



LEXINGTON



RFP #16-2025

Design Services | Phase 1 Site Development Fire Training Academy Campus

Lexington-Fayette Urban County Government

June 11, 2025



engineering | architecture | geospatial

GRW | 801 Corporate Drive Lexington, KY 40503 | 859.223.3999



engineering | architecture | geospatial

Proposal

Design Services

Phase 1 Site Development

Fire Training Academy Campus

RFP #16-2025

Lexington-Fayette Urban County Government

Table of Contents

Cover Letter

Section 1.0	Company Information, History & Key Facts
Section 2.0	General Firm Qualifications, Capacity & Location
Section 3.0	Project Team & Resumes
Section 4.0	Similar Experience & References
Section 5.0	Work Plan & Approach to Project
Appendix	LFUCG Forms and Required Documents

COVER LETTER



GRW | engineering | architecture | geospatial

801 Corporate Drive | Lexington, KY 40503

859.223.3999 | www.grwinc.com

June 11, 2025

Ms. Sondra Stone
Central Purchasing
Lexington-Fayette Urban County Government
200 East Main Street
Lexington, KY 40507

Subject: Proposal | RFP #16-2025
Design Services for Phase 1 Site Development Fire Training Academy Campus

Dear Ms. Stone and Selection Team Members:

The Lexington-Fayette Urban County Government and the Lexington Fire Department are looking for an architectural and engineering design partner team to provide the professional services needed for Phase 1 Site Development at the Fire Training Academy Campus. The GRW project team has experience with all services that make the scope of the assignment – and we would very much like to be your partner for the delivery of this important project. **We have thoroughly reviewed your RFP document, and we stand ready and willing to enter into an agreement with LFUCG. We are committed to being the partner you need to make this project a success.**

QUALIFICATIONS: GRW has worked with many public safety agencies on fire, EMS, and emergency services agency projects related to their site development, parking and employee spaces, as well as offices, accommodations, and training spaces. In general, our team's resume includes a strong background on public-safety-type projects like yours. This experience gives us a high level of readiness and awareness to help support your upcoming site development needs, while being prepared for the future. **See Sections 3.0, Team & Resumes, and 4.0, Projects.**

LEADERSHIP & UNDERSTANDING: With GRW, you will get a team led by professionals who regularly work with first responders (**See Section 3.0**). They understand the importance of these vital spaces and the need for efficiency and resiliency. Our teams regularly work 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 site related renovations and upgrades at the Fire Training Academy Campus. **Learn about GRW's approach, as well as initial project thoughts in Section 5.0, Work Plan.**

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, and plumbing. By delivering these services with complete integration, we can help expedite design schedules and provide a high level of overall cohesiveness. As a betterment to the department the GRW team will bring together multiple WBE's to work towards the LFUCG procurement goals including Element Design, CDI, and Connico to provide Landscape Architecture, Bridge Engineering, and Third Part Estimating. All teammates with relevant and existing relationships with GRW and LFUCG. **See Sections 2.0 and 3.0 for more information.**

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 welcome the opportunity to meet and present for your consideration our additional ideas and concepts for the successful completion of your project.

Respectfully submitted,

Aaron Nickerson, AIA, CID, LEED Green Asc.

Sr. Vice President

anickerson@grwinc.com

(o) 859.880.2267 | (D) 859.880.2267 | (c) 859.317.1044



SECTION 1.0

Company Information, History & Key Facts

1.0 Company Information, History & Key Facts

In this first section, we outline information about our firm's history, management, accomplishments, partnerships/alliances, pending litigation, number of employees, customer satisfaction, training program, QA/QC program, and conflict of interest response.

GRW History

GRW is a Kentucky-owned, Kentucky-based multidiscipline architectural, engineering, and planning firm with more than 60 years of experience. Our firm includes a building design studio with architectural professionals, as well as electrical, mechanical, structural and civil/site engineers and technicians. Our vast project experience includes design for federal, local and state governments, and commercial markets. Our experienced, customer-focused team delivers award-winning, highly functional projects. Our firm's more than 170 professionals serve regional and national clients from offices in Kentucky, Indiana, West Virginia, and Tennessee

Key GRW Management Members

President	Chris Hammer, PE
Secretary	Rob Hench, GISP
Treasurer	Charles Baker
Principals	GRW is an employee-owned firm with more than 170 staff members, including 33 principals representing all firm disciplines.

Conflict of Interest Statement

GRW confirms it has no conflicts of interest in providing professional services for the LFUCG's proposal project.

Further, our employee handbook requires that "GRW Employees are expected to use good judgement, adhere to high ethical standards, and to avoid situations that create an actual or potential conflict between an employee's personal interests and those of the Company. A conflict of interest exists when the employee's loyalties or actions are divided between the Company's interests and those of another, such as a competitor, supplier, or client. We require that all employees avoid both the fact and the appearance of a conflict of interest. We request employees unsure whether a certain transaction, activity, or relationship constitutes a conflict of interest to discuss it with their immediate supervisor for clarification. You must seek and obtain any exception to this guideline in writing by the Company President."

Major Accomplishments

The quality of our work is further demonstrated in the numerous awards our projects have won, both on national and state levels. GRW has received a total of more than 85

awards for its projects to date. Our projects receive awards from the American Institute of Architects, the American Council of Engineering Companies, the U.S. Air Force, the U.S. Army Corps of Engineers, and the U.S. Environmental Protection Agency. Our firm's history also includes several prestigious, national rankings such as Building Design and Construction's Giants 300 report, Top Engineer-Architect Firms in design and construction.

Alliances, Partnerships & Pending Litigation

GRW Aerial Surveys and Chapman Technical Group are wholly owned subsidiaries of GRW.

Bromley Pump Station (Non-Owner Lawsuit). During construction in 2023, a contractor safety accident occurred resulting in a contractor citation from OSHA. Multiple parties have been named in a subsequent lawsuit. The matter is ongoing but not anticipated to have a significant or material impact for GRW.

Customer Satisfaction Tracking

GRW uses several methods to track and to monitor customer satisfaction for our wide variety of clients, including formalized Past Performance Questionnaires, as well as less formal self-administered surveys and CRM software systems. GRW is prepared to share our satisfaction tracking procedures program upon request.

Training Program & Quality Control Program

GRW is dedicated to maintaining a well-trained team of professionals, who adhere to our well-established QA/QC program. Details about the steps GRW takes to ensure quality performance are outlined throughout our proposal. GRW's program documents can be shared upon request.

Number of Employees and Employee Types

GRW employs more than 170 professionals, including 120 professionals in its corporate offices in Lexington, KY; branch offices are in Louisville, Ft. Mitchell, KY; New Albany, IN; Indianapolis; Nashville and Knoxville, TN; and St. Albans and Buckhannon, WV. In addition to administrative personnel, GRW employees the following employee types: architects and architectural designers; mechanical engineers; electrical engineers; structural engineers; civil and site engineer; transportation engineers; CADD technicians; construction management / observation; geospatial specialists and surveyors.



SECTION 2.0

General Firm Qualifications, Capacity & Location

2.0 General Firm Qualifications, Capacity & Location

The Lexington-Fayette Urban County Government can count on GRW to successfully complete the Phase 1 Site Development Design Services for the Fire Training Academy Campus. Our firm in combination with our carefully selected subconsultants are local and familiar, we have the capacity to meet your needs and schedule every step of the way, and we have the proven capabilities and creativity to provide every service you require.

Location

GRW intends to perform all work for your project from its Lexington, KY, headquarters, across from Beaumont Centre. All GRW's subconsultants have an office based in Lexington, Louisville, or near Cincinnati.

Capacity: Ability To Meet Required Deadlines

GRW has personnel available to successfully complete this project within your schedule, and we are prepared to commit the time and resources required for successful completion of our services in a timely manner. We also have backup personnel for each discipline in our Lexington office, if needed. As a full-service architecture, engineering, and geospatial consulting firm, GRW has a staff of more than 170 employees (120+ in Kentucky) representing a wide range of disciplines. We expect our workload for the

next 12-24 month period to remain stable, with active design projects equivalent to 70 percent of total capacity. On that basis, we anticipate a reserve capacity allowing us available capacity to successfully execute this project.

Background & Ability To Perform

As a Kentucky-owned, Kentucky-based multidiscipline architectural, engineering, and planning firm with nearly 50 years of experience, GRW has the exact experience with the design of new buildings of all types – **with a strength in the design of mission-critical facilities that require a degree of security as well as comfort, efficiency and utility.** Our firm also has led projects involving site development, building renovations, expansions and other upgrades for federal, local and state governments, as well as commercial markets. A few examples are shown below.

Ohio National Guard Reserve Center and Field Maintenance Shop Complex

Owner's Budget: \$23,351,000

Architect's Estimate: \$22,507,690

Total Contract Award: \$13,938,000

Scheduled Months for Construction Activities: 24 months

Actual Months for Construction Activities: 26 months

Jeffersontown, KY, Fire & EMS Station #54

Owner's Budget: \$8,000,000

Architect's Estimate: \$7,947,286

Final Contract Total: \$7,740,985

Awarded Bid: \$7,350,000 (*DPO Tax Savings included)

Scheduled Months for Construction Activities: 16 months

Actual Months for Construction Activities: 21 Months

(Construction Delivery was delayed by 3 months for jurisdictional reviews and delays)

Northpoint Training Center Replacement, Burgin, KY

Owner's Budget: \$16,500,000

Architect's Estimate: \$16,443,319

Total Contract Award: \$16,176,507

Scheduled Months for Construction Activities *18 months

Actual Months for Construction Activities 18 months

* This was a fast-track project. It was bid in six bid packages allowing contractor to break ground and complete site utilities, foundations, building envelopes before winter weather.

