

# PROGRAM MANAGEMENT SERVICES

Town Branch Commons, Request for Proposal #47-2015

Submitted to The Lexington-Fayette Urban County Government  
October 29th, 2015



Landscape Architecture, Old Town Square, Fairfax, VA

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October 29th, 2015

Mr. Todd Slatin  
Purchasing Director  
Lexington-Fayette Urban County Government  
Division of Central Purchasing  
200 East Main Street, Room 338  
Lexington, Kentucky 40507

**Re: Proposal for Program Management Services - Town Branch Commons; #47-2015**

Dear Mr. Slatin:

AECOM is pleased to present our proposal for the Program Management Services in accordance with the Lexington-Fayette Urban County Government's request for proposal. We believe AECOM is uniquely positioned to provide the requested services and we share the City's vision of the transformative potential of the Town Branch Commons Project. In our proposal we have highlighted our:

- **Extensive Experience:** AECOM has the wide array of qualifications and specialty services that will be required on this project. Locally, we are prequalified by KYTC in all the necessary categories for receiving federal funding on the project. We hold several indefinite delivery-indefinite quantity (IDIQ) professional services contracts with KYTC in design and environmental which is proof of our ability to deliver. Nationally, we have subject matter experts across the world who can be engaged as necessary to address any special challenges that may arise during the project development.
- **Exceptional Team:** For this project we have drawn on the best of AECOM's capabilities, which includes nearly 100,000 engineers and technical resources along with local partners such as Lord Aeck Sargent and Lochner. We have a long history of providing Program Manager services to our clients including a similar role for Lextran on their new Corporate Headquarters in Lexington. Each team member was specifically chosen based on their specific ability to meet the project's critical needs. In addition, many of the team members have had direct experience with the Town Branch Commons and/or the key agencies that will be involved on the project.
- **Available Resources:** Our team is immediately available to start working on this project. Our proposed Project Principal and I, serving as Program Manager, have a vested interest in this project given our close ties to the community. We are committed to making it a priority and will work tirelessly as an extension of the City's staff to make this transformational project a success. We look forward to rolling up our sleeves and getting to work on it.
- **MWDBE Program Compliance:** We have proposed firms to meet the City's goal but we will partner with you as the project progresses to make changes if needed. We will also work together to seek compliance on the future bid packages.

