



ARCHITECTURAL/ENGINEERING PROPOSAL

LFUCG DWQ Headquarters & Operations Facility Renovation & Refit RFP #48-2024

Lexington-Fayette Urban County Government

September 24, 2024



engineering | architecture | geospatial

GRW | 801 Corporate Drive Lexington, KY 40503 | 859.223.3999



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September 24, 2024

Mr. Brian Marcum
Central Purchasing
Lexington-Fayette Urban County Government
200 East Main Street
Lexington, KY 40507

**Subject: Architectural/Engineering Proposal | RFP #48-2024
LFUCG DWQ Headquarters & Operations Facility Renovation & Refit**

Dear Mr. Marcum and Selection Team Members:

The Lexington-Fayette Urban County Government and the Division of Water Quality is looking for an architectural/engineering team to provide professional services needed as you move forward with the consolidation of DWQ's staff and operations activities from multiple leased locations to a new Water Quality Headquarters and Operations Facility. Your desire is to receive assistance with the validation of the owner's programming needs, design, and construction administration services for the renovation of an existing facility into a space that provides long-term benefits identified such as operational efficiencies and overall cost reductions. The proposed renovation and reconfiguration of the facility is important for meeting the varied and critical needs of the DWQ. We would like to work with you on your project and are committed to being the partner you need to make it a success.

QUALIFICATIONS: GRW has worked with many similar entities on projects related to their administrative/office and operations/maintenance departments. In general, our team's resume includes a strong understanding of these kinds of facilities including dozens of renovations. This experience gives us a high level of readiness and awareness to help support your upcoming facility needs.

LEADERSHIP & UNDERSTANDING: With GRW, you will get a team that regularly works with clients from a practical, patient, and flexible point of view. Cost control also is always on the front of our minds. We'll listen to all stakeholders and offer guidance as we help you make future decisions for your new headquarters and operations project.

CAPACITY: GRW's in-house services offer a significant technical advantage. When you select GRW, you get single-source responsibility for all design disciplines, including architecture, structural, civil, mechanical, electrical, plumbing, as well as interior design. By delivering these services with complete integration, we can help expedite design schedules, and provide a high level of overall cohesiveness.

WE ARE COMMITTED TO YOUR SUCCESS: Finally, we fully understand the importance of gaining your respect, proving our worth, and being there long after your project is completed. We thank you for the opportunity to respond, and we look forward to the next step in your selection process where we can present our additional ideas and vision toward the successful completion of LFUCG's and DWQ project.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jimmy K Piper'.

Jimmy K Piper, AIA, LEED AP BD+C
Vice President
jpiper@grwinc.com
(o) 859.880.2433 | (c) 859.338.5842



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Architectural/Engineering Proposal

LFUCG Division of Water Quality Headquarters & Operations Facility Renovation & Refit | RFP #48-2024 Lexington-Fayette Urban County Government

Table of Contents

Section 1.0	GRW Qualifications
Section 2.0	Project Team
Section 3.0	List of Clients for Which Similar Work Has Been Performed
Section 4.0	Reference Projects
Section 5.0	Local Office
Section 6.0	Disadvantaged Business Enterprise (DBE) Involvement
Section 7.0	Statement of Hourly Rates
Section 8.0	Anticipated Scope of Work
Section 9.0	LFUCG Required Forms



SECTION 1.0

GRW Qualifications

1.0 GRW Qualifications

GRW would like to partner with Lexington-Fayette Urban County Government and the Division of Water Quality to achieve the important goals established for renovation/fit-up of an existing building on New Circle Road in Lexington. This space is proposed to become the new home for the Division of Water Quality Headquarters and Operations Facility. Our team offers you the right experience, expertise, and familiarity to successfully complete your project, and we are committed to meeting your needs.

Our proposal includes the information requested to help you assess our team and staff qualifications, as well as our understanding of the scope of services and cost/fee estimate template (see Sections 7.0 and 8.0).

We offer the following as a summary of our firm qualifications, capabilities and commitment to you.

First, our team is familiar with the existing building. The head of our architectural division, Shane Lyle, and our president, Chris Hammer, both toured the site on August 25. In addition, our project team has thoroughly reviewed your very detailed RFP: the Program and Technical requirements, scope of basic services, each of the design phases, and schedule information. The provided fit up drawings and numerous photos have also been reviewed and considered. **We discuss your project along with several considerations in Section 8.0.**

Based on our review of your RFP, we've gained not only an understanding of your project needs, but also an understanding of the type of consultant you desire.

PROJECT TEAM Of great importance is your assigned project team. The GRW team includes architectural and engineering professionals with experience designing similar municipal administration/headquarters and operations facilities, as well as a high level of familiarity with LFUCG.

Our proposed **GRW Project Manager Jimmy Piper** has managed six of the seven GRW project examples discussed in Section 4.0, including:

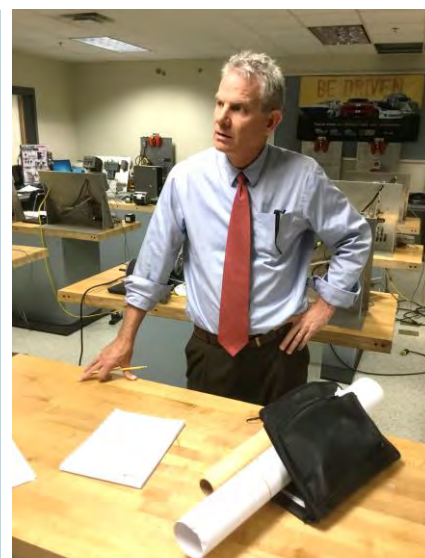
- **Fayette County Coroner's Office Renovations Feasibility Study**

- **Lexington Police Training Academy Feasibility Study**
- BGMU Water & Maintenance Crews Facility Conceptual Design
- Kenton County School District Transportation & District Support Facility
- OH National Guard Joint Armed Forces Reserve Center and Field Maintenance Shop Complex
- Berea College Facilities Maintenance and Auxiliary Maintenance Buildings

Jimmy also served as Project Manager for these additional renovation projects: Franklin County Public Health Center Renovation, multiple Kenton County Fiscal Court Independence Courthouse Renovations, CVG Upper Concourse A Office Relocation & Renovation, Georgetown College Anna Ashcraft Ensor Learning Resource Center Classroom Complex Renovation, Berea College Hutchins Library IT Suite Renovation, Berea College Seabury Center Renovation, Wright Patterson AFB Building 655 Renovation, West Virginia ANG 130th Airlift Wing Security Forces Squadron Facility Renovation and Expansion, Pulaski County Schools Area Technology

Center Renovation, Somerset, KY

He collaborates regularly with our assigned team members, which includes mechanical, electrical, and structural engineering as well as in-house architectural and interior design professionals.



Jimmy Piper, AIA, is a GRW Senior Architect, Vice President & Project Manager

Learn more about our entire team in **Section 2.0.**

We're also pleased to introduce **two key subconsultants: Element Design (WBE)** and **Connico (DBE)**.

Element will provide site/civil engineering and landscape architecture services. Connico has been selected as our independent third-party estimator. Brief introductions to each firm follow.



Element Design is a Women Owned Business Enterprise performing civil

engineering, landscape architecture and planning professional services. The firm holds the following certifications: WBE - Women's Business Enterprise National Council (WBENC), DBE - Kentucky Transportation Cabinet, M/WBE - the Finance and Administration Cabinet, WOSB - Federal designation through Small Business Administration, LFUCG - Certified WBE, Metro Louisville - Certified WBE.

Element Design uses research, creativity and technical expertise to approach all projects with a comprehensive look at how successful sites function and change over time, and how their design best meets the needs and vision of clients and communities.

As a full-service site design firm, Element provides a comprehensive approach to site planning, design and engineering. The firm has the experience and technical expertise in all aspects of site design to fully execute a successful, creative and visionary project.



Their relevant services encompass:

- Phase I Environmental Site Assessment
- Sanitary Sewer Distribution Design
- Signage & Way Finding Planning & Design
- Site Grading
- Site Master Planning & Design
- Site Visioning Graphics & Computer Modeling
- Storm Sewer Design
- Urban & Streetscape Design
- Water Line Distribution Design

Several examples of Element's recent relevant site design and civil engineering projects in Lexington include the **Lexington Senior Center (image shown)**, **Woodland Park Cafe & Restroom Building**, **Lower Cane Run Wet Weather Storage Rest Plaza**, **Town Branch Commons**, **Shillito Park Playground Renovation**, and **LFUCG Versailles Road Government Center ADA Improvements**.



For more than 30 years, **Connico** has

offered consulting services to owners, engineers, architects, and planners. As consultants you can count on, we specialize in cost estimating, program management, scheduling/phasing, project management and constructability planning, delivering a client's vision for projects. Our experience with complex projects allows for a unique perspective during the design and construction process. Connico is a certified as a WBE with LFUCG and as a DBE - Kentucky Transportation Cabinet,

Connico has been providing cost estimating services on projects stretching all the way through the different phases of a project at facilities across the U.S. from Norfolk, Virginia to Los Angeles, California (see map below). This knowledge and experience at these facilities across the country gives clients the background and experience needed to estimate their projects. Also, their staff's combined architectural/engineering/construction consulting experience spans more than 500 years.

The inclusion of Element and Connico also demonstrates our team's **DISADVANTAGED BUSINESS ENTERPRISE (DBE) INVOLVEMENT** and GRW's commitment to LFUCG DBE goals (see also Section 6.0).

LIST OF CLIENTS FOR WHICH SIMILAR WORK HAS BEEN PERFORMED & REFERENCE PROJECTS

GRW has completed programming, planning, design, and construction administration of dozens of similar administration-type facilities of varied sizes. In **Sections 3.0 and 4.0** we've provided both a one-page list of clients for which similar work has been performed, as well as reference projects highlighting our relevant experience and ability to perform successfully.

Included are recent examples of work completed for the City of Lexington, as well as administration and maintenance building design assignments for Bowling Green Municipal Utilities, Berea College, Kenton County School District, and the Ohio National Guard.

Our firm's experience also includes a renovation/reuse project completed for the **City of Corbin (Section 4.0 & exterior image below)**, as well as a department consolidation project for the Frankfort Plant Board.



For **Frankfort's ACEC-award-winning project (exterior image below)**, GRW provided programming, planning and design services for its new 46,000 SF administration building and associated 30-acre site. The project brought together administrative offices for accounting, human resources, management, IT, and dispatch.



Site work included utilities, storm drainage, access road, parking, and landscaping. Among the building's

GRW LFUCG Experience Partial List

- Lane Allen Sidewalk Connectivity Project
- Town Branch Dewatering Pump Station
- East Hickman Drainage Basin Sanitary Sewer Collection & Conveyance
- Upper Cane Run Wet Weather Flow Storage & Pumping Facilities
- West Hickman WWTP Solids Processing Building Improvements
- Wolf Run D & E Trunk Sewers
- Town Branch Wastewater Treatment Plant Thickening Process Evaluation & Equipment Upgrades
- Beaumont YMCA Shared Use Trail & Low Water Crossing
- Sidewalk Improvements at Oxford Circle
- South Elkhorn Pump Station Upsizing Improvements
- East Hickman Wet Weather Flow Storage & Pumping Facilities
- Arrowhead Drive Flood Mitigation
- Sidewalk Improvements at Old Todds Rd
- West Hickman Wastewater Treatment Plant Administration Building Improvements & Expansion
- Man O' War Boulevard Intersection Improvements
- Town Branch Wet Weather Flow Storage & Pumping Facilities
- Lancaster Drive Sanitary Sewer Relocation
- West Hickman Wastewater Treatment Plant Masonry Repair
- Polo Club Boulevard Connection
- Phoenix Building & Police Headquarters Elevator System Repair & Upgrade
- Idle Hour North Stormwater Improvements
- Expansion Area 2A Watershed Pumping Station & Force Mains
- Downtown Collector Sewer Study
- Sanitary Sewer Capability Study for Rural Service Area
- Liberty/Todds Road (KY 1927) Section 2
- North Elkhorn Watershed Force Main & Pumping Station (19 MGD)
- LFUCG NPDES Stormwater Permit, Phase I
- LFUCG GIS, Impervious Surface Mapping
- LFUCG 3D Terrestrial LiDAR Scan

sustainable design features were the **preliminary design of solar panels**.

In addition, GRW also has more than 54 years of experience with LFUCG and the Division of Water Quality. We believe this familiarity provides can further benefit LFUCG and this project. **The box on the previous page right lists examples of our experience with DWQ and LFUCG starting with several recent examples.**

GRW is LOCAL. Our **Kentucky-owned, Lexington, KY-based** multidiscipline architectural, engineering, and geospatial consulting firm has been working with clients like you on similar projects throughout the region for more than 60 years. Our professionals have experience navigating the ins-and-outs of working with Commonwealth of Kentucky regulatory entities. Since our founding in 1964, a substantial portion – approximately 70% – of our work has been completed for clients in Kentucky. Our team members are well versed in the applicable codes and regulatory requirements for the projects we design across the Commonwealth. More than 115 of our architects, engineers, and support personnel are located in Lexington.

STATEMENT OF HOURLY RATES As public officials, you are accountable to the public for the expenditure of public monies. The GRW team understands your obligation, and we stand prepared to help deliver a project that is cost-effective and that represents an efficient and appropriate use of public funds. In **Section 7.0** we provide our statement of hourly rates, along with an estimate of project completion costs and supporting information.

Reconciling the program against the project budget is done early and often to guide the project to a **successful conclusion**. GRW approaches this process in a pragmatic and open manner. **As you've indicated in your RFP, Value Engineering shall be performed at the end of each design phase as necessary to meet the project budget.** Further, we understand the need for Authorization to Proceed with the next state or phase of work until cost and timeline estimates aligned with your budget and schedule. We understand our role in this process.



GRW team members and our project manager Jimmy Piper are experienced and prepared to commit the time and resources required for successful completion of your project in a timely manner.

GRW also includes this subject on the agenda of every project meeting we have with you for open and frank discussion, so everyone is kept abreast of any potential concerns. Prioritizing the program relative to the budget can be a difficult task, with different stakeholders sometimes at odds over how to resolve differences of opinion. GRW excels at guiding this process and helping you to resolve these differences.

GRW has a strong history of successful estimating of projects, and our design experts will draw upon this knowledge during the development of our construction cost estimates. **We can also develop a list of possible value-engineering for consideration to help manage construction costs and give you the most construction value for your dollar.**

Putting Our Clients First. GRW understands that consulting engineering is a relationship business. We value our relationship with our clients and in fact repeat business is the lifeblood of our company. We fully understand the importance of gaining your respect, proving our worth, and being there long after the successful project is completed. Our team is ready to begin working with you to provide supportive ideas and effective design services on your project.



SECTION 2.0

Project Team

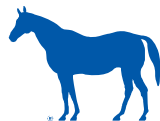
2.0 Project Team

The GRW project team has the capacity and experience to support you on your upcoming Division of Water Quality Headquarters and Operations Facility Renovation/Refit project. We can accommodate all services required into our existing workload.

The following pages, including one-page resumes, describe the overall qualifications of GRW's project team members. Each professional has experience with the design of similar renovation projects, as well as all additional required services outlined in your RFP.

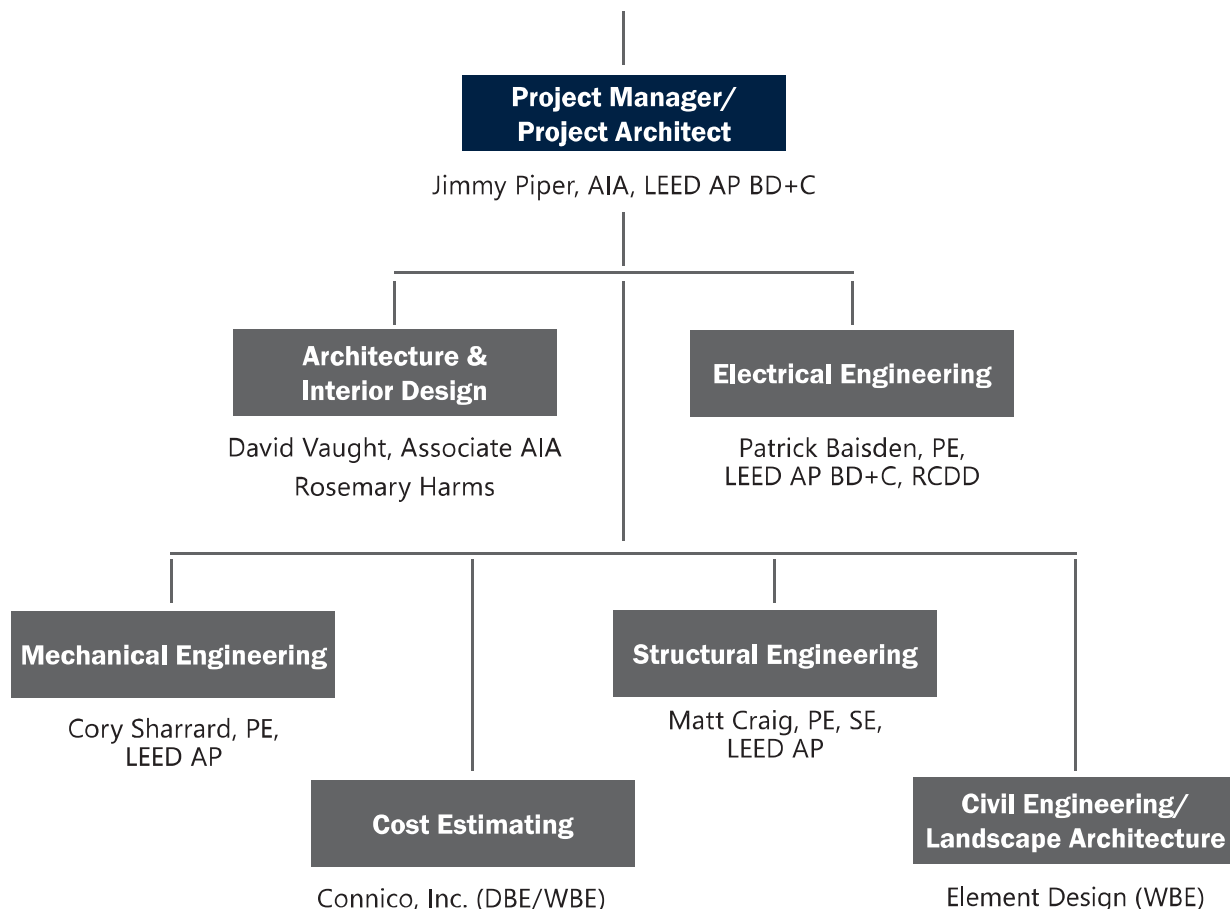
Jimmy Piper, our project manager and project architect, has recent experience with LFUCG and is one of GRW's go-project managers for assignments like yours. Each of our assigned professionals, **David Vaught**, **Rosemary Harms**, **Cory Sharrard**, **Patrick Baisden**, and **Matt Craig** regularly serve on GRW project teams with Jimmy and each other. Our selected subconsultants – **Connico** (cost estimating) and **Element** (site/civil engineering and landscape architecture) – also have experience working with GRW.

Organizational Chart



LEXINGTON

Division of Water Quality



Reference Projects & Team Member Contributions

REFERENCE PROJECTS	TEAM MEMBERS					
	Jimmy Piper	David Vaught	Rosemary Harms	Cory Sharrard	Patrick Baisden	Matt Craig
Fayette County Coroner’s Office Renovations Feasibility Study	Project Manager (PM)	Architectural Design (AD)	Interior Design	Mechanical Engineer (ME)	Electrical Engineer (EE)	
Lexington Police Training Academy Feasibility Study ¹	PM			ME	EE	
BGMU Water & Maintenance Crews Facility Conceptual Design	Project Architect	AD				
Kenton County School District Transportation & District Support Facility	PM	AD		ME	EE	
OH National Guard Joint Armed Forces Reserve Center and Field Maintenance Shop Complex	PM	AD			EE	Structural Engineer
Berea College Facilities Maintenance and Auxiliary Maintenance Buildings	PM	AD		ME		
Fayette County Public Schools Rooftop HVAC Renovations				PM/ME		

¹ Connico has assisted GRW with this project

Risk Management Plan

GRW’s approach to providing substitute staffing for your project in the event key staff leave the project team prior to completion relates directly to our firm’s project management philosophy and ability to collaborate closely with additional in-house professionals.

We conduct regular assessments to make sure all projects are adequately staffed and are proceeding according to the required project schedule. We also keep you informed and discuss with you frankly any risk concerns you might have about our current or future performance on any task order. We have multiple additional in-house architectural, engineering, and technical professionals with the experience to step in as required.

Further, GRW’s project management system (Newforma) and our network storage system are



central to our Quality Control Program. Together **Newforma and our shared network allow staff from multiple offices to work on the same projects with the same set of master drawings without having multiple copies of files stored in each office.** Not only does this allow scalability, giving us the ability to adjust capacity up or down as needed, it gives us the ability to ensure back up personnel will be up to speed on all details of each project we undertake.

Resumes

One-page-maximum resumes for key team members are provided on the following pages.