Indiana National Guard Combat Team Readiness Center

Owner's Budget: \$14,000,000

Architect's Estimate: \$14,000,000

Total Contract Award: \$14,146,000

Scheduled Months for Construction Activities 13 months

Actual Months for Construction Activities 15 months

(contractor issues outside control of architect)

Services

GRW offers you access to a full-service building design studio, with architectural professionals supported by an in-house team of electrical, mechanical, structural and civil/site engineers and technicians. A small sample of the building design services GRW regularly provides:

Architecture

- Space Utilization Studies
- Building Design (from Military and Municipal, to Educational and Commercial)
- Sustainable Design
- Life Safety
- ADA Compliance Studies
- AT / FP
- Construction Administration
- Cost Estimating

Mechanical

- HVAC and Plumbing
- Energy Management Control Systems
- Energy Audits
- Fire Protection/Life Safety
- Air Pollution Control

Civil

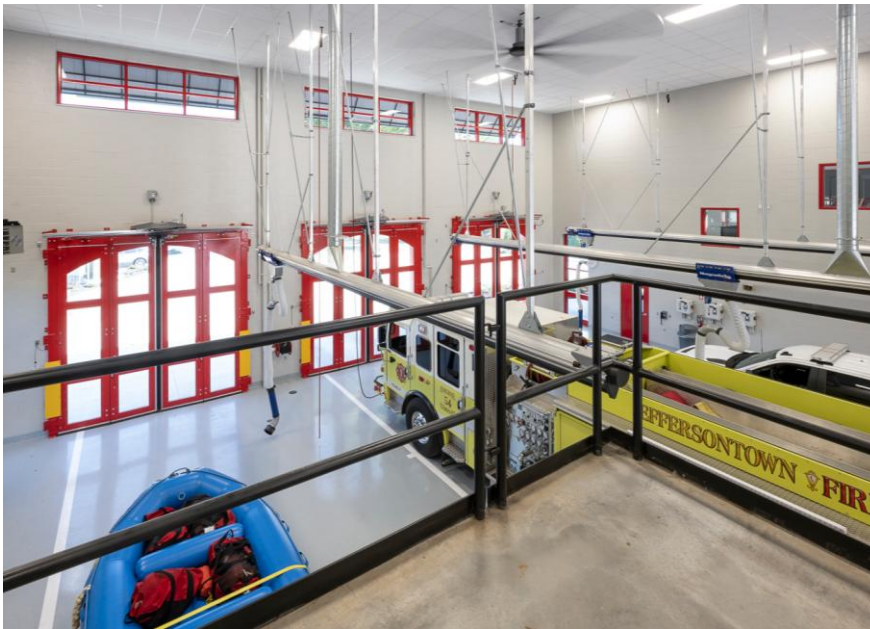
- Site Development
- Parking
- Storm Drainage

Electrical

- Computer Networking, Wiring and Design
- Communications & CATV
- Fire Alarm & Security Systems
- Lighting (Exterior, Interior) CCTV Systems

Structural

- Building Structures
- Foundations
- Manufacturing Supports





SECTION 3.0

Project Team & Resumes

3.0 Project Team & Resumes



For your project, GRW has assembled a team of professionals with specific experience critical to the successful design of public safety work. These individuals' education and related experience are described in the resumes that follow the table below illustrating the roles each key team member will play in your project. Project profiles in Section 4.0 identify past collaboration among these team members.

Fire Training Campus | GRW Design Team Organization

Team Member	Firm	Role on the LFUCG Project
Aaron Nickerson, AIA, CID, LEED Green Asc.	GRW	Principal / Public Safety Architect
Roderick Saylor, PE	GRW	Project Manager / Site Development
Seth Mittle, PE	GRW	Hydraulic Analysis/HEC-RAS
Jake Rose	GRW	Civil Designer
Ramona A. Fry, RLA, LEED BD+C	Element Design (WBE)	Landscape Architect
Jason Schreckenberger, PE, SE	CDI (WBE)	Bridge Engineer
Patrick Baisden, PE	GRW	Electrical Engineering (Lighting, Telecom., Utility)
Cory Sharrard, PE, LEED AP	GRW	Mechanical Engineer (Systems/Utility)
Matt Craig, PE, SE, LEED AP	GRW	Structural Engineer
Kevin Phillips, PLS	Endris	Surveyor
Charl J. Naser, MRICS	Connico (WBE)	Third-Party Cost Estimator

Subconsultant past collaboration with GRW

	<i>Landscape Architecture:</i> LFUCG Division of Water Quality Office; Jeffersontown/Bluegrass Commerce Park (multiple phases)
	<i>Surveys:</i> ECU, City of Corbin, KY; multiple horse racetrack projects, Morehead State University, multiple commercial site development projects, Frankfort Plant Board, LFUCG, Jeffersontown Fire
	<i>Cost Estimating:</i> LFUCG Police Dept feasibility study; LFUCG Division of Water Quality Office; Nashville, TN, Public Works projects
	<i>Multiple Services:</i> Commonwealth of Kentucky/DJJ Renovation; KYTC, Louisville MSD (multiple projects, e.g., Admin Building improvements, Detention facilities)



Aaron Nickerson, AIA, LEED Green Asc.
GRW Principal

YEARS OF EXPERIENCE:
With GRW: 19 | Total: 20

EDUCATION

Bachelor of Architecture (with honors), 2006, University of Kentucky; Master of Architecture, 2007

REGISTERED ARCHITECT: KY, TN, IN, WV, FL, NY, WA, DE, AR, DC, KS

RELEVANT PROJECT EXPERIENCE

Jeffersontown Fire & EMS Station #54, Jeffersontown, KY – Project Manager. Complete A/E design services for new 17,500 SF city Fire and EMS.

Nicholasville Fire Station No. 4, Nicholasville, KY – Project Manager. Programming, facility needs assessments, A/E design, and construction phase services for new 6,825 SF fire station.

Winchester Fire & EMS District-Wide Facility Study & New Fire Station Design, Winchester, KY – Project Manager.

Frankfort Plant Board Administration Building, Frankfort, KY – Project Manager. New three-level, 46,000 SF administration building on 30-acre site

McHenry Fire Station, McHenry, KY – Project Manager. Planning, design, and construction phase services for one-story, 3,500 SF fire station.

Lexington Town Branch Dewatering Pump Station, Lexington, KY – Architect.

Blue Grass Army Depot Visitor Control Center and Battlefield Memorial Highway Revisions, Richmond, KY – Architect. Revisions involved removing, closing, and relocating VCC to current parking lot entrance, as well as widening and providing KYTC-required improvements, such as new traffic signals, warning signals, and revised signage to U.S. 421 at new entrance. VCC structures, signage, fencing, utilities, pavement, and pedestrian facilities included.

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



Roderick Saylor, PE

GRW Project Manager

YEARS OF EXPERIENCE:
With GRW: 20 | Total: 20

EDUCATION

B.S., Civil Engineering, 2006, University of Kentucky

REGISTRATION: KY, FL, IN, OH, KS, MD, NY, NE, TN

RELEVANT PROJECT EXPERIENCE

National Responder Preparedness Center Site Expansion, Greenville, KY – Project Manager. Included paving, drainage, and fencing improvements, as well as new access road and driving course.

Jeffersontown Fire & EMS Station #54, Jeffersontown, KY – Civil Engineer. Site design services for new 17,500 SF city Fire and EMS station.

Fort Campbell Firefighting and Rescue Training Facility, Fort Campbell, KY – Project Manager. Included helicopter concrete pad for aircraft; concrete foundation for multistory training building; large staging/parking area; and two small infiltration basins.

Frankfort Plant Board Administration Building, Frankfort, KY – Civil Engineer. New three-level, 46,000 SF administration building on 30-acre site

Kentucky Fire Commission/Kentucky ARNG Master Plan for Fire Center for Excellence, Greenville, KY – Civil Engineer. Plan and cost estimates incorporated variety of emergency training scenarios as well as road network, driving course, and storage facilities.

The Fountains at Palomar Mixed-Use Site Development, Lexington, KY – Project Manager. 118,466 SF, mixed-use site.

McDonald's Site Development – Project Manager/Principal. Site development for more than 100 McDonald's restaurants in Kentucky, Indiana, and Ohio. Biofiltration or underground detention for most

Ohio ARNG Joint Armed Forces Reserve Center and Field Maintenance Shop Complex, Springfield, OH – Civil Engineer. Site work included extension of utilities from adjacent base, grading, drainage and stormwater detention, perimeter fencing and entry point control, parking and access roads.



Seth Mittle, PE

GRW Civil Engineer

YEARS OF EXPERIENCE:

With GRW: 3 | Total: 16

EDUCATION: B.S., Mining Engineering, 2010, University of Kentucky

REGISTRATION: KY, VA, WV, OH, TN

RELEVANT PROJECT EXPERIENCE

Kenton County School District Transportation & District Support Facility, Fort Wright, KY

– Project Engineer. New approximately 80,578 SF transportation and support facility.

Bowling Green Parks & Recreation Lovers Lane Soccer Field, Bowling Green, KY – Project Manager. Field survey, site layout, grading and drainage plans, and estimate of total construction cost.

East Kentucky Power Cooperative J.K. Smith Security Improvements, Winchester, KY – Project Engineer. Grading, drainage and site layout.

Eastern Kentucky University Kit Carson Drive Crosswalk Improvements, Richmond, KY – Project Manager. Traffic calming.

Kentucky Fish & Wildlife Statewide Rifle Range Retrofit and Improvements, Frankfort, KY – Project Manager.

Lexington Lane Allen Sidewalk Connectivity Project, Lexington, KY – Project Manager. 6,000 LF.

Ravenna Stormwater Improvements, Ravenna, KY – Project Engineer.



Jake Rose

GRW Civil Designer

YEARS OF EXPERIENCE:

With GRW: 5 | Total: 5

EDUCATION: B.S., Landscape Architecture, 2020, University of Kentucky

RELEVANT PROJECT EXPERIENCE

Jeffersontown Fire & EMS Station #54, Jeffersontown, KY – CADD Designer.

Camp Lemonnier Renovate Storm Sewer Drainage, Camp Lemonnier, Djibouti – CADD Designer. Camp is about 572 acres

National Responder Preparedness Center Site Expansion, Greenville, KY – CADD Designer.

Eastern Kentucky University Kit Carson Drive Crosswalk Improvements, Richmond, KY – CADD Designer.

Kenton County School District Transportation & District Support Facility, Fort Wright, KY – Landscape Architect.

Kentucky Fish & Wildlife Statewide Rifle Range Retrofit and Improvements, Frankfort, KY – Landscape Architect.

Lexington Lane Allen Sidewalk Connectivity Project, Lexington, KY – Landscape Architect.

McDonald's Site Development – CADD Designer.