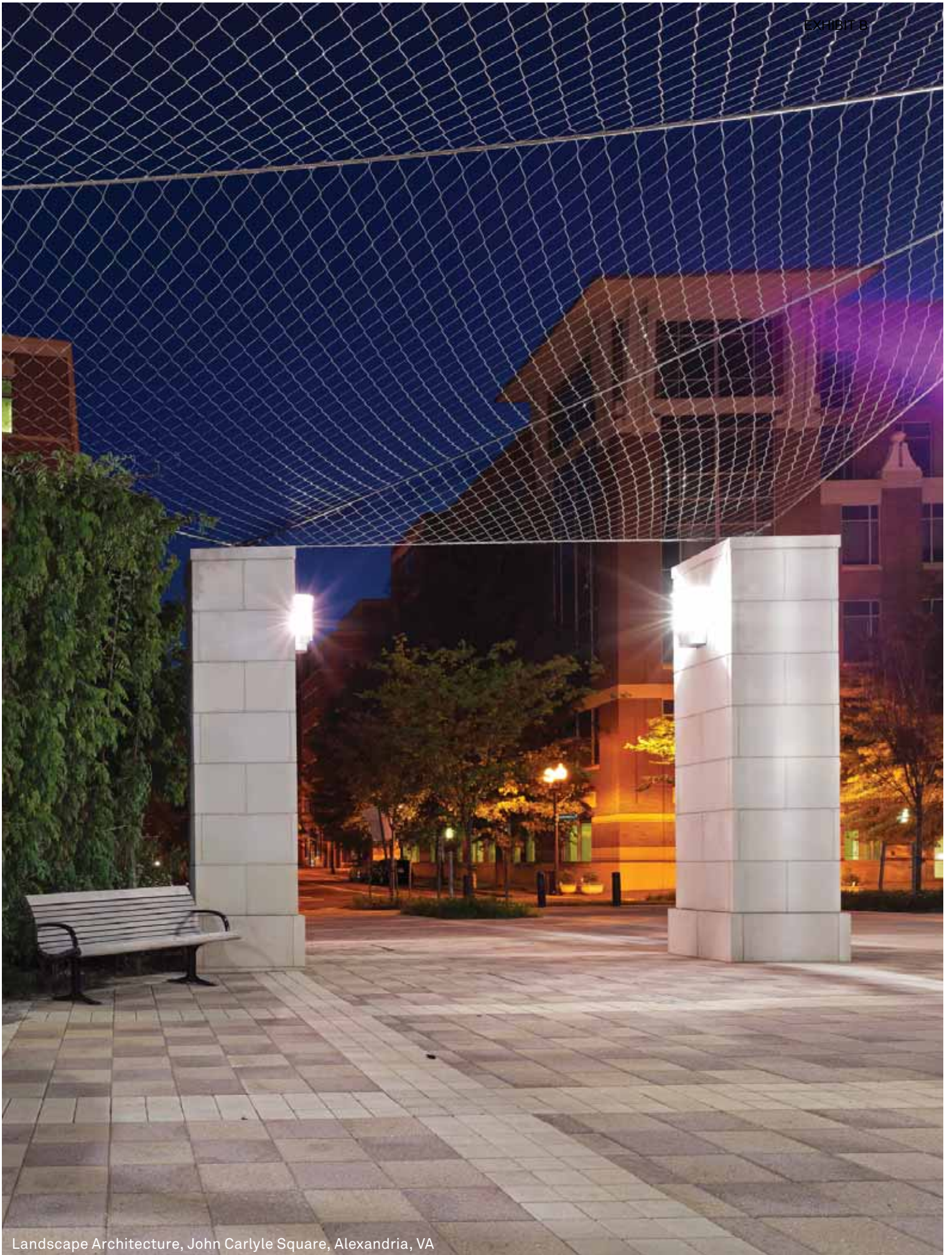
AECOM desires to continue to be a dedicated long term partner to the Lexington-Fayette Urban County Government, and we thank you in advance for this great opportunity. Should you have any questions, please do not hesitate to contact me.

Sincerely,



**AECOM**

Gregory T. Groves, PE  
Vice President, Louisville Site Manager  
(502) 217-1509  
greg.groves@aecom.com



# 01 ABOUT AECOM

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## Local Service, Global Reach - Endless Possibilities

AECOM is one of the world's premier full service firms offering environmental, architecture, engineering, construction, operations and maintenance services. We provide single source responsibility and fully integrated service delivery that takes projects from initial investigation through construction and operations management.

Established in 1990, and now with nearly 100,000 employees serving clients in more than 150 countries around the world following the acquisition of URS, AECOM is a premier, fully integrated infrastructure and support services firm.

Whether we serve clients at one phase of a project throughout an entire program, our role is to apply creative vision, technical expertise, interdisciplinary insight, and local experience to address complex challenges in new and better ways. Our emphasis is on solving clients' challenges to allow them to focus on core business while minimizing capital investment and operating costs.

## Accolades

**In Engineering News-Record's (ENR) 2015 Top 50 Program Management Firms, AECOM was ranked #2!** In addition for 2015, AECOM is ranked **#1 for the Top 500 Design Firms and #1 in Green Design**. In 2014, ENR Ranked **AECOM #1 in Transportation and #2 in Water**. Note that the 2015 rankings did not break out individual design disciplines as of October 2015. We also have been named one of the **World's Most Admired Companies** in 2015 by Fortune Magazine and named one of the **World's Most Ethical Companies** by The Ethisphere Institute in 2014.