YEARS OF EXPERIENCE:

With GRW: 29

Total: 38

EDUCATION

Bachelor of Architecture, 1987,
University of Kentucky

REGISTRATION

Registered Architect: KY, IN, VA,
OH, MI, GA

National Council of Architectural
Registration Boards (NCARB)
Certification

LEED Accredited Professional
BD+C

**PROFESSIONAL AFFILIATIONS
AND TRAINING**

AIA Kentucky Code Review
Committee (2021)

Kentucky Housing, Buildings
and Construction Advisory
Committee (2016-2017, 2017-
2018)

AIA East Kentucky Chapter
Board of Directors (2017)

American Institute of Architects
(AIA)

Kentucky Masonry Institute
Certified Masonry Specialist

Steel Window Restoration
Seminar, Kentucky Heritage
Council

AIA School Facilities
Construction A to Z Continuing
Education

Society for College and
University Planning

Jimmy Piper, Jr., AIA, LEED AP BD+C

GRW Project Manager/Project Architect

RELEVANT PROJECT EXPERIENCE

Fayette County Coroner's Office Renovations Feasibility Study,

Lexington, KY – Project Manager. Comprehensive study to determine the feasibility of renovating the County Coroner's Office existing building, constructed around 1952 contains 9,328 SF.

Lexington Police Training Academy Feasibility Study, Lexington, KY –

Project Manager. Feasibility study for a building being considered for use as a police training academy. Included site assessment, feasibility of program and constructability, final recommendations, project costs/ budget.

Ohio ARNG Joint Armed Forces Reserve Center and Field Maintenance

Shop Complex, Springfield, OH – Project Manager. Project Planning Document Charrette and design for new LEED Silver Certified 85,865 SF complex serving both Ohio Army National Guard and U.S. Army Reserves.

Bowling Green Municipal Utilities Water & Maintenance Crews Facility

Conceptual Design, Bowling Green, KY – Architect. Architectural and engineering services for conceptual site and building design services providing detailed preliminary design report including existing site characteristics and challenges, conceptual site & building floor plan, potential phasing options, opinion of probable costs, permitting, etc.

Franklin County Public Health Center Renovation, Frankfort, KY –

Project Manager. Renovation of 10,462 SF building used primarily as office space for health inspectors, health educators, and home visitation staff. Includes a conference room for health education classes and community meetings. Secondary usage of building is an Emergency Operations Center.

Kenton County School District Transportation & District Support

Facility, Fort Wright, KY – Project Manager. New approximately 80,578 SF transportation and support facility to support staff and operations for transportation, maintenance, technology, and support operations.

Berea College Facilities Maintenance and Auxiliary Maintenance

Buildings, Berea, KY – Project Manager. New 37,445 SF pre-engineered metal Facilities Maintenance (FM) and 15,504 SF pre-engineered metal Auxiliary Maintenance (AM) buildings to unify and improve efficiency.

Kenton County Fiscal Court Independence Courthouse Clerk Area

Renovation, Independence, KY – Project Manager. Renovation work included replacement of county clerk service counter, addition of peninsula cabinets for storage, addition of aluminum and glass curtain wall from counter to ceiling to create security/social distancing barrier, creation of large openings in wall adjacent to public waiting/queuing area, addition of several doors to improve emergency egress from clerk employee area.

Kenton County Fiscal Court Independence Courthouse Multiphase

Renovations, Independence, KY – Project Manager. Work focused on roof repair and replacements, moisture mitigation, wall repair and painting, lightning protection, site/drainage design, and landscape design, new layout for public restrooms, as well as replacing lighting and ventilation..



David Vaught, Assoc. AIA, CSI

GRW Architectural Designer

RELEVANT PROJECT EXPERIENCE

Bowling Green Municipal Utilities Water & Maintenance Crews Facility Conceptual Design, Bowling Green, KY – Architectural Designer.

Architectural and engineering services for conceptual site and building design services providing BGMU with a detailed preliminary design report (PDR) to identify critical project components and allow BGMU to make informed project decisions on timing, staging, current and future uses of the property. PDR shall include the items such as existing site characteristics and challenges, conceptual site & building floor plan, potential phasing options, opinion of probable costs, permitting, etc.

Ohio ARNG Joint Armed Forces Reserve Center and Field Maintenance Shop Complex, Springfield, OH – Architectural Designer. Project Planning Document Charrette and design for new LEED Silver Certified 85,865 SF complex serving both Ohio Army National Guard and U.S. Army Reserves. Functional spaces include administrative, educational, assembly hall and kitchen, general storage, flammable materials storage and work bays.

Berea College Facilities Maintenance and Auxiliary Maintenance Buildings, Berea, KY – Architectural Designer. New 37,445 SF pre-engineered metal Facilities Maintenance (FM) and 15,504 SF pre-engineered metal Auxiliary Maintenance (AM) buildings to unify and improve efficiency.

Kenton County School District Transportation & District Support Facility, Fort Wright, KY – Architectural Designer. New approximately 80,578 SF transportation and support facility to support staff and operations for transportation, maintenance, technology, and support operations.

Lexington East Hickman Drainage Basin Sanitary Sewer Collection & Conveyance, Lexington, KY – Architectural Designer.

Lexington East Hickman Wet Weather Flow Storage (6.0 MG) and Pumping Facilities (30.5 MGD), Lexington, KY – Architectural Designer.

Lexington Upper Cane Run Wet Weather Flow Storage (2.0 MG) and Pumping (8.5 MGD) Facilities, Lexington, KY – Architectural Designer.

Kenton County Fiscal Court Independence Courthouse Campus Study, Independence, KY – Architectural Designer.

Kenton County Fiscal Court Independence Courthouse Phases 3 & 4 Renovation, Independence, KY – Architectural Designer.

Southeast Kentucky Correctional Complex Renovation, Wheelwright, KY Architectural Designer. Upgrades to existing closed correctional campus in anticipation of reopening. Included renovations to six existing buildings and construction of new guard house. Renovations involved ADA, fire alarm, locking controls, fire suppression, and PREA upgrades. Dormitory building received new smoke evacuation system.

Pulaski County Schools Area Technology Center Renovation, Somerset, KY – Architectural Designer. Design for 6,000 SF renovation of approximately 38,000 SF facility.

YEARS OF EXPERIENCE:

With GRW: 26

Total: 26

EDUCATION

Bachelor of Architecture (Dean's List), 1998, University of Kentucky

Associates Degree, Applied Science, 1993, Lexington Community College

REGISTRATION

Associate Member, American Institute of Architects

PROFESSIONAL AFFILIATIONS AND TRAINING

Member, Construction Specification Institute (CSI)

Intern Development Program Completed



YEARS OF EXPERIENCE:

With GRW: 0

Total: 3

EDUCATION

M.A., Interior Design, 2023,
University of Kentucky

B.S., Architecture, 2021, Bowling
Green State University, OH

Rosemary Harms

GRW Interior Designer

Rosemary worked on a variety of projects including higher education, industrial, residential, and commercial projects. Her experience as a designer and instructor has molded her to clearly communicate and develop design concepts/rationale while giving careful consideration and attention to detail as projects unfold. Additionally, her skills include design software such as Revit/AutoCAD, Adobe Creative Suite, and Sketchup. Rosemary’s recent experience includes collaborating with architects to develop design concepts, space plans, renderings, and complete construction documents.

RELEVANT PROJECT EXPERIENCE

Fayette County Coroner’s Office Renovations Feasibility Study,

Lexington, KY – Interior Designer. Comprehensive study to determine the feasibility of renovating the County Coroner’s Office existing building, constructed around 1952 contains 9,328 SF.

Berea College Hutchins Library IT Suite Renovation, Berea, KY – Interior Designer. Architectural and engineering design to renovate the 9,135 SF Hutchins Library IT Suite for use by several other groups including 2,842 SF for Student Success Transitions; 878 SF for Disability and Accessibility Services; 1,457 SF for Center for Transformative Learning; and 5,177 SF for existing occupants.

Clark County Health Department Feasibility Study, Winchester, KY – Interior Designer. Examine existing facility and explore options to either perform a major remodel of existing facility or build new on an adjacent site.

Kenton County Fiscal Court Independence Courthouse Phase 4 Renovation, Independence, KY – Interior Designer. Work includes designing new layout for public restrooms, as well as replacing lighting and ventilation. In main lobby, lighting is being replaced to match recently replaced courtroom lighting.

Kentucky Department of Juvenile Justice Jefferson County Youth Detention Center Renovation, Louisville, KY – Interior Designer.

Approximately 50,000 square feet of facility is affected by project scope involving basement and first two floors.

Rural Lorain County Water Authority Administrative Office Renovation, Lagrange, OH – Interior Designer.

Planning, design, bidding and construction administration services for updates to the administration building.

Winchester Fire/EMS Facility Studies & Improvements, Winchester,

– Interior Designer. GRW will be providing a Facility Study for the City of Winchester Fire / EMS department. The Study shall include City Stations to determine deficiencies to meet department needs. GRW will be providing a response study to inform current coverage areas and needs. The Initial Scope of Work shall be a Facility Study.



Cory Sharrard, PE, LEED AP

GRW Mechanical Engineer

RELEVANT PROJECT EXPERIENCE

Fayette County Coroner's Office Renovations Feasibility Study, Lexington, KY – Mechanical Engineer. Comprehensive study to determine the feasibility of renovating the County Coroner's Office existing building, constructed around 1952 contains 9,328 SF.

Lexington Police Training Academy Feasibility Study, Lexington, KY – Mechanical Engineer. Feasibility study for a building being considered for use as a police training academy. Included site assessment, feasibility of program and constructability, final recommendations, project costs/ budget.

Fayette County Public Schools Henry Clay High School HVAC System Evaluation & Replacement, Lexington, KY – Project Manager. Mechanical engineering evaluation, design and construction administration services to replace all major HVAC equipment on the roof of approximately 250,000-SF high school. Existing system consists of 26 multi-zone units and several additional split-system air handling units with air-cooled DX coils.

Berea College Facilities Maintenance and Auxiliary Maintenance Buildings, Berea, KY – Mechanical Engineer. New 37,445 SF pre-engineered metal Facilities Maintenance (FM) and 15,504 SF pre-engineered metal Auxiliary Maintenance (AM) buildings to unify and improve efficiency. Both buildings have card reader access, motorized overhead doors, man doors, concrete floors with trench drains, and oil/water separator systems.

Kenton County School District Transportation & District Support Facility, Fort Wright, KY – Mechanical Engineer. New approximately 80,578 SF transportation and support facility to support staff and operations for transportation, maintenance, technology, and support operations.

East Kentucky Power Cooperative Headquarters Renovations, Winchester, KY – Mechanical Engineer. Architectural, as well as mechanical and electrical engineering design to renovate five areas -- totaling more than 20,600 SF -- at headquarters campus. Services involve items such as converting open/cubicle office to glass- or hard-walled offices, reconfiguring lighting and power, as well as providing new finishes and HVAC systems.

West Virginia ARNG JFHQ TAG Wing Renovation, Charleston, WV – Mechanical Engineer. Work for 7,200 SF facility includes renovations of office areas, restroom renovations, and interior LED lighting for these areas.

Fayette County Public Schools Booker T. Washington Elementary School HVAC Replacement, Lexington, KY – Project Manager.

Fayette County Public Schools Landsdowne Elementary School HVAC Replacement, Lexington, KY – Project Manager.

Fayette County Public Schools Lexington Traditional Magnet School HVAC Replacement, Lexington, KY – Project Manager.

Fayette County Public Schools Northern Elementary School HVAC Replacement, Lexington, KY – Project Manager.

YEARS OF EXPERIENCE:

With GRW: 5

Total: 25

EDUCATION

B.S., Industrial Technology, 1996,
Murray State University

B.S., Mechanical Engineering,
1998, University of Kentucky

REGISTRATION

Professional Engineer: KY, IN,
OH, WV, NY, FL, TN

NCEES Member allows

reciprocity with other states

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS AND TRAINING

Kentucky Local Correctional
Facilities Construction Authority
Board (through 2023)

American Society of Heating,
Refrigerating and Air-
Conditioning Engineers
(ASHRAE) - Board of Governors,
Bluegrass Chapter

Kentucky Society of Professional
Engineers (KSPE) - Professional
Development Committee (Vice
Chair), Bylaws & Operational
Procedures Committee, Ethical
Practices Committee

Society of American Military
Engineers (SAME)

Society of Marketing
Professional Services (SMPS) -
Past President



YEARS OF EXPERIENCE:

With GRW: 15

Total: 27

EDUCATION

B.S., Electrical Engineering, 1997,
University of Kentucky

REGISTRATION

Professional Engineer, Electrical:
KY, IN, WV, OR, NM, SC, TN, VA,
NY

NCEES Member allows
reciprocity with other states

LEED Accredited Professional,
Building Design + Construction

Registered Communications
Distribution Designer

Patrick Baisden, PE, LEED AP BD+C, RCDD

GRW Electrical Engineer

RELEVANT PROJECT EXPERIENCE

Fayette County Coroner's Office Renovations Feasibility Study,

Lexington, KY – Electrical Engineer. Comprehensive study to determine the feasibility of renovating existing 1952, 9,328 SF building.

Lexington Police Training Academy Feasibility Study, Lexington, KY –

Electrical Engineer. Architecture-led feasibility study for a building being considered for use as a police training academy. Included is a site assessment, as well as feasibility of program and constructability, and final recommendations, executive summary, and project costs/ budget.

Lexington Phoenix Building and Police Headquarters Elevator System

Repair and Upgrade, Lexington, KY – Electrical Engineer. Multi-phase modernization of 3 hydraulic elevators and 3 traction elevators in two different fully operating public service buildings.

Lexington East Hickman Wet Weather Flow Storage (6.0 MG) and Pumping Facilities (30.5 MGD), Lexington, KY – Electrical Engineer. Design

for prestressed concrete storage tank and associated pump stations, as well as full standby generator.

Lexington Upper Cane Run Wet Weather Flow Storage (2.0 MG) and Pumping (8.5 MGD) Facilities, Lexington, KY – Electrical Engineer. New

prestressed concrete, wet weather storage tank and pump station.

Ohio ARNG Joint Armed Forces Reserve Center and Field Maintenance Shop Complex, Springfield, OH – Electrical QA/QC. Project Planning

Document Charrette and design for new LEED Silver Certified 85,865 SF complex serving both Ohio Army National Guard and U.S. Army Reserves. Functional spaces include administrative, educational, assembly hall and kitchen, general storage, flammable materials storage and work bays.

West Virginia ARNG JFHQ TAG Wing Renovation, Charleston, WV –

Electrical Engineer. Work for 7,200 SF facility includes renovations of office areas, restroom renovations, and new interior LED lighting for these areas.

Frankfort Plant Board Administration Building, Frankfort, KY – Electrical

QA/QC. New three-level, 46,000 SF administration building on 30-acre site providing consolidated facility for administrative offices.

FibroTex Manufacturing Facility Renovation and Expansion, Stearns, KY

– Electrical Engineer. Design-build project including addition/renovation of approximately 80,000 SF to textile manufacturing facility.

Jessamine County Emergency Services E911 Dispatch Center Renovation, Nicholasville, KY – Electrical Engineer. Design and

construction administration interior renovation including entry/lobby reconfiguration, restroom, breakroom, and E911 dispatch area. Included are upgrades to physical security and dispatch workstations, as well as design of supplemental air quality measures.

UnitedHealth Group Lexington Green Office Fit-Up, Lexington, KY –

Electrical Engineer. Engineering design services for fit-up of 7,000 SF office building.



Matt Craig, PE, SE, LEED AP

GRW Structural Engineer

RELEVANT PROJECT EXPERIENCE

Ohio ARNG Joint Armed Forces Reserve Center and Field Maintenance Shop Complex, Springfield, OH – Structural Engineer.

Lexington Expansion Area 2A Watershed Pumping Station (10 MGD) and Force Mains, Lexington, KY – Structural Engineer.

Lexington Town Branch Wet Weather Flow Storage (22 MG) and Pumping (56 MGD) Facilities, Lexington, KY – Structural Engineer.

Frankfort Plant Board Administration Building, Frankfort, KY – Structural Engineer. New, 46,000 SF consolidated admin building on 30-acre site.

Brownsburg Parks and Recreation Maintenance Building, Brownsburg, IN – Structural Engineer. Preliminary design for three-bay, 6,500 SF building.

West Virginia ANG 130th Airlift Wing Building 107 Renovation, Charleston, WV – Structural Engineer. Design services to repurpose existing unoccupied hangar into new interior spaces within existing facility to accommodate new functions; building exterior repairs, new interior finishes; mechanical and electrical systems upgrade; fire alarm/protection, site revisions.

West Virginia ANG 130th Airlift Wing Security Forces Squadron Facility Renovation and Expansion, Charleston, WV – Structural Engineer.

Toyota Motor Manufacturing Kentucky Building 611 Structural Evaluation, Georgetown, KY – Project Manager. Quick turnaround (one-week) evaluation of existing structure to assess ability to accommodate new loads for upgrade rooftop unit HVAC system.

YEARS OF EXPERIENCE:

With GRW: 16

Total: 34

EDUCATION

B.S., Mechanical Engineering,
1990, The Ohio State University

M.S., Engineering (Focus on
Structural), 1994, Purdue U

REGISTRATION

Professional Engineer: KY, plus
20 other states

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS AND TRAINING

Structural Engineers Association
of Kentucky (SEAoK), Past
President



R. Derek Motsch, PE

Derek is a registered Professional Engineer with over 19 years of experience in hydrology, hydraulics, grading, sanitary sewer and water distribution design. He specializes in water and wastewater treatment and distribution and civil site utility design. Derek is very skilled at the production of construction documentation and technical details which, along with his field experience, makes him valuable during Construction Administration. He has extensive experience designing distribution systems for public utilities, community centers, and other public entities.

Relevant Project Experience:

LFUCG Senior & Therapeutic Center

LFUCG Shillito Park Playground Renovation

LFUCG Woodland Park Restroom & Concessions Building

LFUCG Ecton Park Restroom Replacement & ADA Upgrades

LFUCG Davis Park Master Plan Update & Implementation

LFUCG Phoenix Park Reimagined

LFUCG Thompson Road Park

LFUCG Canine Facility Site Feasibility Study

Fayette County Public Schools Career Technology Education Center

Fayette County Public Schools RISE STEM Academy for Girls

Fayette County Public Schools Greendale Elementary School

Fayette County Public Schools Brenda Cowen Elementary School



Registration:

Kentucky, PE 26439
Ohio, PE 84855

Education:

University of Kentucky
Bachelor of Science,
Civil Engineering, 2004

Position at Element Design:

Senior Project Engineer
Oct. 2018 - Present



Registration:
Landscape Architect –
Kentucky, #661

Education:
UK, Bachelor of Science in
Landscape Architecture, 1999

Position at Element Design:
Senior Partner & Principal
2008-Present

Ramona Fry, RLA, ASLA, LEED AP BD+C

Ramona will serve as the Principal-in-Charge and Project Manager for this project. She will oversee design and planning for the entire project Public Facilitation, and production of Construction Documents. Ramona is a registered Landscape Architect with nearly 25 years of experience in project design and management. Her professional experience includes master planning, site design and development, preparation of construction documents and contract administration.

Relevant Project Experience:

LFUCG Lexington Senior Center (Life Lane)
LFUCG Senior & Therapeutic Center
LFUCG Shillito Park Playground Renovation
LFUCG Family Care Center Courtyard Renovation
LFUCG Davis Park Master Plan Update & Implementation
LFUCG Canine Facility
LFUCG Phoenix Park Reimagined
LFUCG Masterson Station & Jacobson Parks Spraygrounds
LFUCG Ecton Park Restroom Replacement & ADA Upgrades
LFUCG Woodland Park Restroom & Concessions Building
LFUCG Jacobson Park Playground Renovation
Rupp Arena Renovation & Central Bank Center
Town Branch Commons
Good Foods Coop Parking Lot Renovation



Registration:
Landscape Architect –
Kentucky, #983

Education:
UK, Bachelor of Science in
Landscape Architecture, 2005

Position at Element Design:
Junior Partner
2011- Present

Billie Motsch, RLA

Billie will serve as the Project Landscape Architect. She is a licensed Landscape Architect with 18 years of experience in planning, landscape design and development of construction documents. She excels in client service and managing projects through the design and construction process. Billie is skilled in construction documentation, plant selection and construction administration. Billie is also our go to professional to assist with LEED documentation and has provided the documentation work for most of our LEED certified projects.

Relevant Project Experience:

LFUCG Lexington Senior Center (Life Lane)
LFUCG Senior & Therapeutic Center
LFUCG Shillito Park Playground Renovation
LFUCG Shillito Park Tennis & Pickleball Courts
LFUCG Jacobson Park Playground Renovation
LFUCG Masterson Station Park Trail and Trailwood Trail
LFUCG Davis Park Master Plan Update & Implementation
LFUCG Masterson Station & Jacobson Park Spraygrounds
LFUCG Phoenix Park Reimagined
LFUCG Liberty Road Improvement Project
LFUCG Brighton Trail Connection
LFUCG Idle Hour Park
Fayette County Public Schools Career Technology Education Center



Jeffrey S. Jones, PE, CCP, LEED® AP | Cost Estimator

Overview

Jeffrey has more than 40 years of cost estimating, project management, and mechanical engineering experience. His expertise includes quantifying and pricing materials and labor for systems, value engineering, and life-cycle cost analysis.