Ramona Fry, RLA,

ASLA, LEED AP BD + C

Landscape Architect

YEARS OF EXPERIENCE: 25

EDUCATION:

University of Kentucky Bachelor of Science in Landscape Architecture

Idaho State University Bachelor of Arts in Education

REGISTRATION: Landscape Architect – Kentucky, #661

Ramona's professional experience includes master planning, site design and development, preparation of construction documents and contract administration, with a great emphasis in larger scale planning and design for parks and higher education and municipalities.

RELEVANT PROJECT EXPERIENCE

National Responder Preparedness Center (NRPC) Classroom Building & Model Fire Station

NRPC Campus Master Plan

NRPC Drill Tower

NRPC Maintenance Building

NRPC Dormitory Building

Lexington Division of Water Quality Facility

Lexington Senior & Therapeutic Center

Lexington Senior Center

Lexington Police Canine Facility

Lexington Phoenix Park Renovation



Jason Schreckenberg PE, SE

CDI Structural Engineer

YEARS OF EXPERIENCE:

Total: 27

EDUCATION

B.S., Civil Engineering, Southern Illinois University – Edwardsville

REGISTRATION KY, AL, IL, IN, MO, OH
Structural Engineer – IL

RELEVANT PROJECT EXPERIENCE

I-44 over Jefferson Avenue, MO DOT, St. Louis, MO -Project Manager. Single span steel plate girder bridge with MSE walls. Design included accommodations for a future bridge raise to meet vertical clearance requirements for a future rail line.

St. Clair County Rieder Road over FAI-64 | Shiloh, IL – Structural Engineer/PM. Prepared structural design computations & final plans for two-span bridge over I-64.

Northbound & Southbound US 67 (Lindbergh Blvd.) over I-270 | Hazelwood, MO – Structural Engineer. Design-build project (Millstone-Weber/Parsons team) Included replacement bridge for northbound and southbound US 67 over I-270. Southbound bridge incorporated a multiuse path, ornamental fencing and decorative lighting along the west side of the structure.



Patrick Baisden, PE, LEED AP BD+C, RCDD GRW Electrical Engineer

YEARS OF EXPERIENCE:

With GRW: 16 | Total: 28

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

REGISTRATION: KY, IN, WV, OR, NM, SC, TN, VA, NY; Registered Communications Distribution Designer

RELEVANT PROJECT EXPERIENCE

Jeffersontown Fire & EMS Station #54, Jeffersontown, KY – Electrical Engineer..

Nicholasville Fire Station No. 4, Nicholasville, KY – Electrical Engineer.

McHenry Fire Station, McHenry, KY – Electrical Engineer.

Whitestown Fire Station Renovation, Whitestown, IN – Electrical Engineer.

Winchester Fire & EMS District-Wide Facility Study, Winchester, KY – Electrical Engineer.

Lexington Police Training Academy Feasibility Study, Lexington, KY – Electrical Engineer.

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

Lexington Division of Water Quality Headquarters & Operations Center Renovation/Refit, Lexington, KY – Electrical Engineer.



Cory Sharrard, PE, LEED AP GRW Mechanical Engineer

YEARS OF EXPERIENCE:

With GRW: 6 | Total: 26

EDUCATION

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

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

REGISTRATION: KY, IN, OH, WV, NY, FL, TN

RELEVANT PROJECT EXPERIENCE

Jeffersontown Fire & EMS Station #54, Jeffersontown, KY – Mechanical Engineer.

Winchester Fire & EMS District-Wide Facility Study, Winchester, KY – Mechanical Engineer.

Lexington Division of Water Quality Headquarters & Operations Center Renovation/Refit, Lexington, KY – Mechanical Engineer.

Lexington Police Training Academy Feasibility Study, Lexington, KY – Mechanical Engineer.

Lexington Town Branch Dewatering Pump Station, Lexington, KY – Mechanical Engineer.

Kenton County School District Transportation & District Support Facility, Fort Wright, KY – Mechanical Engineer.

Berea College Facilities Maintenance and Auxiliary Maintenance Buildings, Berea, KY – Mechanical Engineer.



Matt Craig, PE, SE, LEED AP

GRW Structural Engineer

YEARS OF EXPERIENCE:

With GRW: 17 | Total: 35

EDUCATION

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

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

REGISTRATION: AL, FL, GA, IN, KY, MD, MI, MO, MS, NC, NE, OH, PA, SC, TN, TX, VA, WI, WV; & IL (Structural)

RELEVANT PROJECT EXPERIENCE

Fort Campbell Firefighting and Rescue Training Facility, Fort Campbell, KY – Structural Engineer.

Frankfort, KY, Plant Board Administration Building – Structural Engineer.

Lexington Town Branch Wet Weather Flow Storage & Pumping Facilities – Structural Engineer.

Lexington Division of Water Quality Headquarters & Operations Center Renovation/Refit, Lexington, KY – Structural Engineer.

Frankfort Plant Board Headend Telecommunications Facility, Frankfort, KY – Structural Engineer. 6,725 SF facility is hardened structure (reinforced walls and roof assemblies)

Fort Knox Warriors in Transition Headquarters Building, Fort Knox, KY – Structural Engineer. Design-build of 7,000 SF zero energy ready

Martin Campbell Field Improvements, Copperhill, TN – Structural Engineer.



Kevin Phillips, PLS

Endris - Surveyor

YEARS OF EXPERIENCE:

Total: 28

EDUCATION

University of Kentucky (1986-88)

REGISTRATION: Professional Land Surveyor (#3350, Kentucky)

SURVEY EXPERIENCE WITH GRW:

- EKU - Bypass Survey
- Corbin, KY -Masters Street Sidewalks
- Morehead State University Jet Propulsion Lab Antenna Relocation
- LFUCG - Polo Club Boulevard Survey
- Frankfort Plant Board Administration Building Site Evaluation

RELEVANT PROJECT EXPERIENCE

Over 700 ALTA Land Title Surveys

Over 1,100 Topographic Surveys

Over 450 Property Surveys (excluding the boundary surveys performed as ALTA Surveys)

Surveying for Highway Design and Commercial Site Design

Survey Crew Party Chief and Operator of Robotic and GPS Surveying Instruments

AutoCAD and Carlson Survey Operator



Charl J. Naser, MRICS

Connico - Cost Estimator

YEARS OF EXPERIENCE:

Connico: 7 | Total: 44

EDUCATION

B.S., Quantity Surveying, University of the Free State, South Africa | 1981

CERTIFICATION

Member, Royal Institution of Chartered Surveyors (MRICS) #1279586 | 2008

RELEVANT PROJECT EXPERIENCE

Nemo Bridge Maintenance, Metropolitan Government of Nashville, TN - included two-way vehicle elements, bridge & roadways

Downtown Nashville Parking Garage, Nashville Metro, TN, included two-way vehicle elements, and roadways

Parking and Roadway Improvements, Wilmington International Airport, NC, included roadways and parking lots

Consolidated Rental Car Facility Area Planning, San Francisco International Airport, CA, include

six-level ready return parking lot, roadways, pedestrian & vehicle bridge

John Brantley Boulevard Extension, Raleigh-Durham International Airport, NC, included parking, bridges & roadways

Knoxville Central Station Transit Center, Knoxville, TN*, which

included elevated pedestrian bridge

Chatham County Courthouse and Welcome Center, Savannah, GA*, which included parking and roadways

*project with former employer



SECTION 4.0

Similar Experience & References

4.0 Similar Experience & References

The following project profiles provide evidence of our ability to successfully complete similar renovation/design projects. **GRW client references – including contact information and cost information – accompanies each project profile.**

Jeffersontown Fire Department

Jeffersontown Fire & EMS Station #54, Jeffersontown, KY

GRW provided full A/E design services – architectural, civil/site, landscape architecture, mechanical, electrical, and structural – for the new 17,500 SF Jeffersontown Fire and EMS Station #54 project. Jeffersontown, KY, is about 15 miles east of Downtown Louisville.

The facility consists of two-story fire house, accessory 3-bay garage building, storage building, and full site development design to meet the owner's growing department.

Site / Civil utilities included and extensive underground stormwater detention, oil/water interceptors, heavy duty concrete drives, and a sanitary lift pump system. New gas and utility distribution, and a building-wide 300KW/375KVA standby diesel generator were included as well.

The projects landscape architecture included privacy fencing and landscaping design to relate to the adjacent neighborhood and community. Sidewalk extensions, right of way analysis and signaling opportunities were reviewed.

The fire house has dorms, office, decontamination areas, three pull through apparatus bays (accommodates seven vehicles), and an ICC-500 compliant tornado shelter. High speed four-fold and vertical track apparatus doors are utilized. Bay is provided with air and power drops, water reels for maintenance and cleaning, plus five bay diesel exhaust systems.

Project Size: 17,500 SF, two-story fire house, accessory 3-bay garage building, storage building, full site development.

Estimated & Actual Cost: \$7,947,286/ \$7,740,986

Key Team Members from Table: Aaron Nickerson, Roderick Saylor, Patrick Baisden, Cory Sharrard, Jake Rose

CLIENT CONTACT: Joey Klumb, Assistant Fire Chief, Jeffersontown Fire Department, (502) 817-7985, jklumb@jeffersontownfire.com



"This fire station will improve response times in this community. It's [designed to] blend in with the surrounding community. We want it to be a community fire station. We thank GRW for coming up with this design, giving us a fire station we can be very proud of."

Jeffersontown Fire Department Chief Sean Dreisbach

Commonwealth of Kentucky /Kentucky Community & Technical College System

National Responder Preparedness Center Fire Training Center & Campus Master Plan, Greenville, KY



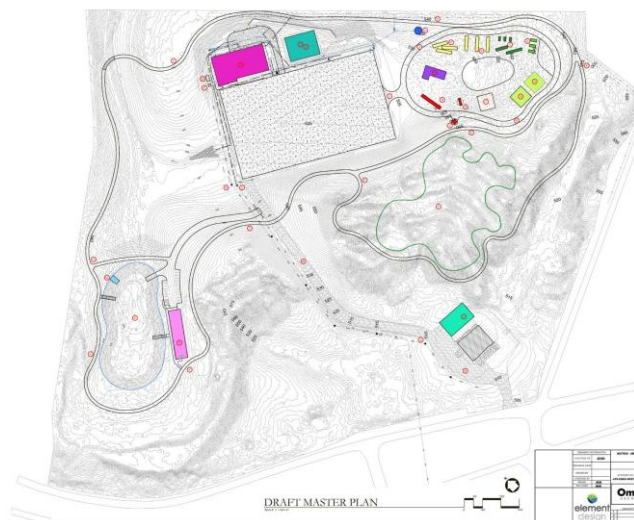
The National Responder Preparedness Center is envisioned to be a fully functional fire training academy serving the

Commonwealth. Ultimately it will include a fire training station, classroom building, training / maneuvering pad, dormitory building, and training modules for a variety of types of fire training. Element provided the site design and civil engineering for the proposed fire training station and burn tower for the new campus and also assisted with the preparation of an overall site master plan for the future campus build out.