## AECOM combination with URS

Effective October 17, 2014, AECOM and URS Corporation (URS) joined together as one company. Throughout this proposal, the combined URS and AECOM team is referred to as AECOM. People, projects or past experience completed by URS are denoted as AECOM.

AECOM is a publicly traded company on the New York Stock Exchange (ACM). Annual revenue was \$19.5 billion during the 12 months ended June 30, 2015.



Program Management, Lextran Corporate Headquarters, Lexington, KY



Program Management, Lextran Corporate Headquarters, Lexington, KY

### Project Delivery & Program Management Services

AECOM offers world class design, engineering and construction groups that all work together to combine technical expertise and creative excellence to deliver high quality projects on-time and on-budget.

We do what few other firms can by bringing integrated planning, design, construction, finance and operations management together to focus on exceeding the client's expectations.

We offer a wide array of delivery methods to our clients. Our project experience includes traditional Design-Bid-Build, Construction Management at Risk and Design-Build/Fast Track. Whether we are leading a project or collaborating as an active team member, we bring our full commitment to excellence to each and every project.

We often function as the owner's agent and manage design consultants and construction contractors on the owner's behalf and have provided professional management services to more than 1,000 major projects that total a construction value of over \$20 billion within the last 5 years.

We have successfully managed hundreds of projects in both the public and private sectors, often under critical time pressures involving complicated decision-making. Through our management services we have met the budget, time, quality and reporting requirements of federal, state and local government projects.

AECOM maintains full-time, fully equipped, survey crews to allow us to respond to our client's project needs and to meet their expectations. Having our own survey crews allow us to control the quality of the work on a schedule we dictate without having to rely on the schedules and priorities of others. Our professional surveying staff is recognized for their level of expertise and stability. We feel

it is imperative that we maintain a high level of commitment to this element of the business due to the fact that surveying is the foundation of all work that follows.

Our estimators cut costs and improve efficiency. We have rescued troubled projects and restored them to their intended budget and schedule. We are filling the need for out-sourced services. For owners clients undertaking multiple projects simultaneously, we provide program management control; particularly important for decision-makers of projects that are far apart, we can provide up-to-date project status at any time, from wherever a project is located.

We have extensive experience managing new construction, renovations, rehabilitations, and seismic upgrades on all types of projects.

### Services

- Program Management
- Project & Construction Management
- Estimating & Procurement
- Surveying
- Geotechnical
- Quality Control Programs
- Demolition & Removal
- Traditional Design-Bid-Build
- Design Build/Fastrack
- CM At-Risk
- Project Financing
- Client Partnership & Advocacy
- Preconstruction, Budgeting & Scheduling
- Proactive Teaming with Regulatory Agencies



Landscape Architecture, Olympic Sculpture Park Pavillion, Seattle, WA

### Quality Control/Quality Assurance

AECOM is ISO 9001 compliant and uses a stringent document control system on each project. This system facilitates data archiving and retrieval of project information. The following key activities will be employed to ensure quality control:

**Project Management Plan:** Prior to 'notice to proceed', the Project Manager will prepare a work plan that clearly defines the project goals and objectives; scope of services; staffing assignments; project deliverables; budgets; schedule; QA/QC procedures; and documentation control.

**QA/QC Assignments:** The specific roles and responsibilities of each member of the QA/QC team will be defined and documented as part of the Project Plan. The Project Manager will be responsible for scheduling independent technical reviews of work products; resolving differences in findings between the originator of the document and the reviewer; and following-up to ensure that the review comments are addressed prior to document submittal.

**Detail Checks and Independent Technical Reviews:** Independent reviews will be conducted to verify the reasonableness of the technical approach and results; conformance with appropriate standards; that data, calculations, methods and conclusions are logical; and that the document is well written in terms of report format, grammar, and spelling.

**QC Review Requirements:** In accordance with our quality protocols, the Project Manager will inform the peer reviewer of the QC review requirements. These requirements include methodology used to prepare the analysis; verification that all calculations have been checked and back-checked by the discipline staff and task managers; editing of the report text and format; and review of design standards and criteria.