Experience

Metro Water Services, Nashville, TN

- Nashville Central Wastewater Treatment Plant New Headworks
- Mill Creek / Opryland Equalization Facility, Phase II
- Stormwater Administrative Office Buildings Design
- K.R. Harrington Filter Facility
- Gibson Creek Equalization Facility, Clean Water Nashville Overflow Abatement Program

Nashville Metropolitan Transit Authority, Nashville, TN

- Nestor Office Renovation
- Operations and Maintenance Facility Modernization

City and County of Denver, CO

- Denver Art Museum North Building Renovation and Expansion

Metropolitan Government of Nashville and Davidson County, Nashville, TN

- Central Maintenance Center
- Old Hickory Community Center
- Nashville Police Department Build-out

The University of Tennessee Health Science Center, Memphis, TN

- College of Medicine

Tri-Aluminum Inc., Jefferson County, KY

- Tri-Arrows Aluminum Facility, Project Colt

Tennessee Valley Authority, Knoxville, TN

- Multipurpose Building

Austin Peay State University, Clarksville, TN

- Track and Field Offices Upgrade

Reno-Tahoe International Airport Authority, Reno, NV

- Reno-Tahoe Airport Authority Headquarters Building

Birmingham-Shuttlesworth International Airport Authority, Birmingham, AL

- Airport Authority Office Expansion

Tampa International Airport, Tampa, FL

- Aircraft Maintenance Equipment Storage Building Addition

Indianapolis International Airport, Indianapolis, IN

- Snow Removal Equipment and Materials Storage Facility

EDUCATION

Bachelor of Science, Engineering Science, Mechanics and Materials, University of North Carolina, Charlotte, NC | 1984

CERTIFICATION

Professional Engineer (PE) GA #19084

Certified Cost Professional (CCP) #2147

Leadership in Energy and Environmental Design Accredited Professional (LEED® AP)

YEARS OF EXPERIENCE

41

JOINED CONNICO

2015

AFFILIATIONS

Construction Management Association of America (CMAA) South Atlantic Chapter

OFFICE LOCATION

Roswell, GA





SECTION 3.0

List of Clients for Which Similar Work Has
Been Performed

3.0 List of Clients for Which Similar Work Has Been Performed

Lexington-Fayette Urban County Government

CLIENT CONTACT: Chris Litton, AIA, LEED AP, Capital Program Manager, (859) 258-3932, clitton@lexingtonky.gov

- Fayette County Coroner's Office Renovations Feasibility Study
- Lexington Police Training Academy Feasibility Study

Bowling Green Municipal Utilities

CLIENT CONTACT: Scott Neighbors, Superintendent of Water & Wastewater Engineering, (270) 782-1200, scott.neighbors@bgmu.com

- Water & Maintenance Crews Facility Conceptual Design

Berea College

CLIENT CONTACTS: Derrick Singleton, Vice President, (859) 985-3339, derrick_singleton@berea.edu; Richard Dodd, LEED AP, Capital Projects Manager, (859) 985-3865, richard_dodd@berea.edu; Shane Wilkerson, Director of Facilities & Engineering, (859) 985-4176, wilkersonb@berea.edu

- **Facilities Maintenance & Auxiliary Maintenance Buildings**
- Fee Glade Building Elevation Studies
- Forestry Outreach Center
- Hutchins Library IT Suite Renovation
- Edwards Building Renovation
- Seabury Center Renovation

Kenton County Fiscal Court

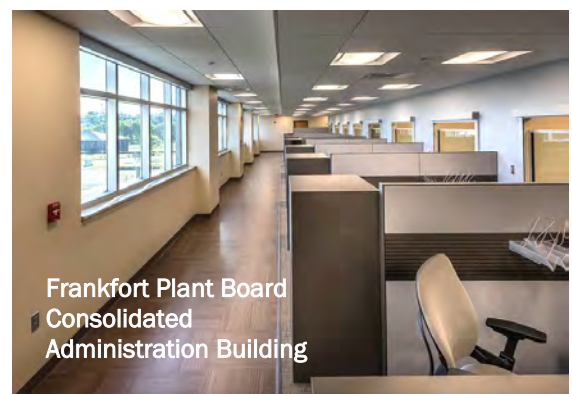
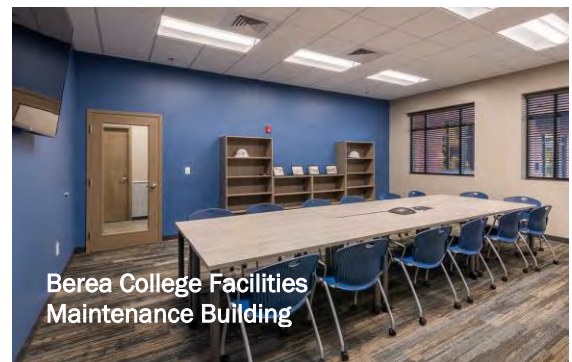
CLIENT CONTACT: Scott Gunning, Assistant County Administrator, (859) 392-1403, scott.gunning@kentoncounty.org

- Independence Courthouse Campus Study
- Independence Courthouse Clerk Area Renovation
- Independence Courthouse Phase 1, 2, 3, & 4 Renovations

Frankfort Plant Board

CLIENT CONTACT: Sharmista Dutta, PE, Project Manager, Frankfort Plant Board, (502) 352-4407, sdutta@fewpb.com

- **Consolidated Administration Building**



A horizontal decorative bar with a teal background and a light green diagonal stripe on the right side.

SECTION 4.0

Reference Projects

4.0 Reference Projects

Lexington-Fayette Urban County Government

Fayette County Coroner's Office Renovations Feasibility Study

The City of Lexington selected GRW to complete a study to determine the feasibility of renovating the Fayette County Coroner's Office existing building and site on 2nd Street near downtown Lexington. The building was constructed around 1952 contains 9,328 SF. The study involved evaluation of the existing building and field documentation, including all systems (architectural, mechanical, electrical, structural etc.), as well as space programming and operational needs. GRW also provided current and future space needs review and schematic floor plan layouts, as well as a comprehensive summary report with recommendations



STATUS: Currently Stage 3 | **COST:** N/A

PROJECT TEAM: Rosemary Harms, Jimmy Piper, Patrick Baisden, Cory Sharrard

CLIENT CONTACT: Chris Litton, AIA, LEED AP, Capital Program Manager, Lexington-Fayette Urban County Government, (859) 258-3932, clitton@lexingtonky.gov

Lexington-Fayette Urban County Government

Lexington Police Training Academy Feasibility Study, Lexington, KY

The City of Lexington selected GRW to complete a study to determine the feasibility of a building to be used a new home for the Lexington Police Training Academy. The study will be used as one of many factors to determine if LFUCG will purchase the property. The existing facility is a 3-level structure built in 1998 with a total square footage of 41,650 SF. The lower level of the building is approximately 8,330 SF, as the middle and upper floors are 16,660 SF each.



- Final recommendations, executive summary, and project costs/ budget

STATUS: Feasibility Study Complete | **COST:** N/A

PROJECT TEAM: Jimmy Piper, Cory Sharrard, Patrick Baisden

CLIENT CONTACT: Chris Litton, AIA, LEED AP, Capital Program Manager, Lexington-Fayette Urban County Government, (859) 258-3932, clitton@lexingtonky.gov

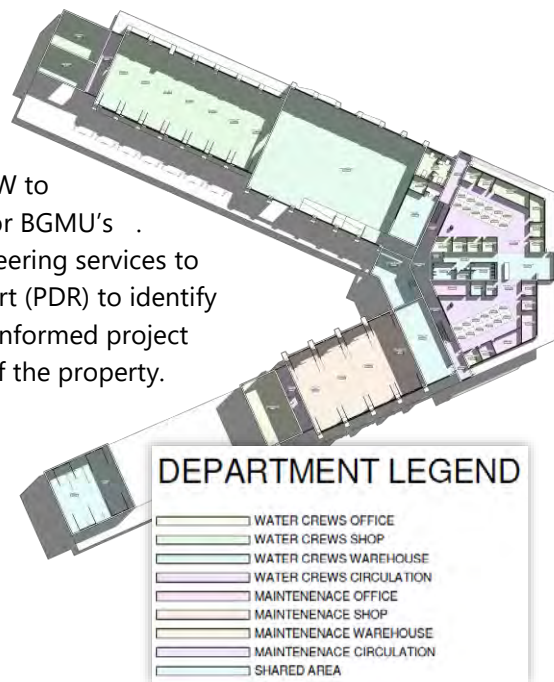
Beyond the required renovations and building modifications of the existing building, the Lexington Police Department would also be looking to add an independent structure to serve as a multi-purpose training area. The stand-alone building would be approximately 7,500 SF and would be located on the site in a way that maintains as much parking as possible.

GRW's services will include the following three stages:

- Building and site assessment:
- Feasibility of program and constructability:

Bowling Green Municipal Utilities BGMU Water & Maintenance Crews Facility Conceptual Design

Bowling Green Municipal Utilities (BGMU) selected GRW to provide conceptual site and building design services for BGMU's . GRW provided comprehensive architectural and engineering services to assist in developing a detailed preliminary design report (PDR) to identify critical project components and allow BGMU to make informed project decisions on timing, staging, current and future uses of the property. The PDR includes items such as site characteristics and challenges, topographical plan, conceptual building floor plan, **potential phasing options, opinion of probable costs**, etc. GRW's report also covers reviews of existing and proposed infrastructure, code review, and more.



STATUS: Preliminary Design Report Complete

PRELIMINARY COST ESTIMATE: \$22,939,800 (57,347 SF)

PROJECT TEAM: Jimmy Piper, David Vaught

CLIENT CONTACT: Scott Neighbors, Superintendent of Water & Wastewater Engineering, Bowling Green Municipal Utilities, (270) 782-1200, scott.neighbors@bgmu.com

Kenton County Schools

Transportation & District Support Facility, Fort Wright, KY

The Kenton County Board of Education selected GRW to provide architectural and engineering services for the district new transportation and support facility. The approximately 80,578 SF structure will support staff and operations for these critical district functions: transportation, maintenance, technology, and support operations. Spaces encompass **offices and conference rooms, garage with**



eight drive-through bays and offices for support staff, a food service area, technology area with 10 offices and a conference room, a network operations center (NOC), specialized spaces (image room, bug rooms), **warehouse area, maintenance/operations shop and offices, covered parking**, and numerous other items. GRW's site development services included design of more than **2,300 LF of storm pipe** ranging in size from 6" roof drains to 24" storm sewer **capturing water from the site** and conveying it to a new detention basin.

STATUS: Construction Underway/Completion Spring 2025

AWARDED BID: \$29,375,000

PROJECT TEAM: Jimmy Piper, David Vaught, Cory Sharrard, Patrick Baisden

CLIENT CONTACT: Matthew Rigg, Executive Director of Operations, Kenton County Schools, (859) 957-2645, matthew.rigg@kenton.kyschools.us

Ohio Army National Guard

Joint Armed Forces Reserve Center and Field Maintenance Shop Complex, Springfield, OH

GRW provided full-discipline A/E services for planning, design and construction of a new LEED Silver Certified 85,865 SF Joint Armed Forces Readiness Center (AFRC) and Field Maintenance Shop (FMS) for the OH Army National Guard (ARNG) and the US Army Reserves in Springfield, Ohio. The new complex matches the architecture of the nearby Ohio ANG structures. In addition to many others notable features at the 60,902 SF administrative/training complex were security lighting, security fencing, utilities and landscaping, as well as design of a **stormwater feature to capture and convey water from the site.**

STATUS: Complete | **COST:** \$14,521,060

PROJECT TEAM: Jimmy Piper, David Vaught, Patrick Baisden

CLIENT CONTACT: Lt. Col. Greg Rogers, Facility Design & Project Management Branch Chief, Ohio Army National Guard, (614) 336-7194, gregory.rogers1@us.army.mil

Berea College

Facilities Maintenance and Auxiliary Maintenance Buildings, Berea, KY

GRW designed Berea College's new Facilities Maintenance and Auxiliary Maintenance Buildings. The goal of this project was to unify the Berea College Facilities Maintenance Departments into a single facility to improve facilities maintenance efficiency for the campus. The architectural **design reflects the style of the nearby farm store building.** Included

were a new 37,445 SF Facilities Maintenance Building with offices, support spaces, **multipurpose spaces**, etc., and a new 15,504 SF Auxiliary Maintenance Building with **vehicle repair areas, bus storage, overflow storage area**, and 30 electric cart maintenance vehicle charging/parking spaces.

STATUS: Complete | **COST:** \$7,558,967

PROJECT TEAM: Jimmy Piper, David Vaught, Cory Sharrard

CLIENT CONTACT: Shane Wilkerson, Director of Facilities & Engineering, (859) 985-4176, wilkersonb@berea.edu



"I want to take this opportunity to tell you and your team how much the Ohio ARNG appreciated the design GRW produced for the Springfield AFRC and FMS. Of particular note was your Project Manager, Jimmy Piper, who did an outstanding job coordinating all design disciplines, incorporating the Ohio ARNG design comments, and following all required design guidance from the NGB to ensure all design submissions were timely and complete." -- COL Robert C. Clouse, CFMO, Ohio ARNG



Corbin City Utilities Commission

Office and Warehouse Buildings Renovation & Reuse, Corbin, KY

In 2010, GRW completed design and construction administration services for the **renovation of an existing automobile dealership (30,500 SF provides 12,320 SF of office space and 18,180 SF for maintenance and storage) into a new office, maintenance garage, and storage facility**

for City Utilities Commission of Corbin, KY. The project included site grading, site drainage, exterior finishes, interior finishes, and the complete demolition of the existing mechanical and electrical systems.

The exterior work included re-grading the site and removing areas of the existing asphalt paving to control site drainage and run-off. Secure parking is provided for employees.



STATUS: Complete | **COST:** \$2,540,973

CLIENT CONTACT: Ron Herd, PE, General Manager, (606) 528-4026 Ext.100, ron.herd@corbinutilities.com

Fayette County Public Schools | Rooftop HVAC Renovations, Lexington, KY

Henry Clay High School HVAC System Evaluation & Renovation

Fayette County Public Schools (FCPS) hired GRW to provide mechanical engineering design and construction administration services to **replace all 26 HVAC units on the roof** at Henry Clay High School in Lexington, KY. Included were an initial evaluation, as well as new DDC controls, and testing and balancing for both the air and water sides of the system.

The new multi-zone rooftop units were replaced in existing roof locations using existing roof curbs and connecting back to existing ductwork. GRW also coordinated the cleaning of all existing ductwork throughout the building. **FCPS has since hired GRW to design several additional HVAC renovations:** Booker T. Washington Elementary School replacement of 5 rooftop/CAV units, 3 rooftop single zone units, and 2 split system air handling units; Lexington Traditional Magnet School 24 new rectangle stand-alone water-source heat pumps; Northern Elementary School replacement of 10 rooftop multi-zone units and 3 rooftop single zone units.



The new multi-zone rooftop units were replaced in existing roof locations using existing roof curbs and connecting back to existing ductwork. GRW also coordinated the cleaning of all existing ductwork throughout the building. **FCPS has since hired GRW to design several additional HVAC renovations:**

Booker T. Washington Elementary School

replacement of 5 rooftop/CAV units, 3 rooftop single zone units, and 2

split system air handling units; Lexington Traditional Magnet School 24 new rectangle stand-alone water-

source heat pumps; Northern Elementary School replacement of 10 rooftop multi-zone units and 3 rooftop

single zone units.

STATUS: Henry Clay HS Complete | **COST:** \$5,423,372

PROJECT TEAM: Cory Sharrard

CLIENT CONTACT: Myron Thompson, (859) 381-4165, Myron.thompson@fayette.kyschools.us

OR Melinda Joseph-Dezarn, AIA, (859) 381-3826, melinda.josephdezarn@fayette.kyschools.us



SECTION 5.0

Local Office

5.0 Local Office

Exhibit 1: Project Team Location(s)

Prime Consultant GRW	Location (City, State)	Date Office Established	Total Number of Employees	No. of Employees expected to work on DWQ projects
Headquarters	Lexington, KY	06/22/1964	115	6
Local Office	Lexington, KY	06/22/1964	115	6
PM Location	Lexington, KY			
Subconsultants				
Name:	Element Design			
Service Provided	Civil Engineering, Landscape Architecture			
Headquarters	Lexington, KY	2012	11	3-4
Local Office	Lexington, KY	2012	11	3-4
Name:	Connico, LLC			
Service Provided	Third Party Cost Estimating			
Headquarters	Mount Juliet, TN	1990	15	2-3
Local Office	Hebron, KY	2005	15	2-3

Notes:

1. "Headquarters" refers to the corporate office that provides project support to the local office, if applicable. If support comes from multiple locations, use the blank spaces in the form to provide relevant information.
2. Listing of sub-consultants is optional and should only be provided if the prime consultant considers the sub-consultant(s) services to be essential to meeting the required qualifications. In this event, documentation from the subconsultant(s) shall be submitted in the SOQ that provides a commitment to be a part of the prime consultant's team in providing the stated services. In such cases, for the purpose of evaluating the proposals, committed sub-consultants will be considered to be part of the prime consultant's workforce. Prime consultants face potential disqualification from future work if DWQ finds that the identified sub-consultants are not being utilized to deliver assigned work products.
(See attached communication with our subconsultants in Section 9.0, LFUCG Forms)



SECTION 6.0

Disadvantaged Business Enterprise (DBE) Involvement

6.0 Disadvantaged Business Enterprise (DBE) Involvement



As required GRW has reviewed LFUCG's Minority Business Enterprise Program goals - MWDBE (10%) and/or veteran subcontractors (3%). We also have completed and attached both the LFUCG MWDBE Participation Form and the LFUCG Statement of Good Faith Efforts. More importantly, GRW shares your commitment to increasing the participation of MWDBE/Veteran-Owned businesses in all aspects of our work with LFUCG. Over the past five years, we have subcontracted more than \$5 million to WBE, DBE, MBE, SDVOB and SBE firms while successfully completing our work for other clients.

We have experience on federal, state and local government projects across our sixty years of planning, designing, and oversight of construction for such projects. As such, GRW is sensitive to LFUCG's goals related to supporting disadvantaged business enterprises and including small and disadvantaged businesses to achieve the best project outcome while promoting local small businesses to thrive and grow.

For this assignment, GRW has discussed the work with Element Design (WBE) and Connico (DBE), to assist us on this project, performing tasks that they have completed routinely and well on previous similar projects. Our percentage commitment of totals 13% for both firms as they provide crucial services for the success of your project: Element providing site/civil engineering and landscape



architecture services, and Connico selected to provide third-party estimating services.



In closing, this project team has been assembled with the best interests of the Lexington-Fayette Urban County Government in mind. GRW, Element, and Connico have teamed together on previous projects and have established collaborative relationships. Our ability to work seamlessly together will be beneficial to LFUCG in meeting project, budget and schedule goals as well as the MWDBE requirements for this important project.



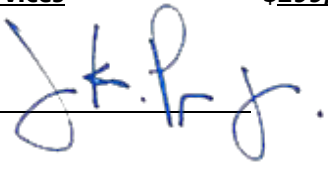
SECTION 7.0

Statement of Hourly Rates

7.0 Statement of Hourly Rates

Refer to the Sample Contract (**Attachment B**) for complete compensation description.

Schematic Design Phase:	<u>\$93,320.00</u>
Design Development Phase:	<u>\$40,360.00</u>
Construction Documents Phase:	<u>\$77,710.00</u>
Bid Phase:	<u>\$4,190.00</u>
<u>Design Stage (Total Services)</u>	<u>\$215,580.00</u>
<u>Construction Administration Stage</u>	<u>\$83,540.00</u>
<u>Total Architectural/ Engineering Services</u>	<u>\$299,120.00</u>

Printed Name: James K. Piper, Jr. Signature: 

Firm: GRW Date: 9/24/24

Hourly Rates

<u>Category</u>	<u>Rate</u>
Project Manager	\$155
Architectural Designer	\$155
Interior Designer	\$155
Mechanical Engineer	\$155
Electrical Engineer	\$155
Structural Engineer	\$155
Site/Civil Engineer	\$155
Landscape Architect	\$155
Intern/CADD for each discipline	\$65

LFUCG DWQ Proposed AE Fee

TASK	Estimated Staff Hours		Subtotal				Total
	Arch. / Eng.		Arch. / Eng.		Phase		Phase
	Licensed A / E	Intern / CAD	Licensed A / E	Intern / CAD	Licensed A / E	Intern / CAD	Total
0.1 Evaluation of existing facility / critical bldg. systems							
Kickoff Meeting / Initial Walk Through							
Site Civil	4	4					
Landscape Architect	4	4					
Structural	4	4					
Architect	4	4					
Interior Designer	4	4					
Mechanical	4	4					
Electrical	4	4					
Evaluation Report							
Site Civil (includes planning / zoning)	24	24					
Landscape Architect	24	24					
Structural (includes solar readiness)	24	24					
Architect (includes safety / security strategies)	24	24					
Interior Designer (includes reuse of existing FFE)	24	24					
Mechanical	24	24					
Electrical	24	24					
SUBTOTAL			196	196	30380	12740	43120
0.2 Verify and finalize programing							
Architect	40	40					
Interior Designer	40	40					
SUBTOTAL			80	80	12400	5200	17600
1-5 below include all disciplines listed in 0.1							
1 Schematic Design							
Program of spaces / defined scope of work	40	40					
Preliminary estimate of probable cost	50						
Schematic design narrative and documentation	50						
Schematic design drawings	20	80					
SUBTOTAL			160	120	24800	7800	32600
SUBTOTAL 0.1, 0.2, 1							93320
2 Design Development							
Program of spaces / defined scope of work	8	8					
Estimate of probable cost	40	80					
Outline specification	40	40					
Energy model lifecycle cost analysis	20	60					
Design development drawings	40	80					
SUBTOTAL			148	268	22940	17420	40360
3 Construction Documents							
Program of spaces / defined scope of work	8	8					
Independent third party estimate of construction							24900
Project manual	74						
Construction document drawings	74	320					
Energy model with anticipated utility operating costs	20	40					
Plan review submittal preparation	2	20					
SUBTOTAL			178	388	27590	25220	77710
4 Bidding							
Prebid	12						
Addendum	4	12					
Bid review / recommendation	6						
SUBTOTAL			22	12	3410	780	4190
5 Construction Administration							
Preconstruction	8	8					
Progress meetings	160	8					
Review items	132	132					
Log preparation	2	24					
Correspondence / reports	12	24					
Inspections	8	8					
Supplemental drawings	24	72					
Record drawings	6	60					
Closeout	24	12					
one year 11 month walkthrough	12	12					
SUBTOTAL			388	360	60140	23400	83540
Labor Hours	1172	1424					
Hourly Rate	\$155.00	\$65.00					
TOTAL	\$181,660.00	\$92,560.00					\$299,120.00
Total Proposed							\$299,120.00



SECTION 8.0

Anticipated Scope of Work

8.0 Anticipated Scope of Work

The following Scope of Work includes the detailed description in the RFP and has been summarized for this section of our response.