A few scope elements include:

- Site design and civil engineering to bring new utility service to the site, including sanitary sewer, domestic water and fire protection water, and storm water management.
- Site design including design for a new pad for the Fire Training Drill Tower and planning for the installation of future training props.
- Site grading, retaining wall, training pad behind the new fire station, outdoor gathering space, vehicular pavements, walkways and circulation.

CLIENT CONTACT: Pat Thompson Fire Recruiter, KCTCS, pat.thompson@kctcs.edu



Kentucky Division of Engineering & Contract Administration

National Responder Preparedness Center Site Expansion, Greenville, KY

The Kentucky Division of Engineering and Contract Administration and the Kentucky Fire Commission selected **GRW** to design the National Responder Preparedness Center (NRPC) fire training pad at the Wendell H. Ford Regional Training Center (WHFRTC) in Greenville, KY. GRW previously prepared the master plan for the NRPC, which provides a variety of highly specific first responder training programs. A key feature is a 300-foot by 420-foot concrete training pad, for an anticipated driving course; an access road was also included. The skills pad and roadway were successfully constructed on a mine spoils site that was up to 30 feet deep with minimal removal of poor mine

spoils subgrade. GRW also provided building, site, stormwater and signage permitting. These features assist the NRPC in positioning itself to offer high-quality training for fire fighters in the State of Kentucky.

Project Size: 300-foot by 420-foot concrete training pad

Estimated & Actual Cost: \$1,800,000/\$1,300,000 cost

Team Members from Section 3.0 Table:

Roderick Saylor, Jake Rose

CLIENT CONTACT: Dwayne Brown, Project Manager, Kentucky Division of Engineering & Contract Administration, (502) 782-0315, dwayne.brown@ky.gov

U.S. Army Corps of Engineers, Louisville District

Fort Campbell Firefighting and Rescue Training Facility, Fort Campbell, KY



"The Fort Campbell Fire Department, USACE, and the contractor all worked well with each other in making timely decisions to quickly resolve any issues that arose. This project was excellent. It couldn't have been completed were it not for the efforts of all persons involved." Jerry Chandler, U.S. Army COE Project Manager

To provide training in firefighting and rescue operations, the U.S Army installation at Fort Campbell, KY, constructed a Firefighting and Rescue Training Facility. The 3.45-acre site includes a multi-purpose helicopter trainer known as the A-500 Chinook Fire Trainer, a three-story control building, and a 200,000-gallon liquid propane tank.

GRW served as the contractor's lead designer for this design-build project. Engineering services included the **design of a concrete pad for the helicopter; a concrete foundation for the training building; and a large staging area, including two fire hydrants and vehicle parking.** GRW also has designed two small infiltration basins to assist in reducing the volume of stormwater in the area.

The pre-fabricated control building includes rappel anchors, stairs, ladders, exterior doors and windows, an access hatch to mimic a residential attic, and sprinklers. Due to the facility's multistory construction, users can fight fires in a one, two- or three-story fire scenario under various scenarios.

The Fort Campbell Firefighting and Rescue Training Facility was constructed 43 days ahead of schedule.



Project Size: 3.45-acre site, A-500 Chinook Fire Trainer, a three-story control building, and a 200,000-gallon liquid propane tank

Estimated & Actual Cost: \$1,800,000 / \$1,814,452

Team Members from Section 3.0 Table:

Roderick Saylor, Matt Craig

CLIENT CONTACT: Jerry Chandler, PE, Project Manager, USACE, Louisville District, (270) 798-9465

Frankfort Plant Board

Consolidated Administration Building, Frankfort, KY

The Frankfort Plant Board, a municipal utility company that provides cable, broadband, telephone, security, electric and water for the city of Frankfort, KY, and surrounding areas, hired GRW to provide programming, planning and design services for its new consolidated administration building and associated 30-acre site.

Site work included full utilities, storm drainage and detention, New access road, staff and visitor parking, security access features including gates and access control.

Landscape Architecture features included an extensive exterior plaza, plantings design, site signage and movement.

The new three-level, 46,000 SF administration building project consolidates the Frankfort Plant Board's administrative offices for accounting, human resources, management, IT, and dispatch. In addition, facilities were provided for the Plant Board's public customer service functions including cashier/payment service stations, exterior drive through tellers, product service representation, and a board / community / training room.

The Facility was designed with security and public safety factors including access control systems, CCTV, bullet-resistant assemblies / glazing. The design was to be operational prior-during-after natural disaster events, utilizing a hardened structural design.

Project Size: 3-level, 46,000 SF building on 30-acre site

Estimated & Actual Cost: \$15,158,608/
\$15,652,928

Team Members from Section 3.0 Table:

Aaron Nickerson, Roderick Saylor, Matt Craig

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



"The Administration Building is exemplary and an asset to the community. I am proud to have been a part of its development and could not have had a better partner than Aaron and GRW."
– Herbbie Bannister, General Manager (Retired)

"From the beginning, Aaron has been attentive and took the time to gain a good understanding of how our business functions. He has been readily available throughout the project and continues to work to keep the project within budget and on schedule. I know Aaron places great emphasis on ensuring the project is constructed as specified and allows no short cuts. He is an advocate for the owner; and FPB is assured that Aaron and the GRW team will not overlook any details in order to deliver a high-quality project. Sharmista Dutta, PE, Water Engineer, Frankfort Plant Board

City of Nicholasville

Fire Station No. 4, Nicholasville, KY



For the City of Nicholasville, GRW provided facility programming, facility needs assessments, architectural and engineering design, and construction phase services for a new fire station.

Fire Station No. 4, located along East Brannon Road, includes 6,825 SF with two pull-through apparatus bays, and vehicle storage for up to six vehicles. The facility includes a station captain's office, training room, sleeping quarters for two companies (total of 10 staff), dayroom/break area, and dedicated Personnel Protection Gear (PPE) gear, laundry, and support spaces. Utility systems include backup generator power for the entire building, communications, electrical, and mechanical/HVAC.

Final location of the facility was determined through multiple site assessments, and design approaches considering site optimization, vehicle access, and community identity of the structure. The Civil / Site work included staff and visitor parking, concrete apparatus vehicle parking and driveways, staff assembly areas with sustainable stormwater solutions including a rain garden and vegetated filtration plantings.

The facility vehicle storage apparatus bay design included multiple building alternative layouts based on vehicular access to the site, response requirements, and quantity of storage. The final design included zoned sloped concrete



floors with a trench drain and oil/water separator system for four zones, and the ability to store up to six vehicles. The apparatus bays include a high-pressure washing system, waterproof-rated electrical and lighting components, water resistant construction, and apparatus bay unit heaters. The vehicle maintenance area includes four zones of dedicated vehicle exhaust and makeup air units. To support the high demand and quick response time required for public safety vehicles, the bays have high-speed, motorized overhead section doors.

Project Size: 6,875 sft 2 bay station, full site development

Estimated & Actual Cost: \$2,305,897/ \$2,805,795

Key Team Members from 3.0 Table: Aaron Nickerson, Patrick Baisden

CLIENT CONTACT: Craig Cox, Fire Chief, Nicholasville Fire Department, (859) 554-5100, craig.cox@nicholasville.org

MoDOT/ TWM

Pedestrian Bridges Over I-70 & I-44 St. Louis, MO



The Missouri Department of Transportation planned a replacement of a deteriorating pedestrian bridge over I-70 & I-44. CDI provided Phase II engineering services to

TWM and MoDOT for the planned replacement for 2 multi-span pedestrian bridges in the City of St. Louis. This \$2.55M project, completed in 2020, entailed the replacement of the bridges, as well as enhancements such as ADA accessible ramps and increasing the vertical clearance to comply with MoDOT & FHWA policy.

CDI Services: Bridge Design, Sidewalk Approaches, ADA Compliance

Key Personnel: Jason Schreckenberger, PE, SE



IL Route 13 Reconstruction Carbondale, IL



As the prime consultant for the project, CDI is providing Phase II engineering services for the preparation of contract plans, specifications, and estimates to IDOT District

9 for the planned expansion of approximately two miles of IL 13 to provide three travel lanes in each direction separated by an open median ditch, four new bridges over Crab Orchard Lake, the addition of a multi-use path and redesign of the IL 13/Cambria road intersection to an innovative "Super-T" intersection including signals and lighting in Carbondale, IL.

Phase II services included preparation of Type, Size, and Location (TS&L) drawings, roadway plans, structure plans, maintenance of traffic plans, traffic signal plans, lighting plans, multi-use path plans, drainage plans, specifications, and estimates (PS&E documents).

