtown Akron to ensure that community investments uplift existing residents and connect them to the opportunities, jobs and activities that exist downtown. MKSK is finishing a plan update now that refreshes market data, studies equitable outcomes, and creates new focus area plans for downtown.



Reference:

Downtown Akron Partnership
Kimberly Beckett, President & CEO
330.374.7676
kbeckett@downtownakron.com

VIEW THE DOWNTOWN VISION + REDEVELOPMENT PLAN. VIEW THE NEIGHBORHOOD PLANS: MIDDLEBURY, KENMORE, UNIVERSITY PARK, WEST AKRON



IMAGINE NICHOLASVILLE ROAD LEXINGTON, KY



Crafting a joint transportation and land use vision for one of Lexington's key corridors.

MKSK and WSP engaged the Lexington community to create a vision for Nicholasville Road, a major arterial that connects Downtown Lexington with neighboring Jessamine County. The study focuses on creating a joint transportation and land use vision for the corridor that pairs Bus Rapid Transit (BRT) with Transit Oriented Development (TOD). The study reached a wide demographic of the Lexington community through a vigorous engagement process. This included two public meetings, and an online survey with more than 5,000 responses.

The final plan re-imagines Nicholasville Road as a premium transit corridor and includes concepts for three catalyst sites. The sites, which include an aging retail shopping center, a traditional suburban mall, and a research farm owned by the University of Kentucky, were selected using a methodology involving objective criteria and input from the community. The concepts illustrate how TOD can occur on Nicholasville Road as commercial properties redevelop, and how this can help address Lexington's housing needs. The study's proposed transportation improvements create a vision for how to create a more pedestrian and transit-oriented street, with the goal of improving and increasing public transit use to move people more efficiently along this important regional corridor. Recommendations from this study will be used to guide future development efforts and decision-making for Nicholasville Road. The study will also be used to prioritize transportation investments and coordinate them with redevelopment as it occurs over time.

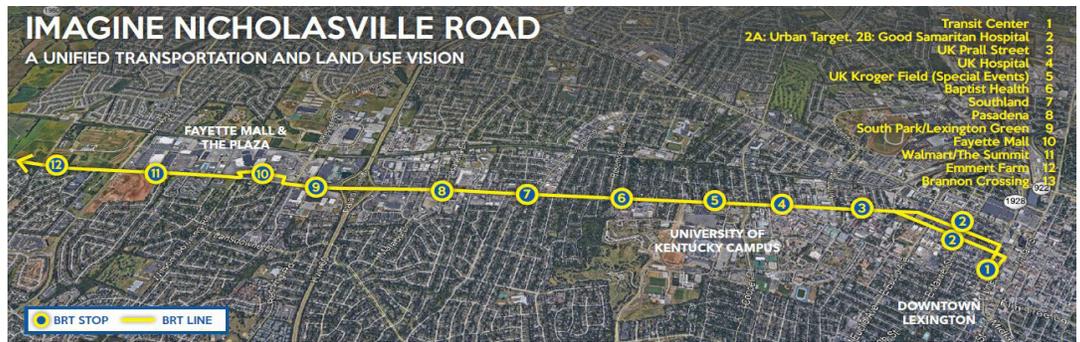


Reference:

Lexington-Fayette Urban County Government
 Kenzie Gleason, Administrative Officer, Planning
 859.258.3605
 kgleason@lexingtonky.gov

VIEW IMAGINE NICHOLASVILLE ROAD PLAN

<https://www.imaginelexington.com/imaginenicholasville>



BUTCHERTOWN, PHOENIX HILL & NULU NEIGHBORHOOD PLAN LOUISVILLE, KY

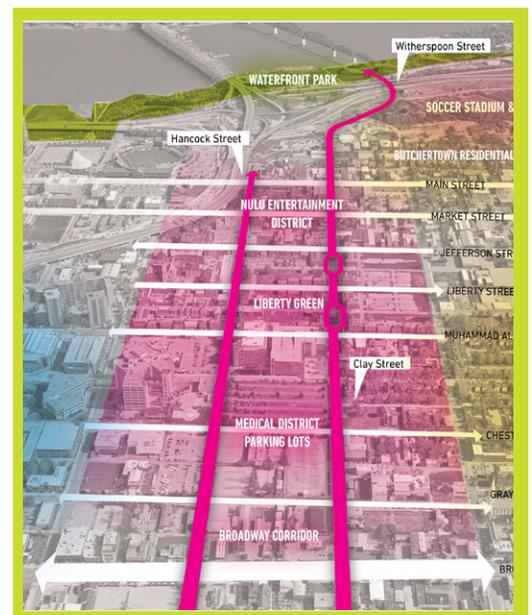


A guiding document for future growth for three of Louisville's most vibrant and walkable downtown neighborhoods.