LEXINGTON

Some additional items have been added to the summary based on our past similar projects that bring value to our design services. The same project team will be involved in the project from design kick off and walk through the one inspection after construction.

Design Preparation & Kickoff

Jimmy Piper, proposed project manager (PM) for GRW, will work with our proposed design team to prepare for the design process going over all existing building information with the team in house. He will work with the DWQ / LFUCG and AE Design team to prepare the initial kick off meeting agenda to remain on task.

So far, documented key DWQ / LFUCG noted items are listed below:

The RFP Discussed:

- Code Review
- Building configuration
- Material assemblies
- Lighting
- Building technology
- Safety and Security
- HVAC system
- Building management System
- Solar Ready
- Parking
- Roof
- Plumbing
- Energy modeling

Preproposal Meeting Discussed:

- Inventory and reuse of existing furniture fixtures and equipment.
- Vactor truck parking in semi conditioned space
- Large overhead door at the back of the building
- Coordination of HVAC units and other long lead items
- Perimeter fencing update / secure employee parking
- LFUCG self-performing paving
- Plan for future generator
- Stormwater feature
- Durable finishes
- New door hardware

This background information provided by you and collected through our visit to the site and discussions give us an excellent foundation at we move through the key project phase outlined briefly on the following pages.

Initial Walkthrough

The full design team will walk through the building and site documenting key existing conditions. Anticipated key activities include:

- Discuss with stakeholders
- Listen to concerns and priorities
- Document discussions
- Follow up walk through's
- Identify, coordinate, and meet with on-site third-party vendors for detailed technical evaluation and testing of:
 - ✓ Roof, Infrared scanning, additional roof cores.
 - ✓ HVAC, Test and Balance, past maintenance reports
 - ✓ Fire protection system
 - ✓ Envelop moisture and thermal scanning.
- In-house Lidar scanning using GRW equipment of the existing building/site for detailed documentation of as-built conditions.



Stakeholder group meetings

The design team would organize presentations, review DWQ / LFUCG program and program adjacency requirements. Our team will create bubble diagrams for discussion.

It is envisioned a series of charrette meeting sessions with each of the following stakeholder groups:

- Administrative groups
- Sewer maintenance group
- Pump station maintenance group
- Additional groups as directed

Our team will continue to document discussions and include input in schematic design.

Evaluation / Programming Deliverables

Our project manager will coordinate LFUCG requirements for the deliverables.

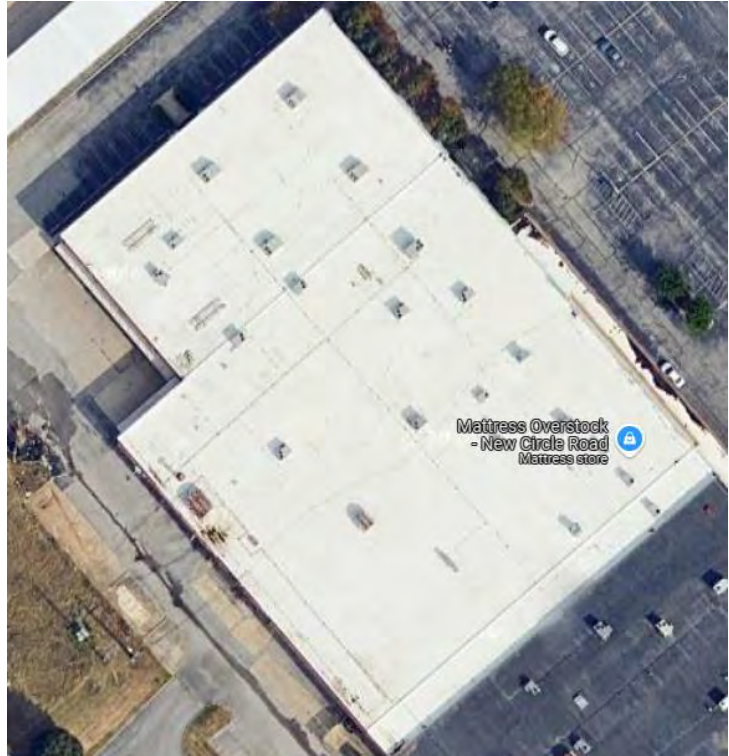
- Evaluation of key building and site components with third party reports in appendix
- Component life expectancy and recommendations
- Site utilities identification and evaluation
- Structural / electrical evaluation to support solar ready

Owner review meeting comments will be documented, distributed, and incorporated into the Schematic Design.

Schematic Design

During this important phase the GRW team will continue through the following key activities.

- Verify and finalize programming
- Create floor plan and site plan layout options
- Outline construction phasing options
- Develop a preliminary estimate of probable cost, discuss with LFUCG value engineering options / recommendations and prioritize if necessary
- Develop design narrative with documentation for major building systems.
- Complete drawing set including site plan, floor plan, elevations. It is recommended the set include a roof plan to include roofing and HVAC information.
- Coordinate schematic design deliverables, document owner review meeting comments, identify scope of work to be included design development.



Design Development

During this phase, the GRW and LFUCG will see the design intent of the project become fully expressed and evident as we proceed through the following key activities.

- Further develop DWQ / LFUCG selected plan option
- Document existing furniture, fixtures, and equipment – and incorporate into the design.
- Identify interior and exterior finish / restoration options
- Energy modeling and life cycle cost analysis to support mechanical system selection
- Develop site civil / landscape design, structural, architecture / interior design, fire protection / plumbing / HVAC, fire alarm /data / comm. / security / electrical / lighting drawings and outline specifications.
- Discuss key component lead times with multiple vendors
- Estimate of probable cost indicating cost including multiple options for key components where cost / lifecycle / lead time is a factor
- Coordinate design development deliverables into a clear and concise submittal so that DWQ / LFUCG can make informed decisions. Document review comments and include in Construction Document revisions.

Construction Documents

During this phase, the GRW and LFUCG will see construction documents that convey the entire scope of work in a level of detail for quality construction of the full project scope, as we proceed through the following key activities.

- Continue dialogue with LFUCG PM throughout the completion of construction documents
- Coordinate / edit division 00 and 01 specifications
- Identify Special Inspections, MEP testing, Commissioning, etc. requirements

- Review design development drawings / outline specification / estimate with design teams third party estimator. Receive early comments require design revision consideration.
- Complete construction documents and technical specifications
- Complete final energy model with anticipated operating costs
- Third party estimate completion.
- Discuss any potential design revisions required to adjust to available budget.
- Submit 98% Construction documents
- Receive and document DWQ / LFUCG comments
- Incorporate comments into ready to advertise (RTA) documents and submit to LFUCG Division of Procurement
- Prepare plan review submittals required.

Bid Phase

In coordination with the Division of Procurement, GRW anticipates the following key activities:

- Coordinate with LFUCG the prebid agenda
- Attend and present the scope of the project.
- Collect, coordinate, prepare addendum responses to bidder questions.
- Attend and assist as needed the bid opening
- Evaluate bids, call references, request additional information, provide a written recommendation.

Construction Administration

GRW's Design team PM will coordinate with LFUCG PM throughout the construction process including:

- Progress meeting, RFIs, Submittals, Schedule of Values, Change Order Request pricing proposals, supplemental instructions.
- Design Team PM will review, submit recommendations, coordinate LFUCG PM responses, return decisions to the Contractor coping the owner, design, contractor project construction team.
- Jimmy Piper will attend Urban County Council work sessions when requested.
- Regular progress meetings and field reviews will be coordinated and attended by the design team pm and appropriate design team disciplines. Meeting summaries and field observation reports will be transmitted to the project construction team (design / owner / contractor)
- The design team PM will coordinate owner contracted third party consultants for special inspections, commissioning, and other required consultants with the appropriate construction team members keeping LFUCG's PM informed of schedule and process.
- Project Closeout: The design team PM will coordinate and organize the closeout process following the guidelines setup in the project manual including:
 - ✓ Punchlist
 - ✓ Substantial completion
 - ✓ Commissioning
 - ✓ Back punch
 - ✓ Closeout documents including contractor as built set, certificate of occupancy, O/M manuals, and other final paperwork.

Warranty Period

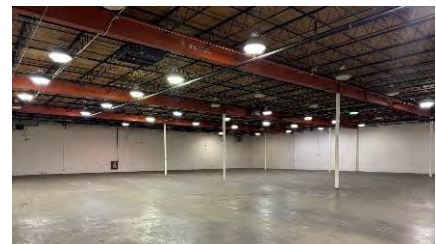
This phase includes an 11-month walk through. In addition, GRW will coordinate scheduling, document and distribute list of warranty items, back check items after notification of completion.

Our Commitment

As noted earlier, we value our relationship with our clients and in fact repeat business is the lifeblood of our company. We understand the importance of gaining your respect, proving our worth, and being there long after the successful project is completed.

The proposed design team of GRW / Element Design / Connico will remain dedicated to LFUCG Division of Water Quality Headquarters & Operations Center Renovation/Refit throughout the project

Our team is ready to begin working with you to provide supportive ideas and effective design services on your project.





SECTION 9.0

LFUCG Required Forms



ADDENDUM #1

RFP Number: #48-2024

Date: September 11, 2024

**Subject: LFUCG Division of Water Quality DWQ Headquarters & Operations Facility
Renovation and Refit- Design Services**

Address inquiries to:
Brian Marcum
(859) 258-3320
brianm@lexingtonky.gov

TO ALL PROSPECTIVE SUBMITTERS:

Please be advised of the following clarifications to the above referenced RFP:

1. Attached are plans of the existing building.

Todd Slatin, Director
Division of Central Purchasing

All other terms and conditions of the RFP and specifications are unchanged. This letter should be signed, attached to and become a part of your submittal.

COMPANY NAME: GRW

ADDRESS: 801 Corporate Drive, Lexington, KY 40503

SIGNATURE OF BIDDER: 



MAYOR LINDA GORTON



TODD SLATIN
DIRECTOR
PROCUREMENT

ADDENDUM #2

RFP Number: #48-2024

Date: September 18, 2024

**Subject: LFUCG Division of Water Quality DWQ Headquarters & Operations Facility
Renovation and Refit- Design Services**

Address inquiries to:
Brian Marcum
(859) 258-3320
brianm@lexingtonky.gov

TO ALL PROSPECTIVE SUBMITTERS:

Please be advised of the following clarifications to the above referenced RFP:

1. See the attached questions and answers.

Todd Slatin, Director
Division of Central Purchasing

All other terms and conditions of the RFP and specifications are unchanged. This letter should be signed, attached to and become a part of your submittal.

COMPANY NAME: GRW

ADDRESS: 801 Corporate Drive, Lexington, KY 40503

SIGNATURE OF BIDDER: 



MAYOR LINDA GORTON



TODD SLATIN
DIRECTOR
PROCUREMENT

ADDENDUM #3

RFP Number: #48-2024

Date: September 18, 2024

**Subject: LFUCG Division of Water Quality DWQ Headquarters & Operations Facility
Renovation and Refit- Design Services**

Address inquiries to:
Brian Marcum
(859) 258-3320
brianm@lexingtonky.gov

TO ALL PROSPECTIVE SUBMITTERS:

Please be advised of the following clarifications to the above referenced RFP:

1. See the attached questions and answers.

Todd Slatin, Director
Division of Central Purchasing

All other terms and conditions of the RFP and specifications are unchanged. This letter should be signed, attached to and become a part of your submittal.

COMPANY NAME: GRW

ADDRESS: 801 Corporate Drive, Lexington, KY 40503

SIGNATURE OF BIDDER: 



Firm Submitting Proposal: GRW Engineers Inc (GRW)

Complete Address: 801 Corporate Drive, Lexington, KY 40503
Street City Zip

Contact Name: Jimmy Piper, AIA Title: Vice President

Telephone Number: 859-880-2433 Fax Number: 859-223-8917

Email address: jpiper@grwinc.com

AFFIDAVIT

Comes the Affiant, Chris Hammer, PE, and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Chris Hammer, PE and he/she is the individual submitting the proposal or is the authorized representative of GRW Engineers Inc (GRW), 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 Procurement 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.

Chris Hammer

STATE OF Kentucky

COUNTY OF Fayette

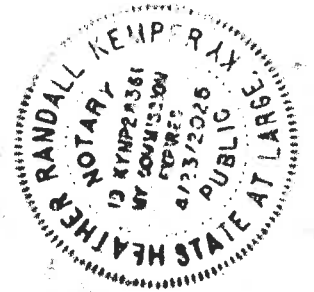
The foregoing instrument was subscribed, sworn to and acknowledged before me

by Chris Hammer, PE on this the 24th day
of September, 2024.

My Commission expires: 4/23/25

Heather Randall Kemp
NOTARY PUBLIC, STATE AT LARGE

#KYNP28361





LFUCG MWDBE PARTICIPATION FORM
Bid/RFP/Quote Reference # RFP # 48-2024

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 Procurement for approval immediately. **Failure to submit a completed form may cause rejection of the bid.**

MWDBE Company, Name, Address, Phone, Email	MBE WBE or DBE	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1. Element Design Ramona Fry ramona@element-site.com 366 South Broadway Lexington, KY 40508 (859)389-6533	WBE/DBE	Site/Civil Engineering Landscap Architecture	TBD	GRW's goal is to ensure 13% of the value of total contract go to our assigned subconsultants
2. Connico, LLC Janet R. Terry 615-257-7003 jrterry@connico.com 2940 Hebron Park Dr, Ste. 209 Hebron, KY 41048	DBE	Third-Party Cost Estimating	TBD	
3.				
4.				

The undersigned company representative submits the above list of MWDBE 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.

GRW
Company

Jimmy Piper, AIA
Company Representative

9/24/2024
Date

Vice President
Title

GRW value the participation Connico and Element on our team.
 Copies of our intial email conversations with these firms are included on the following pages.

From: [Janet Terry](#)
To: [Sandino, Karri](#); [Piper, Jimmy](#)
Subject: RE: LFUCG DWQ RFP
Date: Thursday, September 19, 2024 4:17:49 PM
Attachments: [image002.png](#)
[image004.png](#)
[image001.png](#)

Thanks for the invite, Jimmy and yes, we would be happy to join the team.

Karri, unfortunately, I do not think that this can be gathered for you by tomorrow since it is so late in the day today. I will see what we can do but it will probably be Monday.



www.connico.com

Janet R. Terry

D. 615-257-7003 M. 623-261-7778

jrterry@connico.com

From: Sandino, Karri <KSandino@grwinc.com>
Sent: Thursday, September 19, 2024 3:04 PM
To: Piper, Jimmy <JPiper@grwinc.com>; Janet Terry <jrterry@connico.com>
Subject: RE: LFUCG DWQ RFP

Thank you for coordinating this, Jimmy & thank you Janet for being a part of the team.
Because of LFUCG's page limits, we'll be good with one-page resumes or shorter.

By tomorrow afternoon 9/20 would be perfect!

Thank you again,
Karri

Karri Sandino

GRW | [engineering](#) | [architecture](#) | [geospatial](#)

801 Corporate Drive | Lexington, KY 40503

O [859.223.3999](tel:859.223.3999) | D [859.880.2379](tel:859.880.2379) |

Email: KSandino@grwinc.com | Website: www.grwinc.com

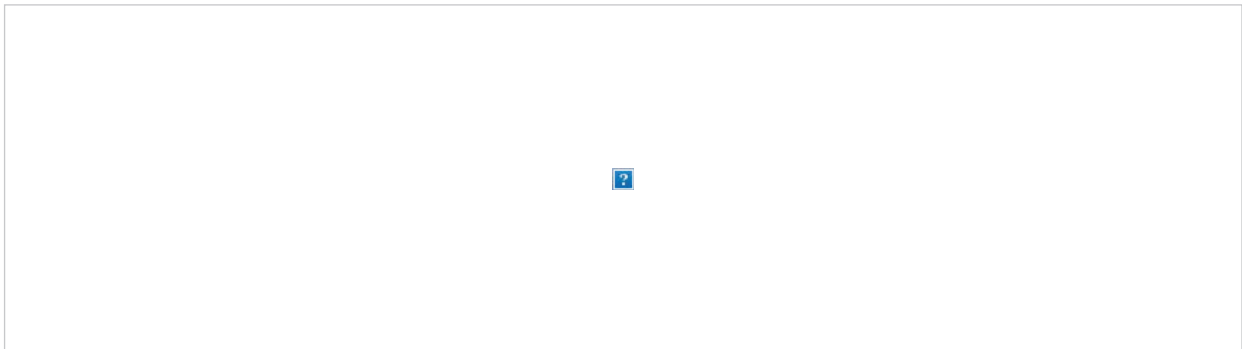
[Follow Us On LinkedIn](#)

Celebrating our 60th Anniversary

From: Piper, Jimmy <JPiper@grwinc.com>
Sent: Thursday, September 19, 2024 3:43 PM
To: Janet R. Terry (jrterry@connico.com) <jrterry@connico.com>
Cc: Sandino, Karri <KSandino@grwinc.com>
Subject: LFUCG DWQ RFP

Janet, per our phone discussion yesterday we would like to include Connico as part of the proposed team for the attached RFP.

The third party estimating scope for the project is requested as part of the Construction Document phase deliverable see screen clip from pdf page 12



9/19/24, 2pm Please provide firm description summary, resumes for personnel that would be assigned to the project, a listing of similar projects, and DBE certification.

9/23/24, 2pm Please provide a proposed fee for the Independent Third-Party Estimate Scope.

Send to Karri Sandino copied on this email
Please copy me.

Let us know any questions,

Jp

Jimmy Piper, AIA, LEED AP BD+C

Vice President

GRW | [engineering](#) | [architecture](#) | [geospatial](#)

801 Corporate Drive | Lexington, KY 40503

O [859.223.3999](tel:859.223.3999) | D [859.880.2433](tel:859.880.2433) | C [859.338.5842](tel:859.338.5842)

Email: JPiper@grwinc.com | Website: www.grwinc.com

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Celebrating our 60th Anniversary

From: [Ramona Fry](#)
To: [Piper, Jimmy](#)
Cc: [Sandino, Karri](#)
Subject: Re: LFUCG DWQ RFP
Date: Friday, September 20, 2024 8:25:12 AM
Attachments: [image002.png](#)
[image003.png](#)

You don't often get email from ramona@element-site.com. [Learn why this is important](#)

Thanks, Jimmy. Karri- would an InDesign package be best for you?

Ramona Fry RLA, ASLA, LEED BD+C

CLARB Certified Landscape Architect
Principal / Senior Partner

elementdesign

Landscape Architecture + Engineering + Planning
Lexington | Louisville | Murray

366 South Broadway 1018 E. Jefferson Street
Lexington, KY 40508 Louisville, KY 40206
859.389.6533 502.489.4221

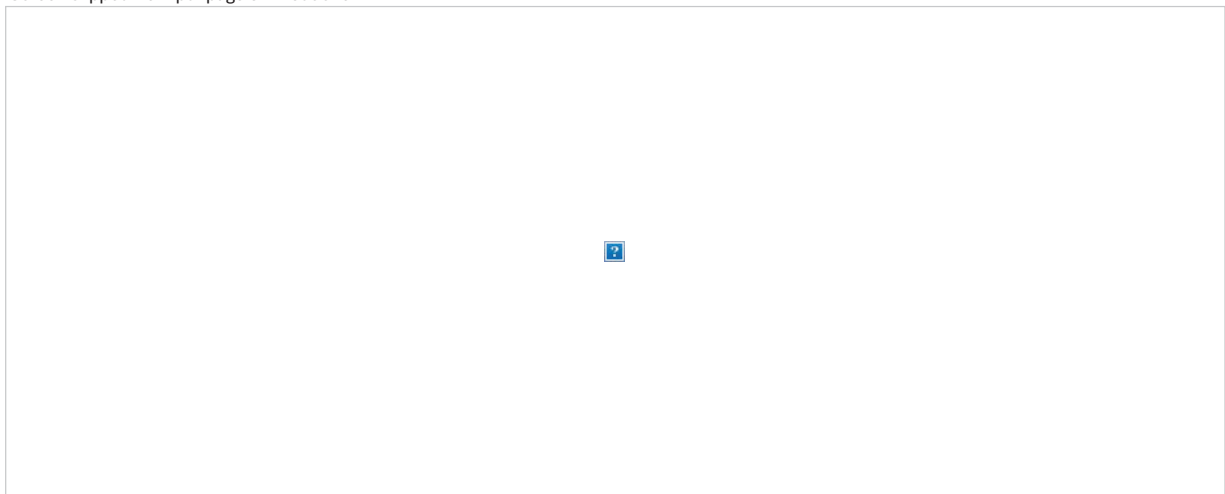
www.element-site.com

Kentucky Minority & Women Business Enterprise Certified

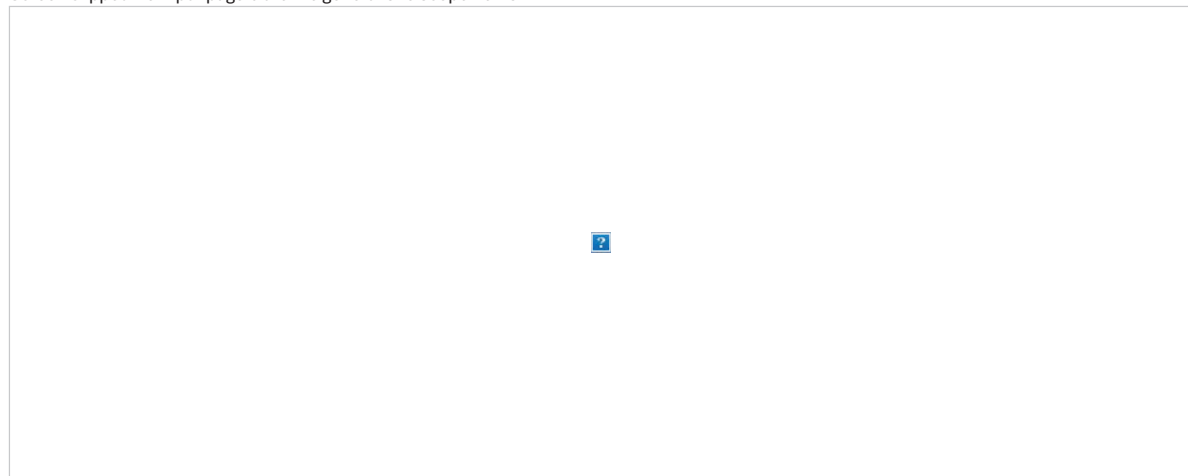
On Thu, Sep 19, 2024 at 4:17 PM Piper, Jimmy <JPiper@grwinc.com> wrote:

Ramona, per our phone discussion today we would like to include Element Design as part of the proposed team for the attached RFP.