CDI Services: Survey, Location Drainage Study, Bridge Design, Roadway Design, Contract Documents

Key Personnel: Jason Schreckenberger, PE, SE

Client Contact: Ehren Kirby, PE (D9), IDOT District 9
(618) 351-5227





SECTION 5.0

Work Plan & Approach to Project

5.0 Work Plan & Approach to Project

The proposed Site Development plan will require close coordination to successfully provide the required parking, site access, and the future demands for the site. Our teams workplan has been developed below to outline how we will successfully delivery your project.

a) Milestone Deliverables

The checklist of deliverables for the Fire Training Academy Campus Site Development shall follow RFP #16-2025 documents, *section 1.3 a/b* and *section c*, below. Key deliverables shall be developed by the following team members:

GRW Engineering | Architecture | Geospatial

- Project Management
- Site / Civil Design
- Civil Hydraulic Analysis Investigations
- Electrical Utility Interface – Lighting / Power Distribution
- Mechanical Utility Interface – Plumbing / Service

Distribution

- Structural – Structures and Canopy (option)

Element Design (WBE)

- Landscape Architecture
- Integration to the Town Branch Trail system
- Site Development Recommendations

CDI (WBE)

- Bridge Engineering / Design

Connico (WBE)

- Third Party Estimating Services

b) Design Schedule

The Design schedule required to deliver the Fire Training Academy Campus Site Development shall follow "Attachment C" of the RFP 16-2025 proposal documents. Dates include the following Key Milestones:

- Owner Notice to Proceed: 7/3/2025
- Design Kickoff Meeting: 7/7/2025
- Schematic Design Deliverable 8/13/2025
- Design Development Deliverable: 9/17/2025
- Construction Document RTA "Ready to Advertise" Deliverable: 10/22/2025
- Bidding and Procurement: Approximately 49 days (subject to owner)

- Construction Administration: Approximately 275 days (subject to owner timeline)

**All Design Team deliver dates are subject to the following factors:*

- *Timely owner review and response following the prescribed timelines*
- *Timely responsiveness to additional geotechnical, environmental, and survey requests determined as a requirement to properly complete the scope of work.*
- *Additional time may be presented / proposed for additional scopes of work requested of the owner not included in the original scope of work.*

c) Communication/Documentation & Collaboration Plan

Our teams process will follow the process below to deliver the project, per section 1.3a/b "Attachment C" of the RFP 16-2025 proposal documents.

Schematic Design: Existing geotechnical survey, environmental site assessment, and site survey documents will be reviewed simultaneously with the design kick-off meeting. Our Project Design Team will meet with you as necessary to develop a clear understanding of the program issues and needs for your site development, and to discuss your goals for the design. We will discuss design issues such as overall objectives, project schedule, site / facility constraints and criteria, space requirements, relationships,

flexibility, expandability, safety, security, special equipment / systems, and requirements of the overall site. With this information we will develop a design narrative.

Preliminary specifications and drawing documents will be developed to the 35 percent complete level and will consist of outlined specifications, site plan and utility drawings, landscape design, and preliminary bridge engineering development. Preliminary selections of major systems and construction materials will be noted on the drawings. The geotechnical survey, environmental site assessment and site survey will be incorporated into the preliminary design. A preliminary proposed cost estimate

will be prepared and cross-checked to validate the project budget. The Quality Assurance techniques described in this document will be used to review the schematic design documents.

Design Development: The Schematic Design review comments from your staff will be implemented into the design documents. The design team will take the project documents to approximately 65 percent. As more details are shown on the documents, the internal review will become more focused on code issues and fitness for purpose. The submittal will consist of site, landscape, bridge, and utility drawings, edited specifications, updated schedule, and an updated cost estimate. Applicable equipment cut sheets, as well as detailed calculations for equipment, will be provided as well. The documents will again be reviewed and studied for conflicts. Review of the design development documents ensures that all systems and components have been defined, the project complies with building codes and regulations, and adequate information has been provided for a more complete estimate of construction cost. Upon completion of the Design Development documents, GRW will present preliminary documentation during a public meeting to obtain feedback if required.

Construction Documents: After the Owner provides authorization to proceed to Contract Documents, the design team adds further design details of special connections or features for clarity to the bidders. Your review comments are fed back to the design team, and those comments will be implemented into the current documents. The Construction Document submittal will consist of the final drawings, final independent third-party estimate of construction cost, final project manual, and final design calculations as outlined in the RFQ. These documents will again be reviewed by GRW senior staff members. The GRW project checklists are executed to be sure that key elements of all major systems are fully called out in the drawings and specifications. The specifications are reviewed to be sure they are complete, and the submittal register, and table of contents are finalized. This thorough review and execution of the discipline checklists ensures that construction documents are complete and clear, and that all disciplines have been fully coordinated.

- **Prior to release of the document for bidding, an onsite meeting is recommended, to go over the documents with the user one last time,** to be sure the design documents still meet the programming goals they had in mind when the process started, and that they are clear on what scope items they are

getting and those (if any) that they are not. Once everyone agrees with information shown on the document is accepted, LFUCG would take possession of the final documents and move into the bidding process to procure a contractor.

Bidding: Throughout the bidding process, GRW will be at the Owner's disposal to assist with advertising, printing, contractor questions, bid submittals, review of bid documents, review of contractor credentials, and preparing Owner / Contractor contractual agreements.

Construction Administration and Project Close-out

Approach: We will oversee the construction of the site development to ensure conformity to construction drawings, specifications, and standards. Meeting minutes and Field Reports will be thoroughly documented.

The key to a successful project closeout is twofold. **First**, the design team must clearly delineate the expectations and requirements. GRW accomplishes this by using a close-out checklist, which is delivered to the contractor following design development. This checklist spells out in detail required closeout documents, along with an anticipated delivery of each item. **Second** is to start the process early and insist on compliance with the schedule contained in the checklist. Waiting until substantial completion to begin project closeout is never a good idea. When a project closeout checklist is combined with an early start to the closeout process, GRW has found that the final days of a project become much less stressful to everyone involved, and that projects typically come to a prompt and uneventful conclusion. GRW works with many customers that require most of the close-out documentation at 75% completion of construction. This includes initial submittals for O&M manuals, warranties, as-built drawings and similar documentation. GRW typically performs a "preliminary" punch list inspection at about 85% construction completion. This early punch gives the Contractor a sense of what level of scrutiny they will face for upcoming substantial completion and usually helps clarify the expectations of all parties.

GRW prides itself on being a strong project manager type organization without a lot of bureaucratic, administrative procedures that stifle creative people. Sometimes these procedures are streamlined for smaller projects, and sometimes they are formalized more for larger projects. At all times they remain flexible to accommodate the blending of procedures with those of our client organizations. GRW cares a great deal about performing repeat business, and we are willing to go the extra mile to ensure you are happy with the quality of our work.

d) Approach

The ultimate measure of success of this project and any project is how well the completed project meets your needs and aspirations. The site design will be one that looks to the future of the Lexington Fire Department Fire Training Academy Campus, with the goal being to establish a site development solution to house today needs and your future operations growth for many years to come. Our Project Design Team will meet with you as

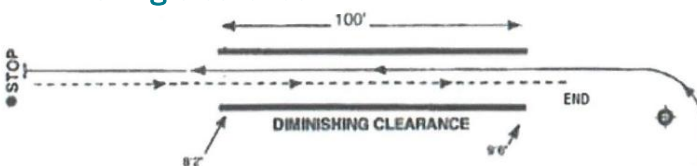
necessary to develop a clear understanding of the design, community, and site issues. Ongoing and continual input from the Owner stakeholders will be actively sought throughout the design process to maintain your goals. To this end, our project team is committed to establishing an inclusive, methodical and logical approach to the design process leading into construction.

Site Specific Design Considerations:

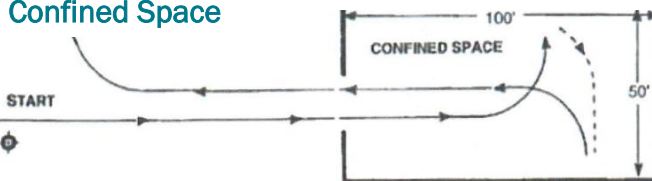
The existing site is similar subgrade conditions to the National Responder Preparedness Center (NRPC) fire training pad designed by GRW at the Wendell H. Ford. The NRPC skills pad was the constructed over of an old surface mining spoils site. The subgrade foundation material for the both the NRPC pad and the LFUCG Fire Training Academy Pads' pose a risk of differential settlement due to the types of waste material spoiled at each site. The NRPC skills pad was successfully constructed over the poor material in 2021. We believe the LFUCG Fire Academy skills pad can also be constructed with minimum subgrade remediation.

Unlike the NRPC pad the LFUCG Fire Academy site has varying topography that provides a limited level area for training. Per **NFPA 1002** Fire Apparatus Driver/Operator Professional Qualifications the varying topography could be seen as more of an **asset** than a liability. The training course could use the varying topography to its advantage by utilizing the steeper fore and aft as well as side to side slopes provided on the site.

Diminishing Clearance

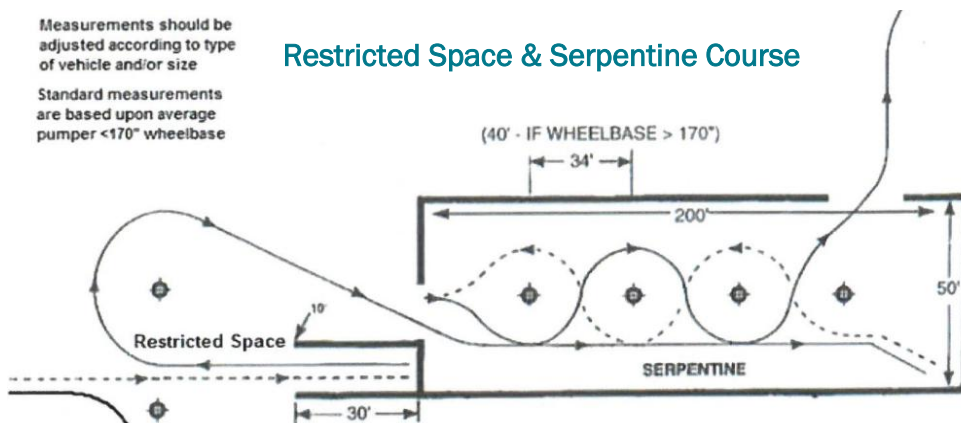


Confined Space



Measurements should be adjusted according to type of vehicle and/or size
Standard measurements are based upon average pumper <170' wheelbase

Restricted Space & Serpentine Course



At a minimum the above courses were considered in our early site evaluations as depicted on the Exhibit 1, conceptual site plan, in this section.

The courses are configured on the conceptual site plan (Exhibit 1) in a way that all could be set up at once – or, if desired, the level area of the site could be used to setup one of any three of the courses.