The Butchertown, Phoenix Hill, and NuLu Neighborhood Plan looked at three communities to create a guiding document for future growth. Just east of downtown, the 6.3-square-mile study area includes some of the most vibrant and unique communities in Louisville. The engagement process involved one public meeting, neighborhood canvassing with plan ambassadors, a website and online survey, and participation in various Neighborhood Advisory Group Meetings. This planning effort allowed residents to proactively address mobility, affordability, and historic preservation concerns.

The primary goal of this plan is to anticipate growth and develop an approach where new developments benefit residents across all socioeconomic groups. The Plan identified potential development sites along key corridors and recommends zoning and form district updates to encourage walkable and compact developments, establishes a connectivity framework based on converting one-way pairs into two-way complete streets, and sets a vision for the Beargrass Creek Greenway that includes open space and new development facing the creek.

The study ran in tandem with an additional data-driven connectivity analysis conducted by WSP that studied multi-modal connections to new and recent attractions.



Reference:

Louisville Metro Public Works
 James Maynard, PE
 502.574.6789
 james.maynard@louisvilleky.gov

VIEW THE BPN NEIGHBORHOOD PLAN

<https://louisvilleky.gov/office-planning/document/bpn-neighborhood-plan-ord>



COST PROPOSAL

This fee proposal is based on our current understanding of the issues and expectations outlined in the request for proposals. We have prepared our budget to correspond with the key segments of the project approach as requested in the RFP, and including other primary components of our proposal. We are prepared to refine and adjust the scope of services and schedule meet your exact needs. If selected, we recommend a detailed scoping meeting to make any necessary adjustments and modify the fee allocations accordingly.

Task	Task Total
Task 0 – Project Startup and Coordination	\$17,000
Task 1 – Existing Land Use Plans Assessment and Inventory	\$45,875
Task 2 – Housing and Market Analysis	\$55,000
Task 3 – Public Engagement	\$133,500
Task 4 – Plan Development and Recommendations	\$155,200
Task 5 - Draft Report	\$62,000
Task 6 - Deliverables	\$26,500
Total Fee	\$495,075

Hourly Rates	Hourly Rate
MKSK	
Andrew Overbeck, Andy Knight, Chris Hermann, Principal	\$300
Luis Calvo, Associate Principal	\$250
Lyn Wenzel, Associate	\$200
Carley Lemon, Urban Planner III	\$175
Urban Planner II, Landscape Architect II	\$160
Urban Planner I, Landscape Architect I	\$140
Administration/Intern	\$95
Development Strategies	
Matt Wetli, Principal	\$275
Anu Samarajiva, Senior Associate	\$200
WSP	
Elizabeth Farc, Senior Consultant	\$175
Daniel Baer, Senior Vice President	\$412
Austin Obenauf, Lead Consultant	\$208
Consultant	\$144
EHI Consultants	
Ed Holmes, Principal	\$200
Ryan Holmes, Project Manager	\$185
CivicLex	
Richard Young, Executive Director	\$135
Kit Anderson, Deputy Director	\$100
Project Specialist, Communications Specialist	\$75
Urban Canopy Works	
Rachel Comte, Principal	\$175

APPENDIX: REQUIRED FORMS



AFFIDAVIT

Comes the Affiant, Andrew Overbeck / MKSK, Inc., and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Andrew Overbeck and he/she is the individual submitting the proposal or is the authorized representative of MKSK, Inc., the entity submitting the proposal (hereinafter referred to as "Proposer").
2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.
3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.
4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.
5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.
6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

Continued on next page

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

Further, Affiant sayeth naught.