Screen clipped from pdf page 3 Introduction.



Screen clipped from pdf page 6 are the general site scope items.



Page 84 of the pdf has an aerial indicating site boundaries.

LFUCG mentioned at the preproposal:

Stormwater feature practicing what LFUCG preaches (you and I discussed Elements design for the parking lot / storm drainage at the pinnacles maybe you can share some images of this or some similar projects.)

Updating property line fencing to meet P&Z ordinance

Fencing a portion of the parking lot for secure employee parking. (you and I discussed fencing on the Harlan County Judicial Center you and I worked on together, we have pictures)

LFUCG will self-perform parking lot repaving.

9/19/24, 2pm Please provide firm description summary, resumes for personnel that would be assigned to the project, a listing of similar projects, and WBE certification.

9/23/24, 2pm Please provide a proposed fee for Landscape Architecture / Site Civil.
Send to Karri Sandino copied on this email

Please copy me.

Let us know any questions,

Jp

Jimmy Piper, AIA, LEED AP BD+C

Vice President

GRW | [engineering](#) | [architecture](#) | [geospatial](#)

801 Corporate Drive | Lexington, KY 40503

O [859.223.3999](tel:859.223.3999) | D [859.880.7433](tel:859.880.7433) | C [859.338.5842](tel:859.338.5842)

Email: JPiper@grwinc.com | Website: www.grwinc.com

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LFUCG STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote # RFP # 48-2024

By the signature below of an authorized company representative, we certify that we have utilized the following Good Faith Efforts to obtain the maximum participation by MWDBE and Veteran-Owned business enterprises on the project and can supply the appropriate documentation.

Advertised opportunities to participate in the contract in at least two (2) publications of general circulation media; trade and professional association publications; small and minority business or trade publications; and publications or trades targeting minority, women and disadvantaged businesses not less than fifteen (15) days prior to the deadline for submission of bids to allow MWDBE firms and Veteran-Owned businesses to participate.

Included documentation of advertising in the above publications with the bidders good faith efforts package

Attended LFUCG Procurement Economic Inclusion Outreach event

Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs and/or Veteran-Owned Businesses of subcontracting opportunities

Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms and Veteran-Owned businesses

Requested a list of MWDBE and/or Veteran subcontractors or suppliers from LFUCG and showed evidence of contacting the companies on the list(s).

Contacted organizations that work with MWDBE companies for assistance in finding certified MWDBE firms and Veteran-Owned businesses to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.

Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs soliciting their participation in the contract not less than seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.

Followed up initial solicitations by contacting MWDBEs and Veteran-Owned businesses to determine their level of interest.

Provided the interested MWDBE firm and/or Veteran-Owned business with adequate and timely information about the plans, specifications, and requirements of the contract.

Selected portions of the work to be performed by MWDBE firms and/or Veteran-Owned businesses in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items

into economically feasible units to facilitate MWDBE and Veteran participation, even when the prime contractor may otherwise perform these work items with its own workforce

____ Negotiated in good faith with interested MWDBE firms and Veteran-Owned businesses not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.

____ Included documentation of quotations received from interested MWDBE firms and Veteran-Owned businesses which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.

____ Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE and/or Veteran-Owned business's quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE and Veteran goals.

____ Made an effort to offer assistance to or refer interested MWDBE firms and Veteran-Owned businesses to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal

X Made efforts to expand the search for MWBE firms and Veteran-Owned businesses beyond the usual geographic boundaries.

____ Other--any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE and Veteran participation.

NOTE: Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement which is subject to approval by the MBE Liaison. Documentation of Good Faith Efforts must be submitted with the Bid, if the participation Goal is not met.

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.

GRW

Company
9/24/2024

Date

Jimmy Piper, AIA

Company Representative
Vice President

Title

AMERICAN RESCUE PLAN ACT

AMENDMENT 1 — CERTIFICATION OF COMPLIANCE FOR EXPENDITURES USING FEDERAL FUNDS, INCLUDING THE AMERICAN RESCUE PLAN ACT

The Lexington-Fayette Urban County Government (“LFUCG”) may use Federal funding to pay for the goods and/or services that are the subject matter of this bid. That Federal funding may include funds received by LFUCG under the American Rescue Plan Act of 2021. Expenditures using Federal funds require evidence of the contractor’s compliance with Federal law. Therefore, by the signature below of an authorized company representative, you certify that the information below is understood, agreed, and correct. Any misrepresentations may result in the termination of the contract and/or prosecution under applicable Federal and State laws concerning false statements and false claims.

The bidder (hereafter “bidder,” or “contractor”) agrees and understands that in addition to all conditions stated within the attached bid documents, the following conditions will also apply to any Agreement entered between bidder and LFUCG, if LFUCG uses Federal funds, including but not limited to funding received by LFUCG under the American Rescue Plan Act (“ARPA”), toward payment of goods and/or services referenced in this bid. The bidder also agrees and understands that if there is a conflict between the terms included elsewhere in this Request for Proposal and the terms of this Amendment 1, then the terms of Amendment 1 shall control. The bidder further certifies that it can and will comply with these conditions, if this bid is accepted and an Agreement is executed:

1. Any Agreement executed as a result of acceptance of this bid may be governed in accordance with 2 CFR Part 200 and all other applicable Federal law and regulations and guidance issued by the U.S. Department of the Treasury.

2. Pursuant to 24 CFR § 85.43, any Agreement executed as a result of acceptance of this bid can be terminated if the contractor fails to comply with any term of the award. This Agreement may be terminated for convenience in accordance with 24 CFR § 85.44 upon written notice by LFUCG. Either party may terminate this Agreement with thirty (30) days written notice to the other party, in which case the Agreement shall terminate on the thirtieth day. In the event of termination, the contractor shall be entitled to that portion of total compensation due under this Agreement as the services rendered bears to the services required. However, if LFUCG suspects a breach of the terms of the Agreement and/or that the contractor is violating the terms of any applicable law governing the use of Federal funds, LFUCG may suspend the contractor’s ability to receive payment by giving thirty (30) days’ advance written notice. Further, either party may terminate this Agreement for cause shown with thirty (30) days written notice, which shall explain the party’s cause for the termination. If the parties do not reach a settlement before the end of the 30 days, then the Agreement shall terminate on the thirtieth day. In the event of a breach, LFUCG reserves the right to pursue any and all applicable legal, equitable, and/or administrative remedies against the contractor.

3. The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:

- (1) Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and

applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

- (2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- (3) The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.
- (4) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- (5) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- (6) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (7) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part, and the contractor may be declared ineligible for further government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- (8) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance.

Provided, however, that in the event a contractor becomes involved in or is threatened with litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

4. If fulfillment of the contract requires the contractor to employ mechanic's or laborers, the contractor further agrees that it can and will comply with the following:

- (1) *Overtime requirements: No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such a workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such a workweek.*

- (2) *Violation: liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section, the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory) for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.*
- (3) *Withholding for unpaid wages and liquidated damages. LFUCG shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.*
- (4) *Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower-tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower-tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.*

5. The contractor shall comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.

6. The contractor shall report each violation to LFUCG and understands and agrees that LFUCG will, in turn, report each violation as required to assure notification to the Treasury Department and the appropriate Environmental Protection Agency Regional Office.

7. The contractor shall include these requirements in numerical paragraphs 5 and 6 in each subcontract exceeding \$100,000 financed in whole or in part with Federal funding.

8. The contractor shall comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. § 1251 et seq.

9. The contractor shall report each violation to LFUCG and understands and agrees that LFUCG will, in turn, report each violation as required to assure notification to the Treasury Department and the appropriate Environmental Protection Agency Regional Office.

10. The contractor shall include these requirements in numerical paragraphs 8 and 9 in each subcontract exceeding \$100,000 financed in whole or in part with Federal funds.

11. The contractor shall comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. § 1251 et seq.

12. The contractor shall report each violation to LFUCG and understands and agrees that LFUCG will, in turn, report each violation as required to assure notification to the Treasury Department and the appropriate Environmental Protection Agency regional office.

13. The contractor shall include these requirements in numerical paragraphs 11 and 12 in each subcontract exceeding \$100,000 financed in whole or in part with American Rescue Plan Act funds.

14. The contractor shall include this language in any subcontract it executes to fulfill the terms of this bid: “the sub-grantee, contractor, subcontractor, successor, transferee, and assignee shall comply with Title VI of the Civil Rights Act of 1964, which prohibits recipients of federal financial assistance from excluding from a program or activity, denying benefits of, or otherwise discriminating against a person on the basis of race, color, or national origin (42 U.S.C. § 2000d et seq.), as implemented by the Department of the Treasury’s Title VI regulations, 31 CFR Part 22, which are herein incorporated by reference and made a part of this contract (or agreement). Title VI also includes protection to persons with ‘Limited English Proficiency’ in any program or activity receiving federal financial assistance, 42 U.S.C. § 2000d et seq., as implemented by the Department of the Treasury’s Title VI regulations, 31 CFR Part 22, and herein incorporated by reference and made a part of this contract or agreement.”

15. *Contractors who apply or bid for an award of \$100,000 or more shall file the required certification that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency. Each tier certifies to the tier above that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier, up to the recipient. The required certification is included here:*

- a. The undersigned certifies, to the best of his or her knowledge and belief, that:
 - (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
 - (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.
 - (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
- b. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

16. The contractor acknowledges and certifies that it has not been debarred or suspended and further acknowledges and agrees that it must comply with regulations regarding debarred or suspended entities in accordance with 24 CFR § 570.489(l). Funds may not be provided to excluded or disqualified persons.

17. The contractor agrees and certifies that to the greatest extent practicable, it will prefer the purchase, acquisition, and use of all applicable goods, products or materials produced in the United States, in

conformity with 2 CFR 200.322 and/or section 70914 of Public Law No. 117-58, §§ 70901-52, also known as the Infrastructure Investment and Jobs Act, whichever is applicable.

18. The contractor agrees and certifies that all activities performed pursuant to any Agreement entered as a result of the contractor's bid, and all goods and services procured under that Agreement, shall comply with 2 C.F.R. § 200.216 (Prohibition on certain telecommunications and video surveillance services and equipment) and 2 C.F.R. 200 § 200..323 (Procurement of recovered materials), to the extent either section is applicable.

19. If this bid involves construction work for a project totaling \$10 million or more, then the contractor further agrees that all laborers and mechanics, etc., employed in the construction of the public facility project assisted with funds provided under this Agreement, whether employed by contractor, or contractor's contractors, or subcontractors, shall be paid wages complying with the Davis-Bacon Act (40 U.S.C. 3141-3144). Contractor agrees that all of contractor's contractors and subcontractors will pay laborers and mechanics the prevailing wage as determined by the Secretary of Labor and that said laborers and mechanics will be paid not less than once a week. The contractor agrees to comply with the Copeland Anti- Kick Back Act (18 U.S.C. § 874) and its implementing regulations of the U.S. Department of Labor at 29 CFR part 3 and part 5. The contractor further agrees to comply with the applicable provisions of the Contract Work Hours and Safety Standards Act (40 U.S.C. Section 327-333), and the applicable provisions of the Fair Labor Standards Act of 1938, as amended (29 U.S.C. et seq.). Contractor further agrees that it will report all suspected or reported violations of any of the laws identified in this paragraph to LFUCG.



Chris Hammer, PE

9/24/2024

Signature

Date

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.

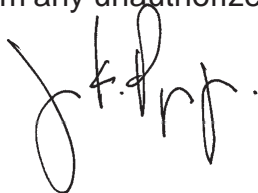
13. **Assignment of Contract:** The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated 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.

Jimmy Piper, AIA

Signature



9/24/2024

Date

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

Chris Hammer, PE

GRW Engineers Inc (GRW)

Name of Business

WORKFORCE ANALYSIS FORM

Name of Organization: GRW Engineers, 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	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0	12	0
Professionals	85	69	14	1	1	0	0	0	0	0	0	0	0	0	0	70	15
Superintendents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Supervisors	7	5	2	0	0	0	0	0	0	0	0	0	0	0	0	5	2
Foremen	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	51	41	8	1	0	0	0	0	0	1	0	0	0	0	0	43	8
Protective	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Para-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	14	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0	14
Skilled Craft	20	18	0	0	0	2	0	0	0	0	0	0	0	0	0	20	0
Service/Maintena	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total:	189	145	38	2	1	2	0	0	0	1	0	0	0	0	0	150	39

Prepared by: Jenny Dixon, Human Resources Manager

Date: 07/17/2024

(Name and Title)

Revised 2015-Dec-15

**Affirmative Action Program for
Minorities and Women**

GRW Engineers, Inc.

Headquarters

**Affirmative Action Program
for
Minorities and Women**

**February 1, 2024 through January 31, 2025
Plan Year**

CONFIDENTIAL, TRADE SECRET, and PRIVATE MATERIAL

This Affirmative Action Plan contains confidential, trade secret, commercial, and private information of GRW which is protected from disclosure by the Office of Federal Contract Compliance Programs pursuant to the Trade Secrets Act, 18 U.S.C. § 1905. The release of this information could cause substantial harm to GRW or its employees within the meaning of the Freedom of Information Act ("FOIA"), 5 U.S.C. §§ 552 (b)(3), (4), (6), and (7) and the Trade Secrets Act. FOIA protects information in this document from mandatory disclosure to FOIA requestors. See, e.g., *Chrysler v. Brown*, 441 U.S. 281 (1979). Furthermore, release of any trade secret, confidential statistical, or commercial information would be arbitrary and capricious in violation of the Administrative Procedure Act. See, e.g., *CNA Financial Corp. v. Donovan*, 830 F.2d 1132, 1144 (D.C. Cir.), cert. denied, 485 U.S. 977 (1988).

GRW Engineers, Inc.
Headquarters

**AFFIRMATIVE ACTION PROGRAM
FOR
MINORITIES AND WOMEN**

**February 1, 2024 through January 31, 2025
Plan Year**

TABLE OF CONTENTS

INTRODUCTION	1
REAFFIRMING COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY	1
INTERNAL DISSEMINATION OF EEO POLICY	2
EXTERNAL DISSEMINATION OF EEO POLICY	2
ESTABLISHMENT OF RESPONSIBILITY FOR IMPLEMENTATION OF THE AAP	4
IDENTIFICATION OF AREAS FOR DISCUSSION	6
NARRATIVE DISCUSSION OF GOALS	7
DEVELOPMENT AND EXECUTION OF ACTION-ORIENTED PROGRAMS	8
INTERNAL AUDIT AND REPORTING SYSTEM	9
GUIDELINES FOR PREVENTION OF SEX DISCRIMINATION	10

Introduction

GRW Engineers, Inc. (GRW) has prepared this Affirmative Action Program (AAP) for the period of February 1, 2024 through January 31, 2025, reaffirming its commitment to the letter and spirit of affirmative action law, including those administered by the U. S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP). Through the implementation of this AAP, GRW continues its efforts to comply with appropriate government regulations and to make the best possible use of personnel while contributing to the betterment of society and the community.

In developing this AAP GRW recognizes its duty to ensure equal employment opportunity. The following statement of policy reinforces that belief.

Reaffirming Commitment to Equal Employment Opportunity

In setting forth this AAP GRW reaffirms its belief in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment.

Chris Hammer, President of GRW, designated Jenny Dixon as the Equal Employment Opportunity Administrator (EEO Administrator). Jenny Dixon oversees the AAP development, modification, implementation, and reporting requirements and conducts management updates. The EEO Administrator also analyzes GRW's selection process to further the principles of equal employment opportunity.

As part of GRW's commitment to this overall process, it will seek to ensure affirmative action to provide equality of opportunity in all aspects of employment, and that all personnel activities, such as the recruitment, selection, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes remain free of illegal discrimination and harassment based upon race, color, religion, sex, sexual orientation, gender identity, and national origin. Regular review by GRW, as described in this AAP, helps ensure compliance with this policy.

Internal Dissemination of EEO Policy

41 C.F.R. § 60-1.42

GRW posts copies of the equal employment opportunity notices that comply with 41 C.F.R. § 60-1.42(a) in conspicuous places (including, where applicable, electronic websites) available to employees, applicants for employment, and (if applicable) representatives of each labor union or other organization representing its employees with which GRW has a collective-bargaining agreement or other contract or understanding. The following exemplify the methods and locations GRW may use in its ongoing efforts to ensure continuing dissemination of its policy and AAP, although GRW may not always use each or any of the below methods, and it may use other methods not listed below:

1. Internal employee manuals contain the policy statement.
2. The policy statement is posted on bulletin boards accessible to employees.
3. GRW references the policy and progress in its annual report, newspaper, magazine, and other publications.
4. Orientation meetings for new employees and in-house employment-related training include references to GRW's policy.
5. GRW publications, if any, including those with photographs, generally feature individuals of diverse gender, race, color, and national origin, where feasible.
6. Pertinent portions of GRW's Affirmative Action Program are available during regular business hours for inspection by employees and applicants for employment.

External Dissemination of EEO Policy

41 C.F.R. § 60-1.41; 41 C.F.R. § 60-1.5

1. In solicitations or advertisements for employees placed by or on its behalf, GRW complies with at least one of the following methods regarding the dissemination of its equal employment opportunity clause:
 - a. GRW states expressly in the solicitations or advertising that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin. 41 C.F.R. § 1.41(a).
 - b. GRW uses a single advertisement, and the advertisement is grouped with other advertisements under a caption which clearly states that all employers in the group assure all qualified applicants equal consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin. 41 C.F.R. § 1.41(c).

- c. GRW uses a single advertisement in which appears in clearly-distinguishable type the phrase “an equal employment opportunity employer.” 41 C.F.R. § 1.41(d). When pictures are included in these media, where feasible, efforts will be made to include pictures of individuals of diverse gender, race, and national origin.
2. The following exemplify the methods and locations GRW may use in its ongoing efforts to ensure continuing dissemination of its policy and AAP, although GRW may not always use all of the below methods, and it may use other methods not listed below:
 - a. GRW notifies subcontractors, suppliers, and vendors of the policy about both its obligations to equal employment opportunity and about GRW’s AAP.
 - b. GRW advises recruitment sources, minority and female organizations, community agencies, and colleges of its commitment to this policy and AAP. GRW informs these sources that job applicants will be treated fairly without regard to their race, color, religion, sex, sexual orientation, gender identity, and national origin.
 - c. GRW communicates with the state employment security office regarding its commitment to the policy.
3. In addition, GRW incorporates by reference the equal employment opportunity and affirmative action clauses into each of its covered federal contracts and subcontracts, including federal agency bills of lading, transportation requests, and such other covered contracts and covered subcontracts as required by law, purchase orders, lease agreements, Government contracts, and other covered contracts (and modifications thereof if not included in the original contract) in accordance with 41 C.F.R. § 60-1.4 (a) – (c) (unless exempted under 41 C.F.R. § 60-1.5).