The rendering shown here is one (1) vision of the Fire Training Academy Campus from above. The previously mentioned detailed conceptual site plan, Exhibit 1, is on the following page.

d) Quality Control: Design through Construction Administration

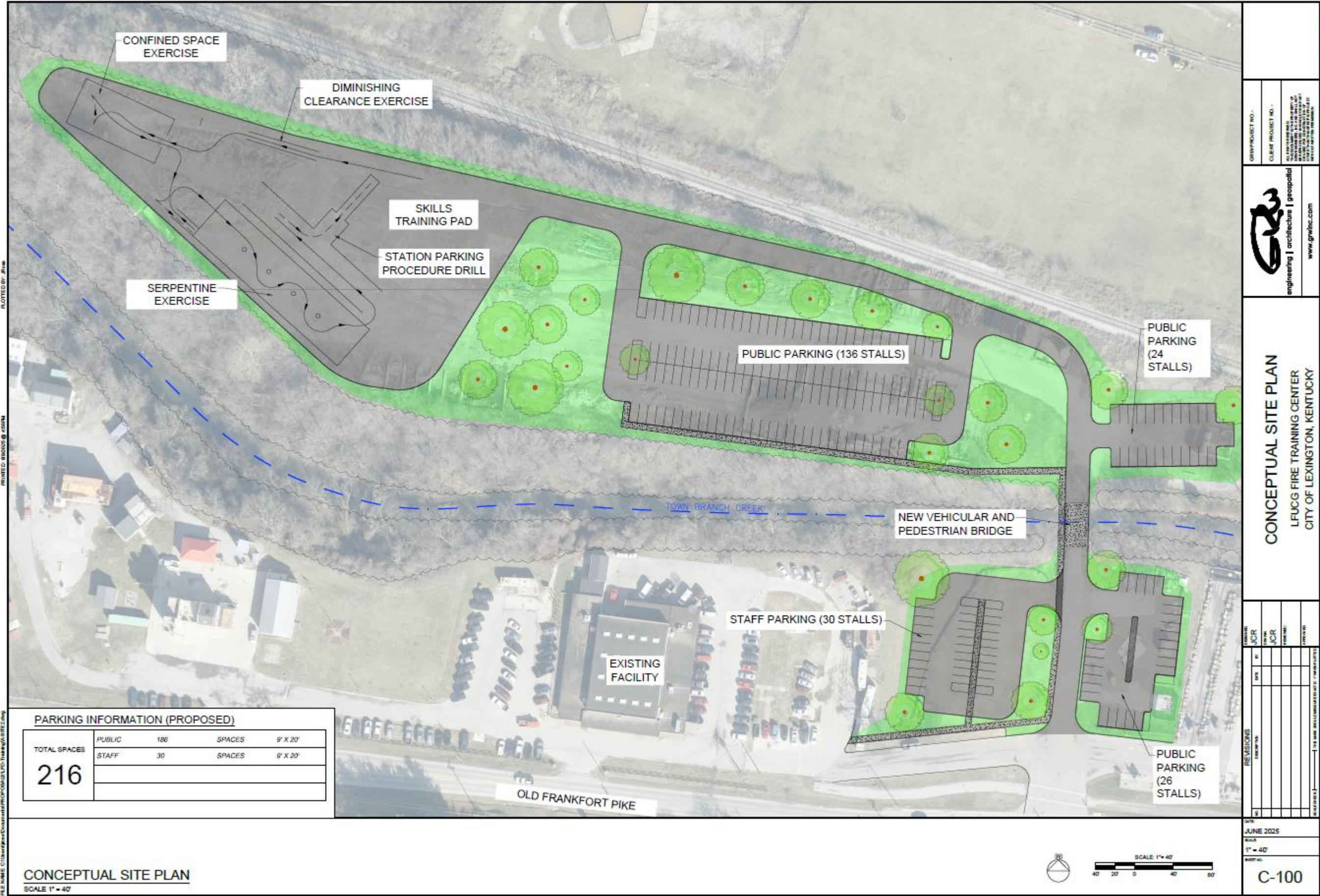
GRW has long maintained and nurtured a corporate-wide commitment to deliver high quality professional services to our clients. To achieve this goal we infuse quality assurance/quality control into the entire design process and not just as a final review. Our QA/QC process is standardized, and includes the following key features:

- Project Architect Oversight
- Team Management
- Schedule Management and Compliance Review
- Quality Control Reviews at each Milestone
- Programmatic Oversight
- Project Management Software

These items are further described in GRW's Quality Assurance/Quality Control procedures document, available upon request.



Exhibit
1





APPENDIX

LFUCG Forms and Required Documents

ATTACHMENT: A
FORM OF PROPOSAL

Design Services for the Phase 1 Site Development of the Fire Training Academy Campus
Request for Proposal # 16-2025
Form of Proposal

Consultant: GRW Engineers, Inc. (GRW)

Address: 801 Corporate Drive, Lexington, KY 40503

1. General:

- a. The undersigned Consultant, having read and examined the specifications and associated documents for the above designated work, affirms agreement to complete all work in accordance with the contract documents.
- b. The selected Successful Consultant (SC) shall verify all mentioned requirements in these contract documents. The SC shall confirm in writing any discrepancies found within one week of being informed of successful proposal.
- c. The undersigned agrees that this proposal constitutes a firm offer to the LFUCG which cannot be withdrawn for one hundred twenty (120) calendar days from and after the stated closing time, or until a contract is fully executed by the LFUCG and a third party, whichever occurs earlier.
- d. The Consultant shall include Technical Information as required herein.

2. Submittal Requirements: Interested firms are encouraged to submit their qualifications, which will include the information below. Failure to comply with this requirement may lead in disqualification of the Consultant's proposal:

- a. Signed cover letter stating interest in the project. The cover letter should indicate the proposer's willingness to enter into an agreement with the LFUCG (see Sample Contract **Attachment B**). An officer of the company who has authority to commit their firm to the proposed project must sign the letter.
- b. Additional company information to be provided shall include company history, key management members, major accomplishments, inter-company or third party alliances or partnerships, and any major pending litigation and facts of the case(s).
- c. Narrative on how customer satisfaction is tracked.
- d. Copies of written continuing education/professional training program and quality control/quality assurance program.
- e. Provide the current number of employees and employee types.
- f. Statement of general firm qualifications and capacity that should include firm location, where the work will be performed, and the firm's background and demonstrated ability to perform the required services for this project.
- g. Project Team list including sub consultants indicating key professionals that will be specifically assigned to work on each discipline and phase of the project. Identify project manager. Detailed resumes for the key professionals and project manager should be included with the proposal. Describe team members' educational background, related experience, experience in providing like services to governmental entities, and individual references within such entities. Describe how the team has worked together on similar projects in the past.
- h. Summary of firm's recent (5 year) experience in similar/representative projects including

- i. Physical project size
 - ii. Estimated and Actual Cost of the resulting construction and/or renovation work
 - iii. Identification of any involved sub-consultants and/or joint-venture partners
- i. Conflict of Interest Statement clearly stating the proposer has no conflicts of interest in providing professional services on the project.
 - j. A narrative of design approach, preliminary design concepts, approach to project inclusive of proposed work scope, and related considerations.
 - k. Ability to meet required deadlines (See Project Schedule **Attachment C**). Demonstrate integration of this project into the firm's present workload through current and projected staff workload data.
 - l. References: names and contact information of previous clients on similar projects within the past five (5) years with a description of the type of project completed on schedule and on budget. A minimum of three references is required.
3. **Proposal Format:** Proposals are limited to 20 single-sided pages not including the required LFUCG documents as outlined in the RFP. Proposals in excess of these requirements may not be considered. The twenty (20) page limitation includes any written, photographic or graphic material contained in the body of the statement and any appendices. The limitation does not include:
- i. The cover (although narrative on the reverse side of the front cover or front of the back cover will be counted)
 - ii. A title page
 - iii. A table of contents and/or index; or blank tab pages
4. Respondents are responsible for all costs associated with the preparation of materials in response to this RFP. The LFUCG assumes no responsibility for such costs. The LFUCG reserves the right to waive any formality in the submitted statements of qualifications, to reject any and all statements of qualifications or to re-advertise for additional statements of qualifications.
5. **Work Plan:** Consultant shall provide a plan to complete the work described herein in submitted proposal within the submittal limit. Included in work plan shall be:
- a. A checklist of what specific deliverables will be provided at each design phase and/or milestone and the team member that will provide the deliverable.
 - b. A specific budget and schedule (See Project Schedule **Attachment C**) to complete services described herein.
 - c. An explanation of the communication/documentation and collaboration plan.
 - d. An explanation of the approach that will be used to assure quality and well-coordinated documents between all disciplines through the design process.
 - e. An explanation of the team Quality Control Program throughout all phases of design, and through construction administration.
6. **Lump Sum Pricing:**
- a. All Lump Sum Pricing shall include all direct labor and supervision necessary to complete the item in a manner that meets or exceeds the customer's satisfaction. It shall also include the labor payroll costs, overhead (such as unemployment taxes, general liability insurance, rent, utilities, phones, supplies, administrative salaries, F.I.C.A. sick and vacations, etc. disposal fees tool allowance, equipment, materials, profit and all other costs used on the job.)
 - b. Provide Firm Lump Sum Cost for providing the LFUCG with services as noted in these specifications.

Design Stage (Total Services Below)

	<u>\$ 237,712</u>
Schematic Design Phase:	<u>\$ 59,428</u>
(percentage of total services)	<u>20</u> %
Design Development Phase:	<u>\$ 74,285</u>
(percentage of total services)	<u>25</u> %
Construction Documents Phase:	<u>\$ 89,142</u>
(percentage of total services)	<u>30</u> %
Bid Phase:	<u>\$ 14,857</u>
(percentage of total services)	<u>5</u> %

Construction Administration Stage

	<u>\$ 59,428</u>
(percentage of total services)	<u>20</u> %

Total Architectural/ Engineering Services

\$ 297,140

Note: Pricing includes MWDBE goals as stated in Participation Form.

7. **Payment for Additional Services:** Additional Services, as permitted under Section 2 of the Contract, shall be compensated at the unit rates listed below. The LFUCG reserves the right to increase or decrease frequencies of unit cost. If Additional Services are requested, the base contract may be increased or decreased on the basis of the unit rates. No price adjustments will be made unless mutually agreed to in advance through the Change Order process to the contract. All Unit Pricing Hourly Rates shall include all direct labor, any supervision required, labor payroll costs, overhead (such as unemployment taxes, general liability insurance, rent, utilities, phones, supplies, administrative salaries, F.I.C.A., sick and vacations, etc.) disposal fees, tool allowance, equipment, materials, profit, and all other costs used on the job.