STATE OF Ohio

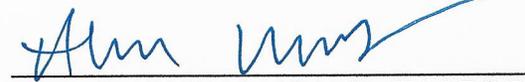
COUNTY OF Franklin

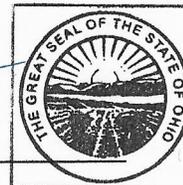
The foregoing instrument was subscribed, sworn to and acknowledged before me

by Andrew Overbalk on this the 13th day

of March, 2025

My Commission expires: 12-02-2025


NOTARY PUBLIC, STATE AT LARGE



Ahmed A Mohamednur
State of Ohio
Notary Public
Commission No. 2018-RE-756854
My Commission Expires 12/2/2028

EQUAL OPPORTUNITY AGREEMENT

Standard Title VI Assurance

The Lexington Fayette-Urban County Government, (hereinafter referred to as the "Recipient") hereby agrees that as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation, it will comply with Title VI of the Civil Rights Act of 1964, 78Stat.252, 42 U.S.C. 2000d-4 (hereinafter referred to as the "Act"), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, (49 CFR, Part 21) Nondiscrimination in Federally Assisted Program of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the "Regulations") and other pertinent directives, no person in the United States shall, on the grounds of race, color, national origin, sex, age (over 40), religion, sexual orientation, gender identity, veteran status, or disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the U.S. Department of Transportation, including the Federal Highway Administration, and hereby gives assurance that will promptly take any necessary measures to effectuate this agreement. This assurance is required by subsection 21.7(a) (1) of the Regulations.

The Law

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.
- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.
- Section 503 of the Rehabilitation Act of 1973 states:

The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap.

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.
- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination

in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

Bidders

I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.



Signature

MKSK, Inc.

Name of Business

AFFIRMATIVE ACTION PLAN / DIVERSITY PRACTICES

MKSK

We are committed to solving the pressing issues in our cities and communities. We do this by focusing on the interaction between people and place. We build on local strengths to create stronger communities and healthier environments.

At MKSK, we celebrate the diversity of the lived experiences and perspectives of each and every person while planning and designing inclusive communities and spaces that emphasize our shared humanity. The work we do at MKSK is strengthened when a diversity of people and perspectives are equitably included and able to come together to shape place, improve lives, and share the story.

MKSK is an equal opportunity employer that is committed to diversity, equity, and inclusion in the workplace. We prohibit discrimination of any kind based on race, ethnicity, religion, national origin, sex, gender identity, sexual orientation, age, disability, physical ability, veteran status, genetic information, pregnancy, or any other protected characteristic as provided by federal, state, or local laws. MKSK is dedicated to unbiased recruiting, hiring, career-development opportunities, healthcare, and employment practices, policies, and procedures. We recognize that all of us will gain in the end, as employers and employees and partners, minorities and majorities, when each of us becomes committed to this goal.

Our efforts extend far beyond program compliance through meeting a specific percentage of contract dollars. When we begin the process of developing a project team, we do an initial evaluation of the technical needs of the project, assess our internal staff availability and experience, and list opportunities where meaningful and measurable services can be provided by other team members, particularly minority-owned, women-owned or small business firms. Whenever possible, we will breakdown project scopes into smaller units to achieve greater participation.

The Team's commitment to utilize diverse businesses is ongoing. We actively strive to identify and outreach to local diverse A/Es and consultants to develop working relationships. We have developed strategic approaches and methodologies for achieving each client's desired diverse business goals. MKSK supports these programs primarily by working with locally based A/E and subject matter specialists firms as consultants on our projects. As part of these relationships, we negotiate for professional services and often provide mentoring to grow the capabilities of their staff. Our business objective is to develop project teams that provide value to the project, client and community. Helping to mentor and grow these local, small, and disadvantaged businesses directly reinforces that objective.

Honoring our commitment to diversity, equity, and inclusion, MKSK has committed to the Landscape Architecture Foundation's (LAF) campaign to support mentorship and scholarship programs for BIPOC students of Landscape Architecture, with an investment of \$10,000 per year over the next five years.

mkskstudios.com

WORKFORCE ANALYSIS FORM

Name of Organization: MKSK, INC

Categories	Total	White (Not Hispanic or Latino)		Hispanic or Latino		Black or African-American (Not Hispanic or Latino)		Native Hawaiian and Other Pacific Islander (Not Hispanic or Latino)		Asian (Not Hispanic or Latino)		American Indian or Alaskan Native (not Hispanic or Latino)		Two or more races (Not Hispanic or Latino)		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Administrators	23	1	9	4													
Professionals	55	29	19	1	1					1	4						
Superintendents																	
Supervisors																	
Foremen																	
Technicians	39	10	15	2			1			1	10						
Protective Service																	
Para-Professionals																	
Office/Clerical	14	1	11			1					1						
Skilled Craft																	
Service/Maintenance																	
Total:	131	59	49	3	1	1	1			2	15						

Prepared by: Ahmed Mohamednur, Controller Date: 02 / 24 / 2025

(Name and Title)

Revised 2015-Dec-15



LEXINGTON

LFUCG MWDBE PARTICIPATION FORM
Bid/RFP/Quote Reference # 4-2025

The MWDBE and/or veteran subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to the Division of Procurement for approval immediately. **Failure to submit a completed form may cause rejection of the bid.**

MWBE Company, Name, Address, Phone, Email	DBE/MBE WBE/VOSB/SDVOSB	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1. EHI Consultants Edward Holmes 333 W. Vine St. Lexington, KY 40507 859.425.4881 holmes@ehiconsultants.com	DBE, MBE	Community Engagement	\$40,075	8%
2.				
3.				
4.				