Establishment of Responsibility for Implementation of the AAP

41 C.F.R. § 60-2.17(a)

A. Identification and Responsibilities of EEO Administrator

Overall responsibility for GRW's AAP rests with the EEO Administrator, Jenny Dixon. Jenny Dixon ensures the AAP complies with all applicable laws, orders, and regulations, including but not limited to Executive Orders 11246, 13496, and their progeny. Specifically, Jenny Dixon or the designated representative's duties include:

1. Developing, maintaining, and modifying, where appropriate, GRW's AAP to ensure compliance with the EEO/AA law.
2. Developing and modifying, where appropriate procedures for effectively communicating the AAP and its elements both internally and externally.
3. Advising management on EEO/AA progress, reporting potential EEO/AA problem areas, and assisting management in finding equitable solutions, where feasible, to any identifiable EEO/AA problem areas.
4. Evaluating the effectiveness of GRW's AAP on a regular basis and reporting to management.
5. Designing, implementing, and overseeing audit and reporting systems that periodically measure the effectiveness of the total affirmative action program. 41 C.F.R. § 2.17 (d)(1)-(4), identifying need for remedial action, and determining the degree to which objectives have been achieved.
6. Acting as Company representative and liaison with any government agencies regarding this AAP.
7. Monitoring Company policies and procedures with regard to terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
8. Auditing the content of GRW's bulletin board and electronic policies, as appropriate, to ensure compliance information is posted and up to date.
9. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
10. Serving as a liaison between GRW and organizations, such as minority organizations and women's organizations.
11. When necessary, developing sales and management training programs to increase protected-group participation.
12. Assisting in the investigation, handling, and disposition of employee harassment and discrimination complaints.

13. Discussing EEO/AA policies with all personnel, including management, to ensure GRW's policies and the need for their support are understood at all levels.
14. Reviewing GRW's AAP for qualified women and minorities with all managers and supervisors to ensure the policy is understood and followed in all personnel actions.
15. Conducting periodic reviews of offices to ensure compliance in the areas of proper display of posters and notices, comparable facilities for both sexes, and opportunity for participation in Company-sponsored recreational, educational, and social activities.
16. Auditing training programs, hiring, and promotion patterns.

B. Management Responsibilities

Line and upper management share responsibility for the AAP, including but not limited to the following:

1. Assisting in auditing AAP progress, including identifying problem areas, formulating solutions, establishing appropriate goals, and developing necessary training programs.
2. Reviewing the qualifications of applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner in hiring, promotion, transfers, and termination actions.
3. Making available career counseling, when appropriate.
4. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee and his or her duties.
5. Reviewing position descriptions of the jobs in the manager's area or department to see that they adequately reflect the job to be performed.
6. Assisting subordinates and upper management in the prevention of harassment.

Identification of Areas for Discussion

41 C.F.R. § 60-2.17(b)

GRW's commitment to fully implement this policy and AAP include periodic reviews of its total employment process to determine whether and where impediments to equal employment opportunity exist. These reviews include:

1. The workforce by organizational unit and job group of minority or female utilization and distribution;
2. Personnel activity to determine whether there are selection disparities;
3. Compensation systems to determine if there are gender-, race-, or ethnicity-based disparities;
4. Selection, recruitment, referral, and other personnel procedures to determine whether they result in employment or placement disparities of minorities or women; and,
5. Any other areas that might impact the success of the affirmative action program. 41 C.F.R. § 2.17 (b)(1)-(5), including, for example, GRW's review of:
 - a. The workforce composition by race and sex to compare it to the availability of these groups;
 - b. GRW's applicant flow compared to the availability for the protected groups;
 - c. A comparison of hires to applicants pertaining to minorities and women;
 - d. Selection forms, such as applications for employment, to ensure they comply with federal and state employment laws;
 - e. Processes to ensure there are no artificially-created barriers or restrictive seniority provisions; and,
 - f. Training opportunities to ensure they are available to minorities and women.

Identification of problem areas are discussed in the next section titled Narrative Discussion of Goals.

Narrative Discussion of Goals

The Headquarters plan has 172 employees, including 5 minorities and 37 females. The following goals exist for minorities and/or women:

- 1.1 - Executive/Senior Level Officials and Managers - This group consists of 13 employees, of whom none are minorities and none are females. There is no need to set a placement goal at this time for minorities or females.
- 1.2 - First/Mid-Level Officials and Managers - This group consists of 6 employees, of whom none are minorities and 1 is a female. There is no need to set a placement goal at this time for minorities or females.
- 2 - Professionals - This group consists of 76 employees, of whom 4 are minorities and 15 are females. There is no need to set a placement goal at this time for minorities or females.
- 3 - Technicians - This group consists of 37 employees, of whom 1 is a minority and 7 are females. There is no need to set a placement goal at this time for minorities, but there is a goal of 37.45% for females.
- 5 - Administrative Support Workers - This group consists of 13 employees, of whom none are minorities and 12 are females. There is no need to set a placement goal at this time for minorities or females.
- 6 - Craft Workers - This group consists of 16 employees, of whom none are minorities and none are females. There is no need to set a placement goal at this time for minorities or females.
- 7 - Operatives - This group consists of 11 employees, of whom none are minorities and 2 are females. There is no need to set a placement goal at this time for minorities or females.

GRW will use alternate recruitment sources, when necessary, to attract more qualified external applicants. In those instances where statistical disparities are indicated, GRW will take action as outlined in the Action-Oriented Programs Section to monitor and eliminate any problem areas, as well as other similar actions.

Development and Execution of Action-Oriented Programs

41 C.F.R. § 60-2.17(c)

GRW has instituted action-oriented programs designed to eliminate any problem areas, should they exist, in accordance with § 60-2.17(b), and to help achieve specific affirmative action goals. GRW will make good-faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results. These programs may include items such as:

1. Conducting periodic reviews of job descriptions attempting to ensure they accurately reflect job-related duties and responsibilities.
2. Reviewing job qualifications by department and job title for job-relatedness, and using job performance criteria.
3. Making job descriptions and qualifications available to recruiting sources and to all members of management involved in the recruiting, screening, selection, and promotion processes.
4. Making good-faith efforts to select the most qualified candidates. Accordingly, GRW evaluates its total selection process to ensure selections are made in a nondiscriminatory manner through:
 - a. Annual reviews of job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Annual evaluations of selection methods that may result in statistical disparities to ensure they are non-discriminatory;
 - c. Annual provisions of assistance, such as training and guidance on proper interviewing techniques and EEO training, to employees, management, and supervisory staff, including, but not limited to, those who are involved in the recruitment, selection, discipline, and other related processes, so that personnel actions are made in a nondiscriminatory manner; and
 - d. Annual review of selection techniques and employment standards.
5. GRW employs appropriate methods to attempt to improve recruitment and increase the flow of qualified minorities and women applicants in its recruiting process, including a number of the following actions:
 - a. Disseminating information on job opportunities to organizations representing minorities, women, and employment development agencies when job opportunities occur;
 - b. Encouraging all employees to refer qualified applicants;
 - c. Actively recruiting in colleges and universities with predominantly minority or female enrollments where underutilization exists in such areas, and

- d. Requesting employment agencies to refer qualified minorities and women.
 - e. Whenever feasible and appropriate, GRW participates in job fairs, career days, youth-motivation programs, and other programs that foster exposure for qualified minorities and women.
 - f. GRW encourages all employees to participate in Company-sponsored activities and programs.
 - g. GRW utilizes various community organizations and schools as referral sources.
6. GRW reviews promotion criteria and procedures so that job qualifications form the basis for the promotional decisions. GRW monitors promotion rates for minorities and women and, when necessary, may employ one or more of the following procedures:
- a. Providing job training, job-related courses, or certificate programs.
 - b. Reviewing work specifications and job qualifications to ensure job-relatedness.
 - c. Conducting career counseling, where appropriate, during performance evaluations.
 - d. Informing employees about educational programs and other opportunities available to improve their employment prospects.
 - e. Reviewing Company-sponsored social and recreational activities to ensure non-discriminatory participation and availability.
 - f. Ensuring that all employees are given equal opportunity for promotion. This is achieved by:
 - 1. Generally posting or otherwise announcing promotional opportunities.
 - 2. Offering counseling to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
 - 3. Evaluating job requirements for promotion.

Internal Audit and Reporting System

41 C.F.R. § 60-2.17(d)

- 1. Jenny Dixon, GRW's EEO Administrator, maintains an internal audit system to attempt to oversee GRW's Affirmative Action Program and assess progress. The EEO Administrator is responsible for ensuring that the formal AAP documents are developed and prepared and for the effective AAP implementation; however, responsibility is likewise vested with each department

manager and supervisor, depending upon the specific responsibility. The audit system is designed and implemented to measure the effectiveness of the total affirmative action program [41 C.F.R. § 2.17 (d)(1)-(4)], including:

- a. Monitoring records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation at all levels, to ensure the nondiscriminatory policy is carried out,
 - b. Requiring internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained,
 - c. Reviewing reports at all levels of management; and
 - d. Advising top management of the program's effectiveness and submitting recommendations to improve unsatisfactory performance. 41 C.F.R. § 2.17 (d)(1)-(4).
2. GRW reviews various employment decisions, such as job referrals, hiring decisions, transfers, promotions, and terminations. GRW maintains summary data where necessary and feasible, and conducts regular reviews at least annually.
 3. There is no "de facto" (in practice without being officially established) segregation. Further, GRW ensures that facilities, as broadly defined in 41 C.F.R. § 60-1.8, provided for employees are provided in such a manner that segregation on the basis of race, color, religion, sex, sexual orientation, gender identity, or national origin cannot result, provided that separate or single-user restrooms and necessary dressing or sleeping areas shall be provided to ensure privacy between the sexes.
 4. GRW complies with required records retention provisions set forth in 41 C.F.R. § 60-1.12 and elsewhere in the applicable OFCCP regulations, and maintains a) employment applications (generally for two years); b) summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants, where necessary and feasible, and conducts regular reviews at least annually; c) applicant flow showing the name, race, sex, date of application, job title, interview status, and the action taken for all individuals applying for job opportunities, and the relevant applicant/hire decisions; d) summary data of external job offers and hires, promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification; and e) records pertaining to its compensation system.
 5. Provide needed reports to managers and supervisors regarding the results of the audit as well as GRW's overall progress in the area of EEO/AA. Any recommended actions should be made as well. Reports shall be made to senior management on at least an annual basis.

Guidelines for Prevention of Sex Discrimination

41 C.F.R. § 60-20.1 et seq.

GRW supports the promotion and ensuring of equal employment opportunity of its employees and applicants without regard to sex, and endorses and complies with the following policy statements:

1. GRW does not discriminate against any employee or applicant for employment because of sex. The term sex includes, but is not limited to, pregnancy, childbirth, or related medical conditions; gender identity; transgender status; and sex stereotyping. 41 C.F.R. §60-20.2(a).
2. GRW maintains gender-neutral personnel policies that expressly indicate that there shall be no unlawful discrimination against employees based on sex. Unless sex is a bona fide occupational qualification reasonably necessary to the normal operation of business, GRW will not make any distinction based on sex in recruitment, hiring, firing, promotion, compensation, hours, job assignments, training, benefits, or other terms, conditions, or privileges of employment. The terms and conditions of any written collective bargaining agreements shall not be inconsistent with these guidelines. 41 C.F.R. §60-20.2(b).
3. GRW will not make any distinction between married and unmarried persons of one sex that is not made between married and unmarried persons of the opposite sex; or deny employment to women with children unless it has the same exclusionary policies for men; or steer women into lower-paying or less desirable jobs on the basis of sex; or impose any differences in retirement age or other terms, conditions, or privileges of retirement on the basis of sex. 41 C.F.R. § 60.20.2(b).
4. GRW does not maintain seniority lines and lists on the basis of sex. 41 C.F.R. § 60-20.2(b).
5. GRW's employment advertisements do not express a sex preference nor does GRW place advertisements in columns designated "males" or "females", unless sex is a bona fide occupational qualification reasonably necessary to the normal operation of business. 41 C.F.R. §60-20.2(b).
6. All employees at GRW shall have an equal opportunity to any available job that he or she is qualified to perform, unless sex is a bona fide occupational qualification. 41 C.F.R. §60-20.2(b).
7. GRW will not deny transgender employees access to the restrooms or similar facilities designated for use by the gender with which they identify. 41 C.F.R. §60-20.2(b).
8. GRW will not treat employees or applicants adversely because they have received or are planning to receive transition-related medical services designed to facilitate the adoption of a sex or gender other than the individual's designated sex at birth. 41 C.F.R. §60-20.2(b).
9. GRW does not hire or employ employees on the basis of sex unless sex is a bona fide occupational qualification reasonably necessary to the normal operation of business. 41 C.F.R. §60-20.3.
10. GRW does not engage in any employment practice that discriminates in wages, benefits, or any other forms of compensation, or denies access to earnings opportunities, because of sex. 41 C.F.R. §60-20.4.
11. All employees of GRW have equal opportunity to obtain regular and/or overtime hours, commissions, pay increases, incentive compensation, or any other additions to regular earnings. 41 C.F.R. §60-20.4.

12. GRW's wage schedules are not related to or based on sex, but rather are based on job relatedness and are consistent with business necessity. 41 C.F.R §60-20.4.
13. GRW does not discriminate on the basis of pregnancy, childbirth, or related medical conditions, including childbearing capacity. 41 C.F.R. § 60-20.5.
14. Any fringe benefits, which include but are not limited to medical, hospital, accident, life insurance and retirement benefits; profit-sharing and bonus plans; leave, etc. that are offered by GRW, are not based on sex. 41 C.F.R. § 60-20.6.
15. GRW does not make employment decisions on the basis of sex-based stereotypes, such as stereotypes about how males and/or females are expected to look, speak, or act. 41 C.F.R. § 60-20.7.
16. GRW has a no tolerance policy regarding harassment and hostile work environments. Harassment on the basis of sex includes unwelcome sexual advances, requests for sexual favors, offensive remarks about a person's sex, and other verbal or physical conduct of a sexual nature. Harassment because of sex includes sexual harassment (including sexual harassment based on gender identity or transgender status); harassment based on pregnancy, childbirth, or related medical conditions; and harassment that is not sexual in nature but that is because of sex or sex-based stereotypes. 41 C.F.R. § 60-20.8.
17. When appropriate, GRW makes affirmative efforts to increase the number and percentage of women in the workforce, including, but not limited to the following:
 - a. GRW recruits women and encourages existing women employees to apply for positions historically labeled by society as "traditionally male".
 - b. GRW guarantees equal, gender-neutral access to training and tuition reimbursement programs, including management training and other types of workplace training programs.
 - c. GRW informs management of its affirmative action responsibilities.

Policy with Respect to Religion/National Origin

41 C.F.R. § 60-50.1 et seq.

Pursuant to the guidelines prohibiting discrimination on the basis of religion and/or national origin, 41 C.F.R. § 60-50.1, et seq., GRW hereby reaffirms that it does not discriminate against employees, or applicants for employment, because of religion or national origin. GRW takes affirmative action to seek to ensure that employees or applicants for employment are treated without regard to their religion or national origin in all aspects of the terms and conditions of employment, such as upgrading, demotion, transfer, recruitment, recruitment advertising, layoff, termination, rates of pay (or other forms of compensation), and selection for training.

GRW has reviewed its employment practices and determined that its employees, including those who belong to religious or ethnic groups, have received fair consideration for job opportunities. Based upon its review, and depending upon the circumstances, GRW will undertake appropriate actions, which may include one or more of the following activities:

1. Issuing a policy directive to employees reaffirming GRW's obligation to provide equal employment opportunity without regard to religion or national origin. This policy will be communicated in such a manner as to foster understanding, acceptance, and support among executives, managers, supervisors, and other employees, and to encourage such persons to take the necessary action to aid GRW in meeting its obligations.
2. Developing internal procedures to ensure GRW's obligation to provide equal employment opportunity, without regard to religion or national origin, is fully implemented. Specifically, employment activities are reviewed by the EEO Administrator.
3. Informing management annually of its commitment to equal employment opportunity, without regard to religion or national origin.
4. Enlisting the assistance and support of recruitment sources for this commitment.

GRW acknowledges its responsibility to make reasonable accommodations for the religious observances and practices of its existing or prospective employees under the terms of Title VII of the Civil Rights Act of 1964. An accommodation for religious purposes will be denied should GRW determine that the company would have to suffer undue hardship. During this accommodation evaluation, the following factors will continue to be considered by GRW:

1. Business necessity;
2. Financial costs and expenses; and
3. Resulting personnel problems.

Organizational Profile

Contractors and subcontractors are required to include in their AAPs an organizational profile of their workforce using either a “workforce analysis” or “organizational display” that provides detailed data reflecting staffing patterns within the establishment. 41 C.F.R. § 60-2.11. An organizational profile shows the staffing pattern within a contractor’s establishment. This profile assists an employer in identifying where, in the workforce of its site which is the subject of this AAP, women or minorities are underrepresented or concentrated. A workforce analysis is used in this AAP, which lists each job title from the lowest paid to the highest paid within each department or similar organizational unit.

Job Group Analysis

Contractors and subcontractors are required to include in their AAPs a “job group analysis” by combining jobs at the establishment with similar content, wage rates, and opportunities to form job groups. 41 C.F.R. § 60-2.12. The job group analysis is a contractor’s first comparison of the representation of minorities and women in its workforce with the estimated availability of minorities and women to be employed. The job group is created by first sorting the various jobs at the establishment into job groups, which is a collection of jobs in an organization with similar job content (field of work and/or skill level), similar promotional opportunities, and similar compensation. The job groups then are developed to fit the unique characteristics of each organizational unit, taking into account the size, type, and complexity of the work performed. Contractors, after combining the job titles for the job group analysis, must then separately provide the percentage of minorities and the percentage of women they employ in each job group.

Availability Analysis

Contractors and covered Federal subcontractors, after aggregating individual jobs into job groups, are then required to determine the availability of women and minorities for those job groups. 41 C.F.R. § 60-2.14. “Availability” is a percentage estimate of the women and minorities who have the skills required to perform the jobs within the job groups. To determine the availability percentages, contractors are required to consider two factors: 1) factors reflecting the availability outside the contractor’s workforce (such as people in the immediate labor area or reasonable recruitment area); and, 2) factors affecting the availability inside the contractor’s own workforce (such as people who are qualified and available by transfer, promotion, or training). Contractors typically rely on the most current U.S. Census data to develop their external availability factors, and on their own workforce numbers to develop their internal availability factors. Both external and internal factors must be considered, but contractors may “weight” each of the two factors according to each factor’s relevance to the job group in question. Such weighting is included in the following availability statistics for each job group.

After a contractor has formulated job groups and determined the minority and female availability percentages for each job group, it must then compare the actual utilization of minorities and women in each job group with their estimated availability, and identify those job groups where the percentage of women and/or minorities employed is less than would reasonably be expected given their availability. 41 C.F.R. § 60-2.15.

Placement Goals

Contractors and subcontractors must compare the percentage of minorities and women in each job group with the availability for those job groups as calculated in this AAP. 41 C.F.R. § 60-2.13 to 60.2.15. When the percentage of minorities or women in a job group is less than would be reasonably expected given their availability, contractors are required to establish placement goals, which also serve as reasonably attainable objectives to measure progress toward achieving equal employment opportunity. 41 C.F.R. § 60-2.16.

Contractors may use a number of methods to determine whether their actual employment percentage of minorities and/or females is lower than would reasonably be expected, including the need to set a placement goal when: 1) there is “any difference” between the availability percentage and the employment percentage; 2) actual employment is less than 80 percent of calculated availability (which is the expected representation); or, 3) the difference between the actual and expected employment is statistically significant. Any reasonable method, as long as it is uniformly applied, is acceptable to the OFCCP.

Placement goals are established as a percentage equal to the calculated availability and serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. 41 C.F.R. § 60-2.16. **Although a contractor is required to make good faith efforts to meet its goals, the goals are not allowed under law to be quotas (with the exception of a few circumstances, such as when there is a court order to remedy prior unlawful discrimination.)**

Progress Toward Goals Report

Contractors and subcontractors must maintain its current affirmative action plan (AAP) and documentation of good faith efforts, and must preserve its AAP and documentation of good faith efforts for the immediately preceding AAP year. 41 C.F.R. § 60-1.12 (b).

One of the key components to the effective implementation of an AAP is the acknowledgement of progress toward the goals established in the utilization analysis of the preceding year. As such, this is one of the items requested by OFCCP during a routine compliance evaluation.

To compare progress toward goals, the contractor must measure the employment activity that has occurred during the plan year. The variable here is opportunities which are defined by OFCCP as total placements (hires plus promotions) into the job group.

Disparity Analysis

Contractors and subcontractors are required to include personnel activity (applicant flow, hires, terminations, promotions, and any other personnel actions) to determine whether there are selection disparities. 41 C.F.R. § 60-2.17 (b) (2).

The Disparity Analysis is a tool to measure the statistical relationship between two selected groups. The following report identifies whether the rates of those hired, promoted, or terminated are similar without regard to race or gender.

**Affirmative Action Program for
Protected Veterans**

GRW Engineers, Inc.

Headquarters

**Affirmative Action Program
For Protected Veterans**

**February 1, 2024 through January 31, 2025
Plan Year**

CONFIDENTIAL, TRADE SECRET, AND PRIVATE MATERIAL

This Affirmative Action Plan contains confidential, trade secret, commercial, and private information of GRW which is protected from disclosure by the Office of Federal Contract Compliance Programs pursuant to the Trade Secrets Act, 18 U.S.C. § 1905. The release of this information could cause substantial harm to GRW or its employees within the meaning of the Freedom of Information Act ("FOIA"), 5 U.S.C. §§ 552 (b)(3), (4), (6) and (7) and the Trade Secrets Act. FOIA protects information in this document from mandatory disclosure to FOIA requestors. See, e.g., *Chrysler v. Brown*, 441 U.S. 281 (1979). Furthermore, release of any trade secret, confidential statistical or commercial information would be arbitrary and capricious in violation of the Administrative Procedure Act. See, e.g., *CNA Financial Corp. v. Donovan*, 830 F.2d 1132, 1144 (D.C. Cir.), cert. denied, 485 U.S. 977 (1988).