<u>Title/Skill Level</u>	<u>Hourly Rate</u>
<u>Principal</u>	<u>300</u> \$/HR
<u>Site / Civil Engineer</u>	<u>175</u> \$/HR
<u>Mechanical Engineer</u>	<u>205</u> \$/HR
<u>Electrical Engineer</u>	<u>205</u> \$/HR
<u>Structural Engineer</u>	<u>205</u> \$/HR
<u>Landscape Architect</u>	<u>155</u> \$/HR
<u>Designer / CADD</u>	<u>105</u> \$/HR
<u>Administrative</u>	<u>86</u> \$/HR

- a. Additional Services may require procurement beyond the base contract. Procurement shall comply with the specifications set forth herein. The Consultant markup over the invoiced price shall be zero percent (0%).
- b. Approved reimbursables will be based on actual costs and shall be mutually agreed to in advance through the Change Order process to the contract.



Aaron Nickerson, AIA

Signature

Name

GRW - Sr. Vice President/Architect

6/11/2025

Title

Date

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 Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.
5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.
6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

Continued on next page

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

Further, Affiant sayeth naught.

Chris Hammer

STATE OF Kentucky

COUNTY OF Fayette

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

by Chris Hammer on this the 10th day
of June, 2025

My Commission expires: 4/23/29

Heather Randall Kemper #KYNP28361
NOTARY PUBLIC, STATE AT LARGE



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.

Chris Hammer, PE - President

GRW Engineers, Inc. (GRW)

Signature

Name of Business

A handwritten signature in black ink that reads "Chris Hammer". The signature is written in a cursive style with a large, sweeping "C" and a long, horizontal stroke at the end.

Note: GRW's comprehensive Affirmative Action Program document is attached at the end of this PDF

WORKFORCE ANALYSIS FORM

Name of Organization: GRW Engineers, Inc. (GRW)

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	11	11														11	
Professionals	80	62	14	1	1									2		63	17
Superintendents																	
Supervisors	5	4	1													4	1
Foremen																	
Technicians	36	29	5	1						1						31	5
Protective Service																	
Para-Professionals																	
Office/Clerical	11		11													11	
Skilled Craft	23	22				1										23	
Service/Maintenance																	
Total:	166	128	31	2	1	1				1				2		143	23

Prepared by: Jenny Dixon, HR Manager Date: 04 / 16 / 2025

(Name and Title)

Revised 2015-Dec-15

Firm Submitting Proposal: GRW Engineers, Inc. (GRW)

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

Contact Name: Aaron Nickerson, AIA Title: GRW Sr. Vice President

Telephone Number: 859-880-2267 Fax Number: 859-219-0620

Email address: anickerson@grwin.com



LEXINGTON

LFUCG MWDBE PARTICIPATION FORM

Bid/RFP/Quote Reference # REP #16-2025 -

Phase 1 Site Development, Fire Training Academy Campus

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

MWBE Company, Name, Address, Phone, Email	DBE/MBE WBE/VOSB/SDVOSB	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1. elementdesign Ramona Fry 366 South Broadway Lexington, KY 40508 859.389.6533 ramona@element-site.com	WBE	Landscape Architecture		
2. Civil Design, Inc. Lori Daiber 9400 Bunsen Pkwy, Ste 150 Louisville, KY 40220 502.671.0060 ldaiber@civildesigninc.com	WBE/DBE	Bridge Design	GRW's goal is to ensure a total of 17% of the value of total contract go to our assigned subconsultants.	
3. Connico Janet Terry 2594 N. Mount Juliet Road Mount Juliet, TN 37122 615-257-7003 jrterry@connico.com	WBE/DBE	Cost Estimating		
4.				

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

GRW Engineers, Inc. (GRW)

Company

6/11/2025

Date

Aaron Nickerson, AIA

Company Representative

GRW Sr. Vice President

Title

GRW values the participation Connico, CDI, and Element on our team. Copies of our initial email conversations with these firms are included on the following pages.

From: [Janet Terry](#)
To: [Sandino, Karri](#)
Subject: RE: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)
Date: Tuesday, May 27, 2025 1:59:26 PM
Attachments: [image001.png](#)
[image004.png](#)

Got it Karri! I will send over the information probably by either Thursday or Friday of this week.



Janet R. Terry
D. 615-257-7003 M. 623-261-7778
jrterry@connico.com

From: Sandino, Karri <KSandino@grwinc.com>
Sent: Tuesday, May 27, 2025 12:26 PM
To: Janet Terry <jrterry@connico.com>
Cc: Nickerson, Aaron <ANickerson@grwinc.com>; Piper, Jimmy <JPiper@grwinc.com>; Saylor, Roderick <RSaylor@grwinc.com>; David Hunley <DHunley@connico.com>
Subject: RE: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)

Hi, Janet,

On behalf of Aaron, we're very glad to have you on the team.
I work in our marketing area & will be assisting with our response.

Attached is some of the RFP; I can transfer the entire 85MB (!) document to you via Newforma (our web-based project manage tool)
You're welcome to send items in Word or PDF.
They've limited it to 20 pages, so we're keeping things as slim & trim as possible.

At this time, it would be great to have these items from you:

- ½ - 1-page max project example (1 or 2) with a similar two-way, vehicular/pedestrian bridge
→ for projects, they'd like us to include estimate/actual cost if available – a photo would be awesome, too
- ½ - 1-page resume(s) for your key team member(s)
- Logo & brief intro to Connico

Feel free to give me a shout if you have questions/suggestions.
Thanks very much,
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](#)

From: Janet Terry <jrterry@connico.com>

Sent: Tuesday, May 27, 2025 11:42 AM

To: Nickerson, Aaron <ANickerson@grwinc.com>

Cc: Piper, Jimmy <JPiper@grwinc.com>; Sandino, Karri <KSandino@grwinc.com>; Saylor, Roderick <RSaylor@grwinc.com>; David Hunley <DHunley@connico.com>

Subject: RE: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)

Hello Aaron,

Apologies for the delay in responding but we had some people out of the office late last week.

We would be happy to join the team and appreciate you reaching out.

Please let us know next steps and send us a copy of the RFQ.



Janet R. Terry

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

jrterry@connico.com

From: Nickerson, Aaron <ANickerson@grwinc.com>

Sent: Thursday, May 22, 2025 9:48 AM

To: Janet Terry <jrterry@connico.com>; David Hunley <DHunley@connico.com>

Cc: Piper, Jimmy <JPiper@grwinc.com>; Sandino, Karri <KSandino@grwinc.com>; Saylor, Roderick <RSaylor@grwinc.com>

Subject: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)

Importance: High

Some people who received this message don't often get email from anickerson@grwinc.com. [Learn why this is important](#)

Hi Janet and David,

I just tried giving you a call a bit ago and believe I got lost in voicemail world!

GRW has teamed with you all on a couple recent projects for Lexington Fayette Urban County Government (LFUCG) here in Lexington, KY. Specifically the Police Academy Assessment and their Water Quality Headquarters relocation projects. LFUCG has another project RFP out (RFP-16-2025) for a Fire Training Center Academy Campus Phase 1 – Site Development which we are pursuing and would like to see if you all would be interested in joining our team to support the Independent Cost Estimator scope of work? If so, we can transmit the RFP package to you through Newforma as the file size is larger than can be emailed at close to 100mb.

We hope you are interested in partnering again, similar to the past projects we will need your team information, resumes, and we will have to work through the projects pricing as we move forward.

Thanks in advance!

Aaron Nickerson, AIA, LEED Green Associate

Vice President

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

801 Corporate Drive | Lexington, KY 40503

O [859.223.3999](tel:859.223.3999) | D [859.880.2267](tel:859.880.2267) | C [859.317.1044](tel:859.317.1044)

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

[Follow Us On LinkedIn](#)

From: [Lori Daiber](#)
To: [Sandino, Karri](#)
Cc: [Tracy Adele Jones](#); [Nickerson, Aaron](#); [Piper, Jimmy](#); [Saylor, Roderick](#); [Abby Osland](#)
Subject: Re: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)
Date: Tuesday, May 27, 2025 4:12:51 PM
Attachments: [Pages from RFP_LFUCG_LFD-TrainingAcademyCampus.pdf](#)

You don't often get email from ldaiber@civildesigninc.com. [Learn why this is important](#)

Karri

Thank you for adding CDI to your team. We will have the info to you by June 4th.

Thx
Lori

Sent from my iPhone

On May 27, 2025, at 1:36 PM, Sandino, Karri <KSandino@grwinc.com> wrote:

Hi, Tracy & Lori,

On behalf of Aaron, we're very glad to have you on the team.
I work in our marketing area & will be assisting with our response.

Attached is the main part of the RFP; I can transfer the entire 85MB (!) document to you via Newforma (our web-based project manage tool)

At this time, it would be great to have these items from you:

- ½ - 1-page max project example (1 or 2) with a similar two-way, vehicular/pedestrian bridge → for projects, they'd like us to include estimate/actual cost if available – a photo would be awesome, too
- ½ - 1-page resume(s) for your key team member(s)
- Logo & brief intro to CDI

You're welcome to send items in Word or PDF anytime before next Wed, June 4 would be great.

They've limited it to 20 pages, so we're keeping things as slim & trim as possible.

Feel free to give me a shout if you have questions/suggestions.

Thanks very much,

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](#)

From: Tracy Adele Jones <tjones@civildesigninc.com>

Sent: Friday, May 23, 2025 10:24 AM

To: Nickerson, Aaron <ANickerson@grwinc.com>; Lori Daiber <ldaiber@civildesigninc.com>

Cc: Piper, Jimmy <JPiper@grwinc.com>; Sandino, Karri <KSandino@grwinc.com>; Saylor, Roderick <RSaylor@grwinc.com>

Subject: RE: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)

Good morning, Aaron,

We greatly appreciate, and accept, this opportunity to once again serve GRW! We are indeed a certified WBE and are registered with LFUCG.

I spoke with our Client Relations lead Lori Daiber last night, whose marketing team will be shepherding this proposal through the RFP process. She confirmed we have 3 bridge engineers registered in Kentucky (all PE, SE), some of which you know from previous pursuits.