The undersigned company representative submits the above list of MDWBE and veteran firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

MKSK, Inc.

Company

3/13/25

Date

Company Representative

PRINCIPAL

Title



FW: Lexington Downtown Plan

From Andy Knight <aknight@mkskstudios.com>
Date Thu 3/6/2025 4:49 PM
To Devon Mayhugh <dmayhugh@mkskstudios.com>

Andrew Knight PLA, ASLA
Principal

MKSK

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LOUISVILLE | ORLANDO | WASHINGTON D.C.

cell 859.559.7337

From: Ed Holmes <holmes@ehiconsultants.com>
Sent: Tuesday, November 19, 2024 11:05 AM
To: Andy Knight <aknight@mkskstudios.com>
Cc: Andrew J. Overbeck <aoverbeck@mkskstudios.com>
Subject: RE: Lexington Downtown Plan

EXTERNAL EMAIL - This email was sent by a person from outside your organization. Exercise caution when clicking links, opening attachments or taking further action, before validating its authenticity.

Good morning Andy,

We are looking forward to teaming with you on the downtown master plan. I am available to meet on the 26th. Let me know the time and location. Thanks,

Edward J. Holmes, AICP
President

EHI Consultants
333 W. Vine Street
Suite 300
Lexington, Kentucky 40507
ph. 859.425.4881
fax. 859.254.8639
cell. 859.321.5643

holmes@ehiconsultants.com
www.ehiconsultants.com

From: Andy Knight <aknight@mkskstudios.com>
Sent: Tuesday, November 19, 2024 11:03 AM
To: Ed Holmes <holmes@ehiconsultants.com>
Cc: Andrew J. Overbeck <aoverbeck@mkskstudios.com>
Subject: Lexington Downtown Plan

Good morning Ed. Although the Downtown Lexington MP RFP hasn't hit the streets, I'd like to confirm with you that you are interested in joining the MKSK team. If so, we are planning to meet with WSP on the 26th at noon to discuss current state of affairs and strategies for our proposal response. You are more than welcome to join us. I'm sure our team would greatly benefit from your insight.

Happy to chat prior to the 26th as well if you'd like.
Andy

Andrew Knight PLA, ASLA
Principal

MKSK

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LOUISVILLE | ORLANDO | WASHINGTON D.C.

cell 859.559.7337



FW: Lexington Downtown Plan - MKSK Teaming

From Jane Jordan <jjordan@mkskstudios.com>
Date Thu 3/6/2025 1:07 PM
To Devon Mayhugh <dmayhugh@mkskstudios.com>

Jane Jordan
Principal, Chief Business Development Officer

MKSK

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ROCHESTER | LOUISVILLE | ORLANDO | WASHINGTON

office 614 621 2796
cell 513 313 4348
web mkskstudios.com

[dialogue](#) | [linkedin](#) | [facebook](#) | [instagram](#) | [issuu](#)

From: Jane Jordan
Sent: Monday, February 24, 2025 9:11 AM
To: Rachel Comte <rachel@urbancanopyworks.com>
Subject: RE: Lexington Downtown Plan - MKSK Teaming

Hi Rachel,

Great news!

I'll check our schedule and send you an invitation for tomorrow afternoon or Wednesday.

Jane Jordan
Principal, Chief Business Development Officer

MKSK

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web mkskstudios.com

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From: Rachel Comte <rachel@urbancanopyworks.com>
Sent: Monday, February 24, 2025 9:06 AM
To: Jane Jordan <jjordan@mkskstudios.com>
Subject: Re: Lexington Downtown Plan - MKSK Teaming

EXTERNAL EMAIL - This email was sent by a person from outside your organization. Exercise caution when clicking links, opening attachments or taking further action, before validating its authenticity.