GRW Engineers, Inc.
Headquarters

**AFFIRMATIVE ACTION PROGRAM
FOR PROTECTED VETERANS**

**February 1, 2024 through January 31, 2025
Plan Year**

TABLE OF CONTENTS

INTRODUCTION	1
EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT	2
REVIEW OF PERSONNEL PROCESSES	3
PHYSICAL AND MENTAL JOB QUALIFICATIONS	3
REASONABLE ACCOMMODATION	5
ANTI-HARASSMENT PROCEDURES	5
EXTERNAL DISSEMINATION OF POLICY, OUTREACH, AND POSITIVE RECRUITMENT	6
ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS	7
INTERNAL DISSEMINATION OF POLICY	8
AUDIT AND REPORTING SYSTEM	9
RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN	9
AFFIRMATIVE ACTION TRAINING	13

Introduction

GRW Engineers, Inc. (GRW) sets forth this affirmative action program (“AAP”) for the year from February 1, 2024 through January 31, 2025, reaffirming its commitment to the spirit and letter of affirmative action law. Through the implementation of this plan GRW continues its efforts to comply with appropriate government regulations and to make the best possible use of personnel while contributing to the betterment of society and the community.

In developing this AAP, GRW recognizes its duty to ensure equal employment opportunity.

Definitions. For the purposes of this AAP, the term “Protected Veteran” shall be defined as follows, according to the VEVRAA regulations:

Active Duty Wartime or Campaign Badge Veteran means a veteran who served on active duty in the U.S. military, ground, naval, or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the U. S. Department of Defense.

Armed Forces Service Medal Veteran means any veteran who, while serving on active duty in the U.S. military, ground, naval, or air service, participated in a United States military operation to which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

Disabled Veteran means:

1. A veteran of the U. S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or
2. A person who was discharged or released from active duty because of a service-connected disability.

Protected Veteran means a veteran who is protected under the non-discrimination and affirmative action provisions of VEVRAA; specifically, a veteran who may be classified as a “disabled veteran,” “recently-separated veteran,” “active duty wartime or campaign badge veteran,” and/or an “Armed Forces Service Medal Veteran” as defined by this AAP and VEVRAA.

Recently-Separated Veteran means any veteran during the three-year period beginning on the date of such veteran’s discharge or release from active duty in the U.S. military, ground, naval, or air service.

Pre-JVA veterans are those who would be protected by 41 C.F.R. Part 250 if it were not rescinded, but would not be protected under 41 C.F.R. Part 300, and if GRW is found to still be signatory to any federal contracts signed on or before November 30, 2003 and which have not since been amended, modified and/or extended.

Equal Employment Opportunity Policy Statement

41 C.F.R. § 60-300.44(a)

In setting forth this plan GRW reaffirms its belief and commitment in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment. Jenny Dixon, as the EEO Administrator, oversees the plan development, modification, implementation, and reporting requirements and conducts management updates. GRW's top U.S. executive supports GRW's AAP.

GRW provides for an audit and reporting system regarding GRW's affirmative action responsibilities under the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended ("VEVRAA") regulations, and assigns overall responsibility for the implementation of affirmative action responsibilities under these regulations.

GRW recruits, hires, trains and promotes persons in all job titles, and ensures that all personnel actions are administered without regard to protected veteran status; and ensures that all employment actions are based only on valid job requirements. It is GRW's policy not to discriminate because of a person's relationship or association with a protected veteran. This includes spouses and other family members. GRW will safeguard the fair and equitable treatment of protected veteran spouses and family members with regard to all employment actions and prohibit harassment of applicants and employees because of their relationship or association with a protected veteran. GRW's employees and applicants are not subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in any of the following activities:

1. filing a complaint with GRW or with Federal, state, or local agencies regarding the status covered under this AAP;
2. assisting or participating in any investigation, compliance review, hearing, or any other activity related to the administration of any Federal, State, or local law requiring equal employment opportunity for protected veterans;
3. opposing any act or practice made unlawful by VEVRAA or its implementing regulations, or any other Federal, State or local law requiring equal opportunity for protected veterans; or
4. exercising any other right protected by VEVRAA or its implementing regulations.

GRW's full AAP, absent the data metrics required by 41 CFR § 60-300.44(k), is available for inspection upon request. The method of obtaining a copy of the AAP is listed within the affirmative action policy statement physically posted at GRW's establishment.

Review of Personnel Processes

41 C.F.R. § 300.44(b)

1. GRW ensures its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees who are known protected veterans for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available.
2. GRW also ensures that when a protected veteran is considered for employment opportunities, GRW relies only on that portion of the individual's military record, including his or her discharge papers, relevant to the requirements of the opportunity in issue.
3. GRW ensures that its personnel processes do not stereotype protected veterans in a manner which limits their access to all jobs for which they are qualified.
4. GRW periodically reviews such processes and makes any necessary modifications to ensure that these obligations are carried out. A description of the review and any necessary modifications to personnel processes or development of new processes is included in this AAP.
5. GRW designs procedures that facilitate a review of the implementation of this requirement by GRW and the Government. The procedures GRW uses are as follows:
 - a. The application or personnel form of each known applicant who is a protected veteran is annotated to identify each vacancy for which the applicant was considered, and the form will be quickly retrievable for review by the Department of Labor and GRW's personnel officials for use in investigations and internal compliance activities.
 - b. Where applicants or employees are selected for hire, promotion, or training and GRW undertakes any accommodation which makes it possible for it to place a disabled veteran on the job, GRW makes a record containing a description of the accommodation. The record is treated as a confidential medical record in accordance with § 60-300.23(d).

Physical and Mental Job Qualifications

41 C.F.R. § 300.23 and 44(c)

1. GRW adheres to a schedule for the periodic review of all physical and mental job qualification standards to ensure that, to the extent qualification standards tend to screen out qualified disabled veterans, they are job-related for the position and are consistent with job necessity.
2. Whenever GRW applies physical or mental qualification standards in the selection of applicants or employees for employment or other change in employment status such as

- promotion, demotion or training, to the extent that qualification standards tend to screen out qualified disabled veterans, the standards shall be related to the specific job or jobs for which the individual is being considered and consistent with business necessity. GRW reviews its job descriptions and qualifications to ensure they accurately reflect job duties and responsibilities. The schedule is as follows as job openings become available; as new job qualifications are established; and/or, when new equipment is installed.
3. No pre-employment physical examinations or questionnaires are used by GRW prior to a job offer contingent on such examinations and other requirements.
 4. GRW may use as a defense to a violation of its obligations in Paragraph 2 above that an individual poses a direct threat to the health or safety of the individual or others in the workplace.
 5. When GRW conducts a medical examination or inquiry of a protected veteran it will do so according to the terms and conditions of the VEVRAA and Section 503 regulations, and the results of such an examination or inquiry are kept confidential according to federal regulations, which includes the following exceptions:
 - a. Supervisors and managers may be informed regarding restrictions on the work or duties of the applicant or employee and necessary accommodations;
 - b. First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and,
 - c. Government officials engaged in enforcing the laws administered by the OFCCP regarding individuals with disabilities or protected veterans, or enforcing The Americans with Disabilities Act (“ADA”) and The Americans with Disabilities Act Amendment Act of 2008 (“ADAAA”), shall be provided relevant information on request.

Reasonable Accommodation

41 C.F.R. §60-300.44(d)

1. It is GRW's policy as a matter of nondiscrimination to make reasonable accommodation to the known physical and mental limitations of all otherwise qualified disabled veterans unless it can demonstrate that the accommodation would impose an undue hardship on GRW's business, in accordance with the terms and conditions of Section 503 regulations. Undue hardship will be determined by its definition under applicable regulations under Section 503 including, but not limited to the following: Undue hardship means, with respect to the provision of an accommodation, significant difficulty or expense incurred by the contractor, when considered in light of the factors set forth in 41 CFR § 60-300.2 (aa)(2), such as the overall financial resources of the facility and the impact of the accommodation upon the operation of the facility (this is not an all-inclusive list).
2. As a matter of affirmative action, if an employee who is known to be a disabled veteran is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, GRW confidentially notifies the employee of the performance problem and inquires whether the problem is related to the employee's disability.
3. If the employee responds affirmatively, GRW confidentially inquires whether the employee is in need of a reasonable accommodation.

Anti-Harassment Procedures

41 C.F.R. § 60-300.44(e)

GRW has developed and implemented procedures to ensure its employees are not harassed because of their status as a protected veteran.

External Dissemination of Policy, Outreach, and Positive Recruitment

41 C.F.R. § 300.44(f)

1. GRW sends written notification of its policy related to affirmative action efforts to all subcontractors, including subcontracting vendors and suppliers, requesting appropriate action on their part.
2. GRW undertakes appropriate outreach and positive recruitment activities such as some of those listed below that are reasonably designed to effectively recruit protected veterans. It is not contemplated that GRW will necessarily undertake all the activities listed below or that its activities will be limited to the items listed below. The scope of GRW's efforts shall depend upon all circumstances, including GRW's size and resources and the extent to which existing employment practices are adequate.
 - a. Enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for veterans to fulfill its commitment to provide meaningful employment opportunities for such veterans:
 - i. The Local Veterans' Employment Representative in the local employment service office (i.e. the One-Stop) nearest GRW's establishment;
 - ii. The Department of Veterans Affairs Regional Office nearest GRW's establishment;
 - iii. The veterans' counselors and coordinators ("Vet-Reps") on college campuses;
 - iv. The service officers of the national veterans' groups active in the area of GRW's establishment;
 - v. Local veterans' groups and veterans' service centers near GRW's establishment;
 - vi. The Department of Defense Transition Assistance Program (TAP), or any subsequent program that, in whole or in part, might replace TAP; and
 - vii. Any organization listed in the Employer Resources section of the National Resource Directory (<http://www.nrd.gov/>), or any future service that replaces or complements it.
 - b. GRW also considers taking the actions listed below, as appropriate, to fulfill its commitment to provide meaningful employment opportunities to protected veterans:
 - i. Formal briefing sessions should be held, preferably on GRW's premises, with representatives from recruiting sources.

- ii. GRW's facility tours, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of the company's selection process, and recruiting literature are an integral part of the briefing. At any such briefing sessions, the GRW official in charge of its affirmative action program is in attendance when possible. Formal arrangements should be made for referral of applicants, follow up with sources, and feedback on disposition of applicants.
 - iii. GRW's recruitment efforts at all educational institutions incorporate special efforts to reach students who are protected veterans.
 - iv. An effort is made to participate in work-study programs with Department of Veterans Affairs rehabilitation facilities which specialize in training or educating disabled veterans.
 - v. Protected veterans are made available for participation in career days, youth motivation programs, and related activities in their communities.
 - vi. GRW takes any other positive steps it deems necessary to attract qualified protected veterans not currently in the work force who have requisite skills and can be recruited through affirmative action measures. These persons may be located through the local chapters of organizations of and for any of the classifications of protected veterans.
 - vii. GRW, in making hiring decisions, considers applicants who are known protected veterans for all available positions for which they may be qualified when the position(s) applied for is unavailable.
 - viii. GRW considers listing its job openings with the National Resource Directory's Veterans Job Bank, or any future service that replaces or complements it.
3. GRW documents all activities it undertakes to comply with the obligations of this section, and retain these documents for a period of three (3) years.

Assessment of External Outreach and Recruitment Efforts

41 C.F.R. § 300.44(f)(3)

1. GRW, on an annual basis, reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans. GRW documents each evaluation, including at a minimum the criteria it used to evaluate the effectiveness of each effort and GRW's conclusion as to whether each effort was effective. Among these criteria shall be the data collected pursuant to 41 C.F.R. § 60-300.44(k) for the current year and the two most recent previous years. If GRW concludes the totality of its efforts were not effective in identifying and recruiting qualified protected veterans, it shall identify and implement

alternative efforts listed in paragraphs (f)(1) or (f)(2) of this section to fulfill its obligations.

Internal Dissemination of Policy

41 C.F.R. § 60-300.44(g)

1. GRW recognizes that a strong outreach program will be ineffective without adequate internal support from supervisory and management personnel and other employees.
2. GRW implements and disseminates this policy internally as follows:
 - a. includes it in GRW's policy manual or otherwise make the policy available to employees; and
 - b. if GRW is party to a collective bargaining agreement, it notifies union officials and/or employee representatives to inform them of GRW's policy, and request their cooperation.
3. Further, to assure greater employee cooperation and participation in GRW's efforts, GRW has developed the internal procedures listed in this section of the AAP for communication of its obligation to engage in affirmative action efforts to employ and advance in employment qualified protected veterans. It is not contemplated that GRW's activities will be limited to those listed. These procedures shall be designed to foster understanding, acceptance and support among GRW's executive, management, supervisory and other employees and to encourage such persons to take the necessary actions to aid GRW in meeting this obligation. GRW additionally considers implementing and disseminating this policy internally as follows:
 - a. Informing all employees and prospective employees of its commitment to engage in affirmative action to increase employment opportunities for protected veterans;
 - b. Publicizing it in GRW's newspaper, magazine, annual report and other media;
 - c. Conducting special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation, making clear the chief executive officer's support for the affirmative action policy;
 - d. Discussing the policy thoroughly in both employee orientation and management training programs; and
 - e. When employees are featured in employee handbooks or similar publications for employees, including disabled veterans.

Audit and Reporting System

C.F.R. § 60-300.44(h)

1. GRW has designed and implemented an audit and reporting system that:
 - a. Measures the effectiveness of GRW's AAP;
 - b. Indicates any need for remedial action;
 - c. Determines the degree to which GRW's objectives have been attained;
 - d. Determines whether known protected veterans have had the opportunity to participate in all of GRW's sponsored educational, training, recreational and social activities;
 - e. Measures GRW's compliance with the AAP's specific obligations; and
 - f. Documents the actions taken to comply with the obligations of paragraphs (a) through (e) above, and retain these documents as employment records for three years subject to the recordkeeping requirements of § 60-300.80.
2. Where the affirmative action program is found to be deficient, GRW undertakes necessary action to bring the program into compliance.

Responsibility for Implementation of the Plan

1. Identification and Responsibilities of EEO/AA Administrator

41 C.F.R. § 60-300.44(i)

In furtherance of GRW's commitment to Affirmative Action and Equal Employment Opportunity, overall responsibility for implementing GRW's AAP rests with its EEO/AA Administrator, whose identity should appear on all internal and external communications regarding GRW's AAP. The EEO/AA Administrator shall be given top management support and staff to manage the implementation of this program as it pertains to all applicable laws, orders and regulations, including VEVRAA. Specifically, Jenny Dixon or the designated representative's duties include:

- a. Ensures that GRW lists its job openings in accordance with the requirements of 41 C.F.R. § 300.5.
- b. Ensuring GRW posts in conspicuous places, available to employees and applicants for employment, notices in a form to be prescribed by the OFCCP Director provided by or through the contracting officer. Such notices shall state the rights of applicants and employees as well as GRW's obligation under the law to take affirmative action to

employ and advance in employment qualified employees and applicants who are protected veterans.

- c. Ensuring GRW's applicants or employees who are disabled veterans are provided the notice in a form that is accessible and understandable to the individual applicant or employee (e.g., providing Braille or large print versions of the notice, or posting a copy of the notice at a lower height for easy viewing by a person using a wheelchair) when an applicant or employee requests the poster in an alternative format, or when GRW knows that an applicant or employee is unable to read the poster because of a disability. GRW may also provide the poster to an applicant or employee who is a disabled veteran in other alternate means, such as on disc or in audio recording, as long as the format provided enables the individual who is a disabled veteran to access the contents of a poster.
- d. Ensuring that, with respect to employees, if any, who do not work at a physical location of GRW, GRW satisfies its posting obligations by posting such notices in an electronic format, provided that GRW provides computers, or access to computers, that can access the electronic posting to such employees, or GRW has actual knowledge that such employees otherwise are able to access the electronically posted notices.
- e. Ensuring electronic notices for employees are posted in a conspicuous location and format on GRW's intranet or sent by electronic mail to employees. An electronic posting is used by GRW to notify job applicants of their rights if GRW utilizes an electronic application process. Such electronic applicant notice are conspicuously stored with, or as part of, the electronic application.
- f. Ensuring that to the extent this requirement is applicable to GRW, GRW notifies labor organizations of its EEO policy as required by 41 C.F.R. § 60-300.44(g).
- g. Ensuring GRW includes the provisions of this clause in every subcontract or purchase order in excess of \$150,000, unless exempted by the rules, regulations, or orders of the Secretary of Labor pursuant to VEVRAA, so that such provisions will be binding upon each subcontractor or vendor, under the terms and conditions of 41 CFR § 60-300.5(a), per Federal Acquisition Regulation-Inflation Adjustment of Acquisition-Related Thresholds, 80 FR 38293 (2015).
- h. Ensuring that all solicitations or advertisements for employees placed by or on behalf of GRW, state that all qualified applicants will receive consideration for employment without regard to their protected veteran status.
- i. Developing, maintaining and, where appropriate, modifying GRW's AAP for protected veterans, policy statements, personnel policies, internal and external communication techniques including discussions with managers, supervisors and employees to ensure GRW's policies are followed, and monitoring the effectiveness of these actions.
- j. Advising supervisors that they are responsible to prevent harassment of employees due to their status as a protected veteran.
- k. Identifying problem areas with line management in the implementation of the program, and helping management develop solutions to any identifiable problem area.

- l. Designing, implementing and overseeing an audit and reporting system to monitor the progress of the Company and the AAP's effectiveness, including auditing the contents of GRW's electronic and hard copy bulletin boards on a regular basis to ensure that compliance information that is posted is up to date.
- m. Serving as liaison between GRW and governmental enforcement agencies, community groups, vocational rehabilitation organizations, and organizations for protected veterans.
- n. Evaluating the effectiveness of GRW's plan on a regular basis, and reporting to management.
- o. Monitoring policies and procedures including the selection, evaluation, promotion and training process with regard to the various terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
- p. Assisting in ensuring that GRW has processes and procedures: a) to ensure career counseling for employees who are protected veterans, when requested and appropriate; and, b) to review personnel actions, policies, procedures, and employee and applicants' qualifications to ensure protected veterans are treated in accordance with anti-discrimination laws when hiring, promotion, transfer, and termination actions occur.
- q. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
- r. Assisting in the investigation, handling and disposition of employee discrimination and harassment complaints.
- s. Conducting periodic reviews of offices to ensure compliance in the areas of proper display of posters and notices, and opportunity for participation in Company-sponsored recreational, educational and social activities.
- t. Overseeing and ensuring that the below self-identification procedures are conducted as set forth in the VEVRAA regulations, using the language and manner prescribed by the OFCCP Director and published on the OFCCP Web site, as follows:
 - i. Pre-offer self-identification invitation procedures for GRW's job applicants as set forth in 41 C.F.R. § 60-300.42 (a); and
 - ii. Post-offer identification procedures for GRW's job applicants as set forth in 41 C.F.R. § 60-300.42 (a).

Further, GRW does not compel or coerce an individual to self-identify as a protected veteran. GRW keeps all information on self-identification confidential, and maintains it in a data analysis file (rather than in the medical or personnel files of individual employees) as set forth in 41 C.F.R. § 60-300.23(d). GRW only uses the self-identification information in accordance with the VEVRAA regulations.

- u. Ensuring that GRW complies with its obligations under 41 C.F.R. § 60-300.45, which requires that GRW establish benchmarks for hiring, the purpose of which is to create a

quantifiable method by which GRW can measure its progress toward achieving equal employment opportunity for protected veterans. The benchmarks will be set on an annual basis and will be documented also as set forth in this AAP.

- v. If an applicant identifies himself or herself as a disabled veteran in the post-offer self-identification detailed above, GRW inquires of the applicant whether an accommodation is necessary, and, if so, engages with the applicant regarding reasonable accommodation. GRW may make such inquiries to the extent they are consistent with the Americans with Disabilities Act. GRW maintains a separate file in accordance with Section 60-300.23(d) on persons who have self-identified as disabled veterans.

2. Management Responsibilities

41 C.F.R. § 60-300.44(i)

Line and upper management are advised of their responsibilities for GRW's AAP regarding protected veterans within his or her area of responsibility, including but not limited to their obligations to:

- a. Review GRW's AAP for protected veterans with subordinate managers and supervisors to ensure they are aware of the policy, understand their obligation to comply with it in all personnel actions and understand the need for support at all levels.
- b. Assist in the auditing of plan progress, identification of problem areas, formulation of solutions, establishment of departmental goals and objectives, and development of training programs, when appropriate.
- c. Review the qualifications of applicants and employees in their area of responsibility to ensure protected veterans are treated in a nondiscriminatory manner when hire, promotion, transfer, and termination actions occur.
- d. Review employees' performance to ensure that illegal discrimination regarding protected veterans does not occur.
- e. Make available career counseling to employees who are protected veterans, when so requested, and as appropriate.
- f. Review position descriptions to see that they adequately reflect the job to be performed.
- g. Audit training programs, hiring, and promotion patterns.
- h. Assist subordinates and upper management in the prevention of harassment.
- i. Show support for this AAP.

Affirmative Action Training

41 C.F.R. § 60-300.44(j)

GRW provides training to all personnel involved in the recruitment, screening, selection, promotion, disciplinary and other related processes to ensure its AAP commitments are implemented.

**Affirmative Action Program for
Individuals with Disabilities**

GRW Engineers, Inc.