**Track Changes:** The Track Changes feature of Microsoft Word will be used to establish an archive of review comments, indicating who made the comment and the date the comment was made.

**Sign-Off:** The Project Manager and Independent Reviewer will sign-off on each document that it has been reviewed in accordance with the QA/QC Plan described herein. The Project Officer will sign-off that the QA/QC process has been adhered to.

**Consistency:** The Project Manager will ensure consistency in the report documentation. A standardized project description, with supporting graphics, will be prepared by the Project Manager, then provided to each of the task managers for inclusion in each of the individual reports pertaining to their area of expertise.

**Document Control:** A centralized file will be established and maintained by the Project Secretary including incoming and outgoing correspondence; original information and data; relevant reports; analyses; original plans; etc. This centralized file will be developed and maintained in accordance with our quality document control system. Upon completion of the project, these files will be submitted to the client.

**Schedule:** Independent peer reviews will be scheduled sufficiently in advance of the project milestones in order to allow adequate time to conduct the reviews.

In summary, the QC review process will be conducted to ensure consistency with industry-accepted standards of quality and the client's expectations. Furthermore, we will follow the systems engineering process to ensure that requirements developed as the project progresses are addressed in the subsequent design and delivery; and are deployed as part of the contract.





AECOM Facilitated Community Outreach Meeting

### Community Outreach & Engagement

One of the ways we measure our effectiveness at achieving a successful outcome is by creating an educated and aware community, who are inspired and empowered to affect changes and become project champions. Central to our approach will be effectively communicating the benefits and long-term advantages associated with the various components of this plan in an easy to understand and easily accessible way.

By illustrating the connections between proposed improvements and other community initiatives, the AECOM team will build a constituency for the plan and encourage affected residents recommendations. This will involve illustrating the ways in which the plan can be used to supplement economic redevelopment activities, community improvements, and to serve as a springboard for future enhancements. Our approach will be founded on proactive outreach techniques, presenting project information and alternatives to people and groups in the district using traditional and innovative outreach techniques.

#### The community engagement plan will be designed to perform the following:

1. Keep public agencies, stakeholders and the general public informed while soliciting their feedback on the plan at each phase.
2. Define responsibilities, details and schedules for each service and deliverable.
3. Quantify the effort relative to performance goals.

Upon selection, we will prepare a detailed written public engagement plan for discussion. The tailored process will include targeted activities to gain input from each general stakeholder group.

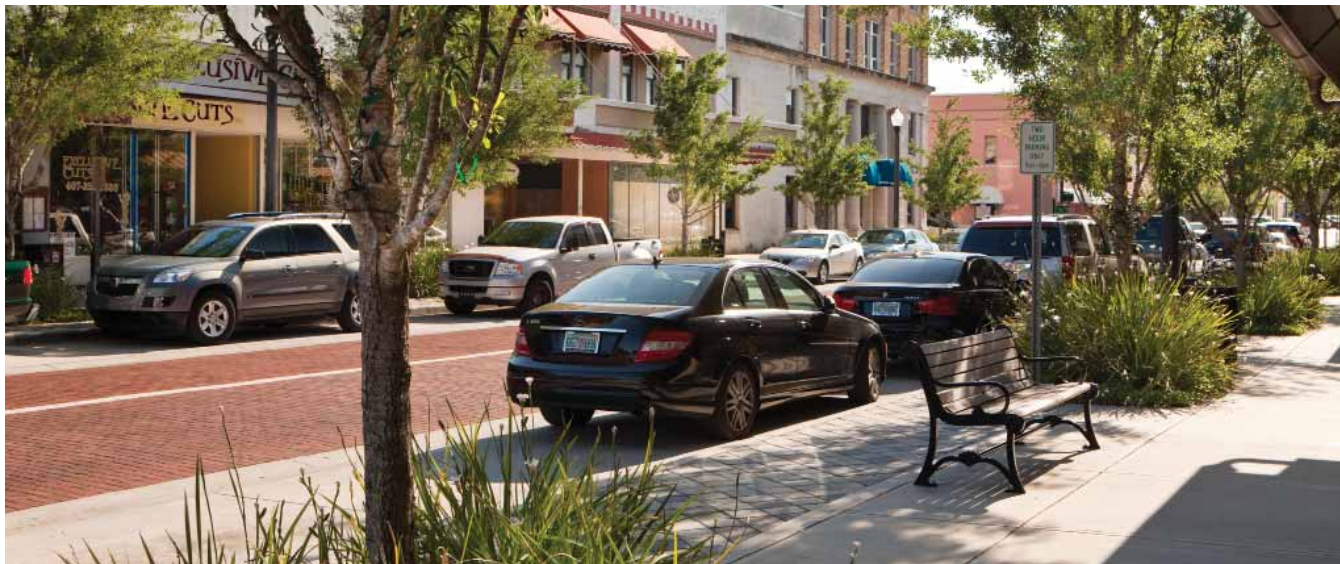
#### The plan will include:

- A timeline for each outreach activity, synchronized with the project technical tasks;
- A method for identifying stakeholders and developing a dynamic contact list to be routinely updated over the plan's course of development;

The public engagement plan will be a living document. We will revisit and refine the plan as part of regular coordination meetings. As the master plan develops, our experience shows new opportunities can emerge to reach a specific group or disseminate information in new avenues. We will take advantage of those opportunities in whenever possible.

The project schedule will include community meetings and charrettes to be planned and advertised. The project team will encourage residents, business owners and other stakeholders to attend, participate and provide input at each public meeting and throughout the process. Public input will be used to inform about developing and evaluating alternatives, and will influence interim and ultimate recommendations. Team member presentations, maps, graphics and information boards will be provided.

A question and answer session will occur after the presentation. Various mechanisms will also be available to attendees to provide input at and after the meeting.



Streetscape & Landscape Architecture, 1st Street, Sanford, FL

### Transportation Planning & Design

Surface transportation systems are an integral part of our everyday lives. These systems facilitate the movement of both people and resources and are essential to our economic vitality and prosperity. As the population increases and economies expand, the need to restore deteriorating and obsolete surface transportation systems and develop new, more efficient systems continues to grow.

We provide comprehensive planning, design, and program and construction management services for all kinds of surface roads, highways and associated structures and buildings. We have also worked with many agencies to improve the efficiency of surface transportation systems through the planning, design, operation, and maintenance of intelligent transportation systems. We're worldwide leaders in surface transportation, with thousands of miles of highways and city streets, hundreds of bridges from rural stream crossings to long-span bridges, state-of-the-art tunnels, and efficient port and marine structures to our credit.

We facilitate effective decisions on investments for clients by bringing together reliable information on the technical performance of alternatives, the relationship of the alternatives to broader community development goals, and the effects of alternatives on the residents and businesses of a community.

During the typical plan development process, our staff collects record surveys, centerline plats and other property information in the area of the project. Based on these records, our surveyors then locate monuments in the field that accurately define the centerline of right-of-way and adjacent properties to complete the project land survey.

They may also utilize aerial survey data if needed. Following the field survey, all existing information is combined and assembled into one detailed right-of-way map as the basis of the right-of-way plan. Before the right-of-way plans are developed, the right-of-way map is reviewed by an independent right-of-way designer to ensure that the base information is accurate.

AECOM provides the full range of services required to plan, design, operate, and maintain surface transportation systems, and are assisting our clients in meeting current needs and planning for future economic growth.