Hi Jane - Thanks for reaching out. I'm definitely up to discussing a collaboration for the Task 4 piece you mentioned. We are a SBA certified WOSB (100% woman owned). Our KY application is in the works (a matter of finding time). But the SBA thing usually is enough. Let me know if you want to scheduled a conversation. I'm open tomorrow afternoon or anytime on Wednesday. Thanks - Rachel

On Fri, Feb 21, 2025 at 3:28 PM Jane Jordan <jjordan@mkskstudios.com> wrote:

Hi Rachel,

I am excited to get back to you with an opportunity to collaborate.

MKSK is pursuing the attached Lexington, KY Downtown Plan as the prime. Would you be interested in discussing joining our team for the following scope element:

Task 4. Strategies for integrating trees and maximizing canopy cover within the downtown area to enhance environmental sustainability, provide shade, and improve urban aesthetics

Please can you also confirm that you are registered as a KY WBE.

Thank you!

Jane Jordan
Principal, Chief Business Development Officer

MKSK

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| ROCHESTER | LOUISVILLE | ORLANDO | WASHINGTON

office 614 621 2796

cell 513 313 4348

web mkskstudios.com

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--

Rachel Comte | Principal; Urban Planner; Arborist

Urban Canopy Works, LLC

www.urbancanopyworks.com

ISA Board Certified Master Arborist® & TRAQ OH-6296B

859.638.2044



LFUCG Certified List

From Sherita Miller <smiller@lexingtonky.gov>

Date Thu 3/6/2025 3:25 PM

To dmayhugh@mksstudios.com <dmayhugh@mksstudios.com>

 1 attachment (110 KB)

LFUCG Certified List_February 2025_.xlsx;

This is the first time you received an email from this sender (smiller@lexingtonky.gov). Exercise caution when clicking links, opening attachments or taking further action, before validating its authenticity.

Hi Devon,

Per our telephone conversation, attached is a copy of LFUCG's certified list of minority, women, and veteran owned businesses. This is an overall list of businesses with various specialties.

Thanks, Sherita

Sherita Miller, MPA, CPSD

Minority Business Enterprise Liaison

Division of Procurement

859.258.3323 office

lexingtonky.gov



1775 – 2025



LFUCG Certified List

From Sherita Miller <smiller@lexingtonky.gov>

Date Thu 3/6/2025 3:25 PM

To dmayhugh@mkskstudios.com <dmayhugh@mkskstudios.com>

 1 attachment (110 KB)

LFUCG Certified List_February 2025_.xlsx;

This is the first time you received an email from this sender (smiller@lexingtonky.gov). Exercise caution when clicking links, opening attachments or taking further action, before validating its authenticity.

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Per our telephone conversation, attached is a copy of LFUCG's certified list of minority, women, and veteran owned businesses. This is an overall list of businesses with various specialties.

Thanks, Sherita

Sherita Miller, MPA, CPSD

Minority Business Enterprise Liaison

Division of Procurement

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lexingtonky.gov



1775 – 2025

ATTACHMENT A – SMALL AND DISADVANTAGED, MINORITY-, WOMEN-, AND VETERAN-OWNED BUSINESS OUTREACH PLAN

Proposer Name:	<u>MKSK, Inc.</u>	Date:	<u>March 6, 2025</u>
Project Name:	<u>Downtown Area Master Plan</u>	Project Number:	<u>#4-2025</u>
Contact Name:	<u>Andrew Overbeck</u>	Telephone:	<u>614.621.2796</u>
Email:	<u>aoverbeck@mkskstudios.com</u>		

The mission of the Minority Business Enterprise Program is to facilitate the full participation of disadvantaged businesses, minority-, women-, veteran-, and service-disabled veteran-owned businesses in the procurement process and to promote economic inclusion as a business imperative essential to the long-term economic viability of Lexington-Fayette Urban County Government.

To that end, small and disadvantaged businesses, including minority-, woman-, veteran-, and service-disabled veteran-owned businesses, must have an equal opportunity to be utilized in the performance of contracts with public funds spent from certain discretionary agreements. By submitting its offer, Bidder/Proposer certifies that it has taken, and if there are further opportunities will take, reasonable steps to ensure that small and disadvantaged businesses, including minority-, woman-, veteran-, and service-disabled veteran-owned businesses, are provided an equal opportunity to compete for and participate in the performance of any subcontracts resulting from this procurement.

The information submitted in response to this clause will not be considered in any scored evaluation. Failure to submit this form may cause the bid or proposal to be rejected.

Is the Bidder/ Proposer a certified firm? Yes No

If yes, indicate all certification type(s):

DBE

MBE

WBE

SBE

VOSB/SDVOSB

and supply a copy of the certificate and/or certification letter if not currently listed on the city's Minority Business Enterprise Program's (MBEP) certified list.