Headquarters

**Affirmative Action Program
for
Individuals with Disabilities**

**February 1, 2024 through January 31, 2025
Plan Year**

CONFIDENTIAL, TRADE SECRET, AND PRIVATE MATERIAL

This Affirmative Action Plan contains confidential, trade secret, commercial, and private information of GRW, which is protected from disclosure by the Office of Federal Contract Compliance Programs pursuant to the Trade Secrets Act, 18 U.S.C. § 1905. The release of this information could cause substantial harm to GRW or its employees within the meaning of the Freedom of Information Act ("FOIA"), 5 U.S.C. §§ 552 (b)(3), (4), (6) and (7) and the Trade Secrets Act. FOIA protects information in this document from mandatory disclosure to FOIA requestors. See, e.g., *Chrysler v. Brown*, 441 U.S. 281 (1979). Furthermore, release of any trade secret, confidential statistical or commercial information would be arbitrary and capricious in violation of the Administrative Procedure Act. See, e.g., *CNA Financial Corp. v. Donovan*, 830 F.2d 1132, 1144 (D.C. Cir.), cert. denied, 485 U.S. 977 (1988).

**GRW Engineers, Inc.
Headquarters**

**AFFIRMATIVE ACTION PROGRAM
FOR
INDIVIDUALS WITH DISABILITIES**

**February 1, 2024 through January 31, 2025
Plan Year**

TABLE OF CONTENTS

INTRODUCTION	1
EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT	1
REVIEW OF PERSONNEL PROCESSES	2
REVIEW OF PHYSICAL AND MENTAL JOB QUALIFICATIONS	2
REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL LIMITATIONS	4
ANTI-HARASSMENT PROCEDURES	4
EXTERNAL DISSEMINATION OF POLICY, OUTREACH, AND POSITIVE RECRUITMENT	4
ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS	6
INTERNAL DISSEMINATION OF POLICY	7
AUDIT AND REPORTING SYSTEM	8
RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN	8
AFFIRMATIVE ACTION TRAINING	12

Introduction

GRW Engineers, Inc. (GRW) sets forth this Affirmative Action Program (“AAP”) for the year from February 1, 2024 through January 31, 2025, reaffirming its commitment to the spirit and letter of affirmative action law. Through the implementation of this plan GRW continues its efforts to comply with Section 503 of the Rehabilitation Act of 1973 (“Section 503”) and its implementing regulations, as amended, and to make the best possible use of personnel while contributing to the betterment of society and the community.

In developing this plan, GRW recognizes its duty to ensure equal employment opportunity for, and to prevent discrimination against, individuals with disabilities. The following statement of policy reinforces that belief.

Equal Employment Opportunity Policy Statement **41 C.F.R. § 60-741.44(a)**

In setting forth this plan GRW reaffirms its belief and commitment in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment. Jenny Dixon, as the EEO Administrator, oversees the plan development, modification, implementation, and reporting requirements and conducts management updates. GRW’s top U.S. executive supports GRW’s AAP.

GRW provides for an audit and reporting system regarding GRW’s affirmative action responsibilities under Section 503 regulations, and assigns overall responsibility for the implementation of affirmative action responsibilities under these regulations.

GRW recruits, hires, trains and promotes persons in all job titles, and ensures that all personnel actions are administered without regard to disability; and ensures that all employment actions are based only on valid job requirements. GRW’s employees and applicants are not subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in any of the following activities:

1. filing a complaint with GRW or with Federal, state, or local agencies regarding the status covered under this AAP;
2. assisting or participating in any investigation, compliance review, hearing, or any other activity related to the administration of any Federal, State, or local law requiring equal employment opportunity for individuals with disabilities;
3. opposing any act or practice made unlawful by Section 503 or its implementing regulations, or any other Federal, State or local law requiring equal opportunity for individuals with disabilities; or
4. exercising any other right protected by Section 503 or its implementing regulations in this part.

GRW’s full AAP, absent the data metrics required by 41 CFR § 60-741.44(k), is available for inspection upon request. The method of obtaining a copy of the AAP is listed within the affirmative action policy statement physically posted at GRW’s establishment.

Review of Personnel Processes

41 C.F.R. § 741.44(b)

1. GRW ensures its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available.
2. GRW also ensures its personnel processes do not stereotype individuals with disabilities in a manner which limits their access to jobs for which they are qualified.
3. GRW also ensures its applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communications technologies.
4. GRW provides necessary reasonable accommodation to ensure applicants and employees with disabilities receive equal opportunity in the operation of personnel processes. GRW periodically reviews such processes and makes any necessary modifications to ensure that these obligations are carried out. GRW designs procedures that facilitate a review of the implementation of this requirement by GRW and the Government. A description of the review and any necessary modifications to personnel processes or development of new processes are included in this AAP, and are as follows:
 - a. The application or personnel form of each known applicant who is an individual with a disability is annotated to identify each vacancy for which the applicant was considered, and the form is quickly retrievable for review by the Department of Labor and GRW's personnel officials for use in investigations and internal compliance activities.
 - b. Where applicants or employees are selected for hire, promotion, or training and GRW undertakes any accommodation which makes it possible for him or her to place an individual with a disability on the job, GRW makes a record containing a description of the accommodation. The record is treated as a confidential medical record in accordance with § 60-741.23(d).

Review of Physical and Mental Job Qualifications

41 C.F.R. § 60-741.44(c)

1. GRW has the following schedule for its review of physical and mental job qualification standards to ensure that, to the extent qualification standards tend to screen out qualified people with disabilities, such qualifications are job-related for the position in question and consistent with business necessity, and adheres to this schedule. The schedule is as follows as job openings become available; as new job qualifications are established; and/or, when new equipment is installed.

2. Whenever GRW applies physical or mental qualification standards in the selection of applicants or employees for employment or other changes in employment status such as promotion, demotion or training, to the extent that qualification standards tend to screen out qualified individuals on the basis of disability, the standards are related to the specific job or jobs for which the individual is being considered and consistent with business necessity.
3. GRW may use as a defense to a violation of its obligations in Paragraph 2 above that an individual poses a direct threat to the health or safety of the individual or others in the workplace.
4. No pre-employment physical examinations or questionnaires are used by GRW prior to a job offer contingent on such examinations and other requirements.
5. When GRW conducts a medical examination or inquiry of a person with a disability, it will do so according to the terms and conditions of the Federal Regulations implementing Section 503, and the results of such an examination or inquiry are kept confidential according to Federal regulations, which includes the following exceptions:
 - a. Supervisors and managers may be informed regarding restrictions on the work or duties of the applicant or employee and necessary accommodations;
 - b. First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and,
 - c. Government officials engaged in enforcing the laws administered by the OFCCP regarding individuals with disabilities, or enforcing The Americans with Disabilities Act (“the ADA”) and The Americans with Disabilities Act Amendment Act of 2008 (“the ADAAA”), shall be provided relevant information on request.

Reasonable Accommodation to Physical and Mental Limitations

41 C.F.R. § 60-741.44(d)

1. It is GRW's policy, as a matter of nondiscrimination, to make reasonable accommodation to the known physical and mental limitations of all otherwise qualified individuals with a disability, unless GRW can demonstrate that the accommodation would impose an undue hardship on GRW's business. Undue hardship will be determined by its definition under applicable regulations under Section 503 including, but not limited to the following: Undue hardship means, with respect to the provision of an accommodation, significant difficulty or expense incurred by the contractor, when considered in light of the factors set forth in 41 CFR § 741.2 (aa)(2), such as the overall financial resources of the facility and the impact of the accommodation upon the operation of the facility (this is not an all-inclusive list).
2. As a matter of affirmative action, if an employee with a known disability is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, GRW shall confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee's disability. If the employee responds affirmatively, GRW shall confidentially inquire whether the employee is in need of a reasonable accommodation.

Anti-Harassment Procedures

41 C.F.R. § 60-741.44(e)

GRW has developed and implemented procedures to ensure that its employees are not harassed on the basis of disability.

External Dissemination of Policy, Outreach, and Positive Recruitment

41 C.F.R. § 60-741.44(f)

1. GRW undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit qualified individuals with disabilities. It is not contemplated that GRW will necessarily undertake all the activities listed in Paragraph (f)(2) of this section or that its activities will be limited to those listed. The scope of GRW's efforts shall depend upon all the circumstances, including the contractor's size and resources and the extent to which existing employment practices are adequate.
2. Examples of outreach and recruitment activities. Below are examples of outreach and positive recruitment activities GRW may undertake in accordance with Paragraph 1 of this section.
 - a. Enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for individuals with disabilities, to fulfill its commitment to provide equal employment opportunity for such individuals:

- i. the State Vocational Rehabilitation Service Agency (“SVRA”), State mental health agency, or State developmental disability agency in the area of the contractor's establishment;
 - ii. the Employment One-Stop Career Center (One-Stop) or American Job Center nearest the contractor's establishment;
 - iii. the Department of Veterans Affairs Regional Office nearest GRW's establishment (www.va.gov);
 - iv. entities funded by the Department of Labor that provide recruitment or training services for individuals with disabilities, such as the services currently provided through the Employer Assistance and Resource Network (EARN) (www.earnworks.com);
 - v. local Employment Network (“EN”) organizations (other than GRW, if GRW is an EN) listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);
 - vi. local disability groups, organizations, or Centers for Independent Living (CIL) near the contractor's establishment;
 - vii. placement or career offices of educational institutions that specialize in the placement of individuals with disabilities; and
 - viii. private recruitment sources, such as professional organizations or employment placement services that specialize in the placement of individuals with disabilities.
- b. In addition, GRW has considered taking the actions listed below to fulfill its commitment to provide equal employment opportunities to individuals with disabilities. It is not contemplated that GRW will necessarily undertake all of the activities listed below.
- i. Formal briefing sessions held, preferably on GRW's premises, with representatives from recruiting sources. GRW's facility tours, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of GRW's selection process, and recruiting literature are an integral part of any such briefing. At any such briefing sessions, GRW's official in charge of GRW's AAP should be in attendance when possible. Formal arrangements are made for referral of applicants, follow up with sources, and feedback on disposition of applicants, from any such briefings.

- ii. GRW's recruitment efforts at all educational institutions incorporate special efforts to reach students who are individuals with disabilities.
 - iii. GRW makes an effort to participate in work-study programs for students, trainees, or interns with disabilities in programs found through outreach, such as to State and local schools and universities, and through EARN.
 - iv. Individuals with disabilities may be made available for participation in GRW's career days, youth motivation programs, and related activities in GRW's communities.
 - v. GRW takes any other positive steps it deems necessary to attract individuals with disabilities not currently in the work force who have requisite skills and can be recruited through affirmative action measures. These individuals may be located through State and local agencies supported by the U.S. Department of Education's Rehabilitation Services Administration (RSA) (<http://rsa.ed.gov/>), local Ticket-to-Work Employment Networks, or local chapters of groups or organizations that provide services for individuals with disabilities.
 - vi. GRW, in making hiring decisions, considers applicants who are known to have disabilities for all available positions for which they may be qualified when the position(s) applied for is unavailable.
3. GRW sends written notification of its policy relating to its affirmative action efforts to all its covered federal subcontractors, including covered subcontracting vendors and suppliers, requesting appropriate action on their part.
4. GRW documents all activities it undertakes to comply with the obligations of this section, and retains these documents for a period of three (3) years.

Assessment of External Outreach and Recruitment Efforts

41 C.F.R. § 60-741.44(f)(3)

1. GRW on an annual basis, reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate its effectiveness in identifying and recruiting qualified individuals with disabilities. GRW documents each evaluation, including at a minimum the criteria it used to evaluate the effectiveness of each effort and GRW's conclusion as to whether each effort was effective. Among these criteria shall be the data GRW collected pursuant to 41 C.F.R. § 741.44(k) for the current year and the two most recent previous years. If GRW concludes the totality of its efforts were not effective in identifying and recruiting qualified individuals with disabilities, it identifies and implements alternative efforts listed in Paragraph 2 above to fulfill its obligations.

Internal Dissemination of Policy

41 C.F.R. § 60-741.44(g)

1. GRW recognizes that even a strong outreach program for individuals with disabilities may be ineffective without adequate internal support from its supervisors and employees. Therefore, to ensure greater employee cooperation and participation in GRW's efforts regarding its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities, GRW has developed the following internal procedures. These procedures have been designed to foster understanding, acceptance and support among GRW's executive, management, supervisory, and other employees to encourage such persons to take the necessary actions to aid the contractor in meeting this obligation.
2. GRW implements and disseminates this policy internally as follows:
 - a. includes the policy in GRW's policy manual or otherwise makes the policy available to employees; and
 - b. where GRW is a party to a collective bargaining agreement, it notifies union officials and/or employee representatives of the contractor's policy and request their cooperation;
3. Below are some of the other methods GRW may additionally use to implement and disseminate this policy internally:
 - a. informs all employees and prospective employees of GRW's commitment to engage in affirmative action to increase employment opportunities for individuals with disabilities;
 - b. periodically schedules special meetings with all employees to discuss the policy and explain individual employee responsibilities;
 - c. publicizes the policy in GRW's newspaper, magazine, annual report and other media;
 - d. conducts special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation making clear GRW's chief executive officer's support for the affirmative action policy;
 - e. discusses the policy thoroughly in both employee orientation and management training meetings;
 - f. includes articles on accomplishments of individuals with disabilities in GRW's publications; and
 - g. when employees are featured in employee handbooks and similar publications, includes individuals with disabilities.

Audit and Reporting System

41 C.F.R. § 60-741.44(h)

GRW has designed and has implemented an audit and reporting system that:

1. Measures the effectiveness of GRW's affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which GRW's affirmative action objectives have been attained.
4. Determines whether known individuals with disabilities have had the opportunity to participate in all company sponsored-educational, training, recreational and social activities.
5. Measures GRW's compliance with the AAP's specific obligations.
6. Documents the actions taken to comply with the obligations of Paragraphs (1) through (5) of this section, and retain these documents as employment records for a period of three years from the date of making of the record.
7. Where GRW, upon its review, finds its AAP to be deficient and need further progress, GRW undertakes necessary action to bring the program into compliance.

Responsibility for Implementation of the Plan

41 C.F.R. § 60-741.44(i)

1. Identification and Responsibilities of the EEO/AA Administrator. 41 C.F.R. § 60-741.44(i)

In furtherance of GRW's commitment to Affirmative Action and Equal Employment Opportunity, overall responsibility for implementing GRW's AAP rests with its EEO/AA Administrator, whose identity appears on all internal and external communications regarding GRW's AAP. The EEO/AA Administrator has been given the necessary senior management support and staff to manage the implementation of this AAP. Specifically, Jenny Dixon or the designated representative's duties include the following, all of which are administered in accordance with the Section 503 regulations:

- a. Ensuring GRW posts in conspicuous places, available to employees and applicants for employment, notices in a form to be prescribed by the OFCCP Director provided by or through the contracting officer. Such notices shall state the rights of applicants and employees as well as GRW's obligation under the law to take affirmative action to employ and advance in employment qualified employees and applicants with disabilities.
- b. Ensuring GRW's applicants or employees with disabilities are provided the notice in a form that is accessible and understandable to the individual applicant or employee (e.g., providing Braille or large print versions of the notice, or posting a copy of the notice at a lower height for easy viewing by a person using a wheelchair) when an applicant or employee requests the poster in an alternative format, or when GRW knows that an

applicant or employee is unable to read the poster because of a disability. GRW may also provide the poster to an applicant or employee with a disability in other alternate means, such as on disc or in audio recording, as long as the format provided enables the individual with a disability to access the contents of a poster.

- c. Ensuring that, with respect to employees, if any, who do not work at a physical location of GRW, GRW satisfies its posting obligations by posting such notices in an electronic format, provided that GRW provides computers, or access to computers, that can access the electronic posting to such employees, or GRW has actual knowledge that such employees otherwise are able to access the electronically posted notices.
- d. Ensuring electronic notices for employees are posted in a conspicuous location and format on GRW's intranet or sent by electronic mail to employees. An electronic posting is used by GRW to notify job applicants of their rights if GRW utilizes an electronic application process. Such electronic applicant notice are conspicuously stored with, or as part of, the electronic application.
- e. Ensuring that to the extent this requirement is applicable to GRW, GRW notifies labor organizations of its EEO policy as required by 41 C.F.R. § 60-741.44(g).
- f. Ensuring GRW includes the provisions of this clause in every subcontract or purchase order in excess of \$15,000 under the terms and conditions of 41 CFR 60-741.5(a), per Federal Acquisition Regulation-Inflation Adjustment of Acquisition-Related Thresholds, 75 FR 53129 (2010).
- g. Ensuring that all solicitations or advertisements for employees placed by or on behalf of GRW, state that all qualified applicants will receive consideration for employment and will not be discriminated against on the basis of disability.
- h. Developing, maintaining and, where appropriate, modifying GRW's AAP for individuals with disabilities, policy statements, personnel policies, internal and external communication techniques including discussions with managers, supervisors and employees to ensure GRW's policies are followed, and monitoring the effectiveness of these actions.
- i. Advising supervisors that they are responsible for preventing harassment of employees due to their status as individuals with disabilities.
- j. Ensuring affirmative action training is conducted in accordance with 41 C.F.R. § 60-741.44(j).
- k. Identifying problem areas with line management in the implementation of the program, and helping management develop solutions to any identifiable problem area.
- l. Designing, implementing and overseeing an audit and reporting system to monitor the progress of GRW and the AAP's effectiveness, including auditing the contents of GRW's electronic and hard copy bulletin boards on a regular basis to ensure that compliance information that is posted is up to date and accessible to applicants and employees with disabilities.

- m. Serving as liaison between GRW and governmental enforcement agencies, community groups, vocational rehabilitation organizations, and organizations for individuals with disabilities.
- n. Evaluating the effectiveness of GRW's plan on a regular basis, as described in this AAP, and reporting to management.
- o. Monitoring policies and procedures including the selection, evaluation, promotion and training process with regard to the various terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
- p. Overseeing GRW's processes and procedures: a) to ensure that career counseling for employees with known disabilities, when requested and appropriate; and, b) to review personnel actions, policies, procedures, and employee and applicants' qualifications to ensure individuals with disabilities are treated in accordance with anti-discrimination laws when hiring, promotion, transfer, and termination actions occur.
- q. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
- r. Assisting in the investigation, handling and disposition of employee discrimination and harassment complaints.
- s. Conducting periodic reviews of offices to ensure compliance in the areas of proper display of posters and notices, and opportunity for participation in Company-sponsored recreational, educational and social activities.
- t. Overseeing and ensuring that the below self-identification procedures are conducted as set forth in the Section 503 regulations, using the language and manner prescribed by the OFCCP Director and published on the OFCCP Web site, as follows:
 - i. Pre-offer self-identification invitation procedures for GRW's job applicants as set forth in 41 C.F.R. § 60-741.42 (a);
 - ii. Post-offer identification procedures for GRW's job applicants as set forth in 41 C.F.R. § 60-741.42 (a); and
 - iii. Self-identification invitation procedures for GRW's employees as set forth in 41 C.F.R. § 60-741.42 (a).

Ensuring that GRW does not compel or coerce an individual to self-identify as an individual with a disability, and that GRW keeps all information on self-identification confidential, and maintains it in a data analysis file (rather than in the medical files of individual employees) as set forth in 41 C.F.R. § 60-741.23(d). GRW only uses the self-identification information may be used only in accordance with the Section 503 regulations.

- u. Ensuring that GRW annually evaluates its utilization of individuals with disabilities in each job group, or in its entire workforce in accordance with 41 C.F.R. § 60-741.45, including the following:

- i. Ensuring that when the percentage of individuals with disabilities in one or more job groups, or in GRW's entire workforce, as applicable, is less than the utilization goal established in the Section 503 regulations, GRW takes steps to determine whether and where impediments to equal employment opportunity exist. When making this determination, GRW assesses its personnel processes, the effectiveness of its outreach and recruitment efforts, the results of its affirmative action program audit, and any other areas that might affect the success of its AAP.
- ii. Ensuring that GRW develops and executes action-oriented programs designed to correct any identified problem areas. These action-oriented programs may include the modification of personnel processes to ensure equal employment opportunity for individuals with disabilities, alternative or additional outreach and recruitment efforts from among those listed in 41 CFR § 60-741.44 (f)(1) and (f)(2), and/or other actions designed to correct the identified problem areas and attain the established goal.

2. Management Responsibilities 41 C.F.R. § 60-741.44(i)

Line and upper management are advised of their responsibilities for GRW's AAP regarding individuals with disabilities within his or her area of responsibility, including but not limited to their obligations to:

- a. Review GRW's AAP for individuals with disabilities with subordinate managers and supervisors to ensure they are aware of the policy, understand their obligation to comply with it in all personnel actions and understand the need for support at all levels.
- b. Assist in the auditing of plan progress, identification of problem areas, formulation of solutions, establishment of departmental goals and objectives, and development of training programs, when appropriate.
- c. Review the qualifications of applicants and employees in their area of responsibility to ensure qualified individuals with disabilities are treated in a nondiscriminatory manner when hire, promotion, transfer, and termination actions occur.
- d. Review employees' performance to ensure that illegal discrimination regarding individuals with disabilities does not occur.
- e. Make available career counseling to employees with known disabilities, when so requested, and as appropriate.
- f. Review position descriptions to see that they adequately reflect the job to be performed.
- g. Audit training programs, hiring, and promotion patterns.

- h. Assist employees and other members of management in the prevention of harassment.
- i. If an employee with a known disability is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee's disability. If the employee responds affirmatively, GRW shall confidentially inquire whether the employee is in need of a reasonable accommodation.
- j. Show support for GRW's AAP.

Affirmative Action Training

41 C.F.R. § 60-741.44(j)

GRW provides training and guidance to all personnel who are involved in the recruitment, screening, selection, promotion, disciplinary and other related processes to ensure that its AAP commitments are implemented.