Will your team please forward the RFP package materials, as well as any applicable templates, to Lori (cc'd)?

Wonderful to meet you and hope your Disney trip is the best one yet!

With gratitude,

Tracy Adele Jones

Client Relations | Civil Design, Inc.

O: 502-242-9058 M: 859-351-0207

From: Nickerson, Aaron <ANickerson@grwinc.com>

Sent: Thursday, May 22, 2025 9:28 PM

To: Tracy Adele Jones <tjones@civildesigninc.com>

Cc: Piper, Jimmy <JPiper@grwinc.com>; Sandino, Karri <KSandino@grwinc.com>; Saylor, Roderick <RSaylor@grwinc.com>

Subject: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)

Hi Tracy,

It was good to catch up this afternoon at the Pre-Proposal meeting! As discussed, this evening GRW is looking for a Bridge Engineering teammate and CDI came up as a good opportunity to continue an existing successful relationship. You had mentioned CDI would be interested and Bridge design was part of your team's portfolio. It is my understanding that CDI is a certified WBE with LFUCG and your engineering folks would need to be licensed in KY for this project.

We hope you are interested in partnering again on this project, similar to the past MSD and DECA projects we will need your team information, resumes, and we will have to work through the projects pricing as we move forward. If so, we can transmit the RFP package to you through Newforma as the file size is larger than can be emailed at close to 100mb if you do not already have it.

Thanks in advance!

Aaron Nickerson, AIA, LEED Green Associate

Vice President

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

801 Corporate Drive | Lexington, KY 40503

O [859.223.3999](tel:859.223.3999) | D [859.880.2267](tel:859.880.2267) | C [859.317.1044](tel:859.317.1044)

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

[Follow Us On LinkedIn](#)

From: [Ramona Fry](#)
To: [Sandino, Karri](#)
Cc: [Nickerson, Aaron](#); [Piper, Jimmy](#); [Saylor, Roderick](#)
Subject: Re: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)
Date: Tuesday, May 27, 2025 4:53:31 PM

Thanks, Karri. I can send an InDesign package that will include a PDF. Or if you prefer I can put it in word, just let me know.

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 Tue, May 27, 2025 at 2:40 PM Sandino, Karri <KSandino@grwinc.com> wrote:

Hi, Ramona,

On behalf of Aaron, we're very glad to have you on the team.

Attached is the main part of the RFP; I can transfer the entire 85MB (!) document to you via Newforma (our web-based project manage tool)

You're welcome to send items in Word or PDF.

They've limited it to 20 pages, so we're keeping things as slim & trim as possible.

At this time, it would be great to have these items from you:

- ½ - 1-page project example (1 or 2), they'd like us to include estimate/actual cost if available – a photo would be awesome, too
- ½ - 1-page resume(s) for your key team member(s)
- Logo & brief intro to Element

Feel free to give me a shout if you have questions/suggestions.

Thanks very much,
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](#)

From: Ramona Fry <ramona@element-site.com>

Sent: Thursday, May 22, 2025 11:57 AM

To: Aaron Nickerson <ANickerson@grwinc.com>

Cc: Jimmy Piper <JPiper@grwinc.com>; Karri Sandino <KSandino@grwinc.com>; Roderick Saylor <RSaylor@grwinc.com>

Subject: Re: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site Development (GRW Team)

Thanks- I'm at KSU today so won't make the pre proposal but if you can forward the format you'd like me to use for the RFP information.

Thanks.

Ramona Fry, RLA ASLA LEED AP BD+ C

Element Design

Sent from my iPhone

On May 22, 2025, at 11:46 AM, Nickerson, Aaron <ANickerson@grwinc.com> wrote:

Ramona, that sounds great. Are you planning to be at the Pre-Proposal today? It is at 2pm at the existing Fire Training Facility. If so, we will see you there.

If you do not already have the RFP package we can transmit the RFP package to you through Newforma as the file size is larger than can be emailed at close to 100mb.

I presume at this point similar to past projects we will need your team information, resumes, and we will have to work through the projects pricing once we fully understand the scope. I have included Karri Sandino or marketing director on this email as well so we can follow up on specifics.

Thanks!

Aaron Nickerson, AIA, LEED Green Associate

Vice President

GRW | engineering | architecture | geospatial

801 Corporate Drive | Lexington, KY 40503

O [859.223.3999](tel:859.223.3999) | D [859.880.2267](tel:859.880.2267) | C [859.317.1044](tel:859.317.1044)

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

[Follow Us On LinkedIn](#)

From: Ramona Fry <ramona@element-site.com>

Sent: Thursday, May 22, 2025 11:35 AM

To: Nickerson, Aaron <ANickerson@grwinc.com>

Cc: Piper, Jimmy <JPiper@grwinc.com>; Sandino, Karri <KSandino@grwinc.com>; Saylor, Roderick <RSaylor@grwinc.com>

Subject: Re: RFP-16-2025 - Fire Training Center Academy Campus Phase 1 – Site

Development (GRW Team)

That sounds good to me. We've done some work on fire training for KCTCS, so I have a little background there too.

Just let me know what you need from us.

Ramona Fry, RLA ASLA LEED AP BD+ C

Element Design

Sent from my iPhone

On May 22, 2025, at 11:24 AM, Nickerson, Aaron
<ANickerson@grwinc.com> wrote:

Hi Ramona,

I just tried giving you a call and you were out an about so I figured I would email instead on bothering you during a meeting!

GRW is currently teamed with element on the LFUCG Water Quality Headquarters relocation project and you and Jimmy have crossed paths at Berea. LFUCG has another project RFP out (RFP-16-2025) for a Fire Training Center Academy Campus Phase 1 – Site Development which we are pursuing as a Prime and would like to see if you all would be interested in joining our team to provide the Landscape Architecture scope of work? GRW's team has extensive ongoing and completed Fire department experience and it is also apparent that the Landscape and Town Branch extension will be an important part of this project's success. Please give me a shout or return message and we can discuss further.

Thanks in advance!

Aaron Nickerson, AIA, LEED Green Associate

Vice President

GRW | engineering | architecture | geospatial

801 Corporate Drive | Lexington, KY 40503

O [859.223.3999](tel:859.223.3999) | D [859.880.2267](tel:859.880.2267) | C [859.317.1044](tel:859.317.1044)

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

[Follow Us On LinkedIn](#)

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

Proposer Name:	GRW Engineers, Inc. (GRW)	Date:	6/11/2025
Project Name:	Phase 1 Site Development, Fire Training Academy Campus	Project Number:	RFP #16-2025
Contact Name:	Aaron Nickerson, AIA	Telephone:	859-880-2267
Email:	anickerson@grwin.com		

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

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

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

Is the Bidder/ Proposer a certified firm? Yes ☐ No ☒

If yes, indicate all certification type(s):

DBE ☐

MBE ☐

WBE ☐

SBE ☐

VOSB/SDVOSB ☐

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

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

Please see attached list. Thank you.

 Click or tap here to enter text. 

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

Yes ☒ No ☐

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

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

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

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

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

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

We reviewed and researched relevant VOSB and MBE firms listed on LFUCG's certified consultant list as well as other resources, including KYTC and Kentucky's Finance & Administration websites. Because of the services required to successfully assist LFUCG with this particular project, the opportunities to assign a portion of the work to a MBE and/or VOSB are limited. As new opportunities arise with LFUCG we will use this research/review resources to identify opportunities to add an MBE and/or VOSB to our team

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

 Click or tap here to enter text. 

Please see note above & attached email communication

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

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

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

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

GRW Engineers, Inc. (GRW)

Company

6/11/2025

Date

Aaron Nickerson, AIA

Company Representative

Sr. Vice President

Title

A handwritten signature in black ink, appearing to read 'A. Nickerson', written over a horizontal line.

DOCUMENTATION REQUIRED FOR GOOD FAITH EFFORTS AND OUTREACH PLANS

Below is an alphabetical list of firms GRW has had a contractual relationship with within the last two years that are minority-owned, woman-owned, veteran-owned or small businesses, regardless of their certification status.

1. Abbie Jones (WBE)
2. American Engineers Inc (SBE)
3. Bloodhound LLC (SBE)
4. Bryant Associates (MBE)
5. CMID Inc (SBE)
6. Connico (WBE/DBE)
7. Cornerstone (DBE/MBE)
8. CSI (SBE)
9. CTL Engineering Inc. (MBE)
10. Cultural Resource Analysts Inc (SBE)
11. Diane B Zimmerman Traffic Engineering LLC (WBE)
12. EHI Consultants, Inc. (SBE)
13. Element Design (WBE)
14. Facility Commissioning Group Inc (SBE)
15. Horizon Inspection Llc (Sbe)
16. Marine Solutions Inc (WBE)
17. Mid-South Tank Consultants (SBE)
18. PCS Technologies, LLC (SBE)
19. Roger Ward Engineering Inc (VOSB)
20. Taylor Siefker Williams Design Group (DBE/WBE)
21. Third Rock Consultants (WBE)
22. Vector Engineers Inc (SBE)

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.

Aaron Nickerson, AIA

Signature



6/11/2025

Date

**Affirmative Action Program for
Minorities and Women**

GRW Engineers, Inc.

Headquarters

**Affirmative Action Program
for
Minorities and Women**

**February 1, 2025 through January 31, 2026
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, 2025 through January 31, 2026
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, 2025 through January 31, 2026, 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 179 employees, including 9 minorities and 36 females. The following goals exist for minorities and/or women:

- 1.1 - Executive/Senior Level Officials and Managers - This group consists of 11 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 84 employees, of whom 4 are minorities and 16 are females. There is no need to set a placement goal at this time for minorities or females.
- 3 - Technicians - This group consists of 36 employees, of whom 1 is a minority and 5 are females. There is no need to set a placement goal at this time for minorities, but there is a goal of 34.73% for females.
- 5 - Administrative Support Workers - This group consists of 12 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 19 employees, of whom 2 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 2 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, 2025 through January 31, 2026
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, 2025 through January 31, 2026
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, 2025 through January 31, 2026, 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, 2025 through January 31, 2026
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, 2025 through January 31, 2026
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, 2025 through January 31, 2026, 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.