1. Include a list of firms that Bidder/ Proposer has had a contractual relationship with within the last two years that are minority-owned, woman-owned, veteran-owned or small businesses, regardless of their certification status.

2. Does Bidder/Proposer foresee any subcontracting opportunities for this procurement?

Yes No

If no, please explain why in the field below. Do not complete the rest of this form and submit this first page with your bid and/or proposal. (Click or tap here to enter text.)

If yes, please complete the following pages and submit all pages with your bid and/or proposal.

Describe the steps Bidder/Proposer took to solicit small and disadvantaged businesses, including MBEs, WBEs, VOSBs, and SDVOSBs, for subcontracting opportunities for this procurement.

3. Check the good faith and outreach efforts the Bidder/Proposer used to encourage the participation of small and disadvantaged businesses including, MBEs, WBEs, VOSBs and SDVOSBs:

- Bidder placed advertisements in search of prospective small businesses, DBEs, MBEs, WBEs, VOSBs and/or SDVOSBs for the solicitation.
- Bidder attended LFUCG Procurement Economic Inclusion Outreach event(s) within the past year.
- Bidder attended pre-bid and/or pre-proposal meetings for this solicitation.
- Bidder sponsored an Economic Inclusion Outreach event.
- Bidder requested a list of certified small, DBE, MBE, WBE, VOSB and/or SDVOSB subcontractors or suppliers from LFUCG.
- Bidder contacted organizations that work with small, DBE, MBE, WBE, VOSB and/or SDVOSB companies.
- Bidder sent written notices to certified small, DBE, MBE, WBE, VOSB and SDVOSB businesses.
- Bidder followed up to initial solicitations with interested small, DBE, MBE, WBE, VOSB and/or SDVOSB.
- Bidder provided small, DBE, MBE, WBE, VOSB and/or SDVOSB businesses interested in performing the solicited work with prompt access to the plans, specifications, scope of work, and requirements of the solicitation.
- Bidder made efforts to segment portions of the work to be performed by small businesses, DBEs, MBEs, WBEs, VOSBs and/or SDVOSBs, including dividing sub-bid/partnership opportunities into economically feasible units/parcels, to facilitate participation.

- Bidder negotiated in good faith with interested small, DBE, MBE, WBE, VOSB and/or SDVOSB businesses.
- Bidder provided adequate rationale for rejecting any small business', DBEs, MBEs, WBEs, VOSBs or SDVOSBs for lack of qualifications.
- Bidder offered assistance in obtaining bonding, insurance, financial, equipment, or other resources to small businesses, DBEs, MBEs, WBEs, VOSBs and/or SDVOSBs, in an effort to assist them in meeting project requirements.
- Bidder made efforts to expand the search for small businesses, DBEs MBEs, WBEs, VOSBs and/or SDVOSBs beyond the usual geographic boundaries.
- Bidder made other reasonable efforts to include small businesses, DBEs, MBEs, WBEs, VOSBs and/or SDVOSBs participation.

4. Bidder/Proposer must include documentation, including the date each effort was made, the medium through which each effort was made, and the outcome of each effort with this form, regardless of the level of small, DBE, MBE, WBE, VOSB and/or SDVOSB participation. Examples of required documentation include copies of email communications, copies of newspaper advertisements, or copies of quotations received from interested small businesses, DBEs, MBEs, WBEs, VOSBs or SDVOSBs.

 (Click or tap here to enter text.)  See attached documentation following this form

For detailed information regarding outreach efforts that satisfy the MBE Program's requirements, please see "Documentation Required for Good Faith Efforts and Outreach Plans" page.

Note: The Bidder/Proposer must be willing to report the identity of each subcontractor and the value of each subcontract to MBEP if awarded a contract from this procurement.

Failure to submit the documentation requested may be cause for rejection of the bid. Bidders may include any other documentation deemed relevant to this requirement, which is subject to review by the MBE Liaison. Documentation of Good Faith and Outreach Efforts must be submitted with the bid, regardless of the proposed level of SBEs, DBEs, MBEs, WBEs, VOSBs and/or SDVOSBs participation in the procurement. If the Good Faith and Outreach Effort Form and associated documentation is not submitted with the bid response, the bid may be rejected.

The undersigned acknowledges that all information is accurate. Any misrepresentations may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

MKSK, Inc. text here

Company

3/13/25

Date



Company Representative

PRINCIPAL

Title

4870-1925-6809, v. 1

GENERAL PROVISIONS

1. Each Respondent shall comply with all Federal, State & Local regulations concerning this type of service or good.

The Respondent agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, *29 U.S.C. 650 et. seq.*, as amended, and KRS Chapter 338. The Respondent also agrees to notify the LFUCG in writing immediately upon detection of any unsafe and/or unhealthful working conditions at the job site. The Respondent agrees to indemnify, defend and hold the LFUCG harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.
2. Failure to submit ALL forms and information required in this RFP may be grounds for disqualification.
3. Addenda: All addenda and IonWave Q&A, if any, shall be considered in making the proposal, and such addenda shall be made a part of this RFP. Before submitting a proposal, it is incumbent upon each proposer to be informed as to whether any addenda have been issued, and the failure to cover in the bid any such addenda may result in disqualification of that proposal.
4. Proposal Reservations: LFUCG reserves the right to reject any or all proposals, to award in whole or part, and to waive minor immaterial defects in proposals. LFUCG may consider any alternative proposal that meets its basic needs.
5. Liability: LFUCG is not responsible for any cost incurred by a Respondent in the preparation of proposals.
6. Changes/Alterations: Respondent may change or withdraw a proposal at any time prior to the opening; however, no oral modifications will be allowed. Only letters, or other formal written requests for modifications or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by LFUCG prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened, will then be corrected in accordance with such written request(s), provided that the written request is contained in a sealed envelope which is plainly marked "modifications of proposal".
7. Clarification of Submittal: LFUCG reserves the right to obtain clarification of any point in a bid or to obtain additional information from a Respondent.
8. Bribery Clause: By his/her signature on the bid, Respondent certifies that no employee of his/hers, any affiliate or Subcontractor, has bribed or attempted to bribe an officer or employee of the LFUCG.

9. Additional Information: While not necessary, the Respondent may include any product brochures, software documentation, sample reports, or other documentation that may assist LFUCG in better understanding and evaluating the Respondent's response. Additional documentation shall not serve as a substitute for other documentation which is required by this RFP to be submitted with the proposal,
10. Ambiguity, Conflict or other Errors in RFP: If a Respondent discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP, it shall immediately notify LFUCG of such error in writing and request modification or clarification of the document if allowable by the LFUCG.
11. Agreement to Bid Terms: In submitting this proposal, the Respondent agrees that it has carefully examined the specifications and all provisions relating to the work to be done attached hereto and made part of this proposal. By acceptance of a Contract under this RFP, proposer states that it understands the meaning, intent and requirements of the RFP and agrees to the same. The successful Respondent shall warrant that it is familiar with and understands all provisions herein and shall warrant that it can comply with them. No additional compensation to Respondent shall be authorized for services or expenses reasonably covered under these provisions that the proposer omits from its Proposal.
12. Cancellation: If the services to be performed hereunder by the Respondent are not performed in an acceptable manner to the LFUCG, the LFUCG may cancel this contract for cause by providing written notice to the proposer, giving at least thirty (30) days notice of the proposed cancellation and the reasons for same. During that time period, the proposer may seek to bring the performance of services hereunder to a level that is acceptable to the LFUCG, and the LFUCG may rescind the cancellation if such action is in its best interest.

A. Termination for Cause

- (1) LFUCG may terminate a contract because of the contractor's failure to perform its contractual duties
- (2) If a contractor is determined to be in default, LFUCG shall notify the contractor of the determination in writing, and may include a specified date by which the contractor shall cure the identified deficiencies. LFUCG may proceed with termination if the contractor fails to cure the deficiencies within the specified time.
- (3) A default in performance by a contractor for which a contract may be terminated shall include, but shall not necessarily be limited to:
 - (a) Failure to perform the contract according to its terms, conditions and specifications;
 - (b) Failure to make delivery within the time specified or according

- to a delivery schedule fixed by the contract;
- (c) Late payment or nonpayment of bills for labor, materials, supplies, or equipment furnished in connection with a contract for construction services as evidenced by mechanics' liens filed pursuant to the provisions of KRS Chapter 376, or letters of indebtedness received from creditors by the purchasing agency;
- (d) Failure to diligently advance the work under a contract for construction services;
- (e) The filing of a bankruptcy petition by or against the contractor; or
- (f) Actions that endanger the health, safety or welfare of the LFUCG or its citizens.

B. At Will Termination

Notwithstanding the above provisions, the LFUCG may terminate this contract at will in accordance with the law upon providing thirty (30) days written notice of that intent, Payment for services or goods received prior to termination shall be made by the LFUCG provided these goods or services were provided in a manner acceptable to the LFUCG. Payment for those goods and services shall not be unreasonably withheld.

13. **Assignment of Contract:** The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated to consent to any request for assignment or subcontract; and further that such refusal to consent can be for any or no reason, fully within the sole discretion of LFUCG.
14. **No Waiver:** No failure or delay by LFUCG in exercising any right, remedy, power or privilege hereunder, nor any single or partial exercise thereof, nor the exercise of any other right, remedy, power or privilege shall operate as a waiver hereof or thereof. No failure or delay by LFUCG in exercising any right, remedy, power or privilege under or in respect of this Contract shall affect the rights, remedies, powers or privileges of LFUCG hereunder or shall operate as a waiver thereof.
15. **Authority to do Business:** The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must

be signed by a duly authorized officer, agent or employee of the Respondent.

16. **Governing Law:** This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.
17. **Ability to Meet Obligations:** Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.
18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.
19. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.
20. Contractor [or Vendor or Vendor's Employees] will not appropriate or make use of the Lexington-Fayette Urban County Government (LFUCG) name or any of its trade or service marks or property (including but not limited to any logo or seal), in any promotion, endorsement, advertisement, testimonial or similar use without the prior written consent of the government. If such consent is granted LFUCG reserves the unilateral right, in its sole discretion, to immediately terminate and revoke such use for any reason whatsoever. Contractor agrees that it shall cease and desist from any unauthorized use immediately upon being notified by LFUCG.



Signature

3/13/25

Date

RISK MANAGEMENT PROVISIONS INSURANCE AND INDEMNIFICATION

INDEMNIFICATION AND HOLD HARMLESS PROVISION

- (1) It is understood and agreed by the parties that Contractor hereby assumes the entire responsibility and liability for any and all damages to persons or property **to the extent** caused by or resulting from or arising out of any **negligent** act or omission on the part of Contractor or its employees, agents, servants, owners, principals, licensees, assigns or subcontractors of any tier (hereinafter "CONTRACTOR") under or in connection with this agreement and/or the provision of goods or services and the performance or failure to perform any work required thereby.
- (2) CONTRACTOR shall indemnify, save, **and** hold harmless and defend the Lexington-Fayette Urban County Government and its elected and appointed officials, employees, agents, volunteers, and successors in interest (hereinafter "LFUCG") from and against all liability, damages, and losses, including but not limited to, demands, claims, obligations, causes of action, judgments, penalties, fines, liens, costs, expenses, interest, defense costs and reasonable attorney's fees that are in any way incidental to or connected with, or that arise or are alleged to **to the extent that they** have arisen, directly or indirectly, from or by CONTRACTOR's **negligent** performance or breach of the agreement and/or the provision of goods or services provided that: (a) it is attributable to personal injury, bodily injury, sickness, or death, or to injury to or destruction of property (including the loss of use resulting therefrom), or to or from the negligent acts, errors or omissions or willful misconduct of the CONTRACTOR; and (b) not caused solely by the active negligence or willful misconduct of LFUCG.
- (3) In the event LFUCG is alleged to be liable based upon the above, CONTRACTOR shall defend such allegations and shall bear all costs, fees and expenses of such defense, including but not limited to, all reasonable attorneys' fees and expenses, court costs, and expert witness fees and expenses, using attorneys approved in writing by LFUCG, which approval shall not be unreasonably withheld.
- (4) These provisions shall in no way be limited by any financial responsibility or insurance requirements, and shall survive the termination of this agreement.
- (5) LFUCG is a political subdivision of the Commonwealth of Kentucky. CONTRACTOR acknowledges and agrees that LFUCG is unable to provide indemnity or otherwise save, hold harmless, or defend the CONTRACTOR in any manner.
- (6) Notwithstanding, the foregoing with respect to any professional services performed by CONTRACTOR hereunder (and to the fullest extent permitted by law), CONTRACTOR shall indemnify, save, **and** hold harmless and defend LFUCG from and against any and all liability, damages and losses, including but not limited to, demands, claims, obligations, causes of action, judgments, penalties, fines, liens, costs, expenses, interest, defense costs and reasonable attorney's fees, for any damage due to death or injury to any person or injury to any property (including the loss of use resulting therefrom) to the extent arising out of, pertaining to or relating to the negligence, recklessness or willful misconduct of CONTRACTOR in the performance of this agreement.

FINANCIAL RESPONSIBILITY