### Services

- Comprehensive Urban Transportation Planning
- Travel Demand Modeling/Intersection Traffic Control Analysis & Design
- Environmental Impact Studies
- Safety Studies & Traffic Accident Analysis
- Market Analysis
- Drainage Studies
- Zoning/Permitting
- Right of Way Planning & Development
- Title Research, Value Analysis & Appraisal,
- Negotiation & Closing
- Relocation & Review



Streetscape & Landscape Architecture, Playhouse Square, Cleveland, OH

### Landscape Architecture & Planning

AECOM's understanding of how people's lives are shaped by their environments has provided unique insights into the design and planning of places at many scales. Whether working on a large scale regional park, a small urban plaza, or a stream restoration, our landscape architects and urban designers analyze the site's natural process and consider the needs of the client as well as the financial mechanisms, implementation and maintenance of the project.

AECOM's interdisciplinary approach brings together the best creative and strategic thinkers to facilitate the reciprocal relationships between specific sites and their surrounding context. Effective design requires careful integration of the myriad features of a particular site, from issues of aesthetics and to those of ecology, circulation, infrastructure, visual impacts, and economic viability.

Our work takes place in a wide spectrum of settings, from established downtowns to suburban communities to waterfronts. What all of our projects have in common is the need for functionality, quality and liveability. Underlying all that we do is the ideal of making places where we ourselves and ultimately, many others will want to be.

### Services

- Regional Planning
- Parks & Open Spaces
- Streetscapes/Greenstreets
- Urban Places
- Colleges & Corporate Campus
- Waterfronts
- Green Infrastructure
- Stormwater Solutions
- Trail Planning/Design
- Community Revitalization



Green Infrastructure, Langley Research Center Headquarters Office Building, Hampton, VA

### Stormwater Collection & Green Infrastructure

Our wastewater professionals address collection systems with regulatory compliance, system performance, public safety and long-term maintenance reduction in mind

We specialize in the design, assessment, rehabilitation and construction of wastewater collection systems such as: combined sewers, sanitary sewers and wet weather control. With extensive experience in collection system design, we assist our clients with the development and implementation of long-term plans to improve efficiency, reduce costs and conserve resources.

Growing communities often face problems keeping up with the demands of increased population overloading aging and inadequate sewer infrastructure. AECOM has the experience to coordinate and execute programs to rehabilitate problematic systems in phases over time. To accomplish this, AECOM utilizes an analysis methodology that considers volume reduction, construction costs, O&M costs, life-cycle costs, property size and ownership and parcel development feasibility. Supporting criteria for analysis includes ecological, environmental, economic and/or administrative benefits.

We also have extensive experience performing Green Infrastructure projects. Many of our “Green Street” projects have disconnected the storm water runoff grates from the storm drain sewer that normally feeds into the combined sewer system. The medians, treelawns, curbs and driveway aprons are redesigned to direct the water to carefully crafted landscaped foliage beds to utilize natural rain and stormwater - reducing the demand for fresh water for ground watering purposes.

The sustainable design and construction of buildings and sites requires the application of a wide range of engineering disciplines, all of which affect the design and construction process from concept through to the end of a building’s operational lifecycle. One of the leading providers of sustainable and low energy design services, AECOM integrates its expertise in construction design and environmental sciences to provide unparalleled service in the application of sustainability to commercial, industrial, institutional, and residential developments.

AECOM provides a technical and scientific basis for sustainability, using computer simulation and modeling applications to produce effective and economic solutions – producing a truly integrated environmental design. We have developed these tools through experience on several projects and can utilize them to better serve our clients.

### Services

- Needs Assessments & Programming
- Complete System Design & Rehabilitation
- System Mapping
- Coordination with Connecting Treatment Facilities
- Feasibility Studies
- Permitting
- Sustainable “Green” Design & LEED Certification
- Seamless Integration of Project Services: Landscape Architecture, Transportation, Water Resources
- Construction Phase Services



Opening of Foster’s Run After Stream Restoration, Mayfield Village, OH

**Grant & Funding Assistance**

AECOM routinely assists clients with finding funding options and submitting applications. We have a successful track record in obtaining and administering grants and low-interest loans to help communities finish much-needed infrastructure projects. Projects where AECOM has been successful finding funding include: roadway, trail, park, watershed restoration, stormwater control, green infrastructure, open space, brownfield remediation, and energy related projects.

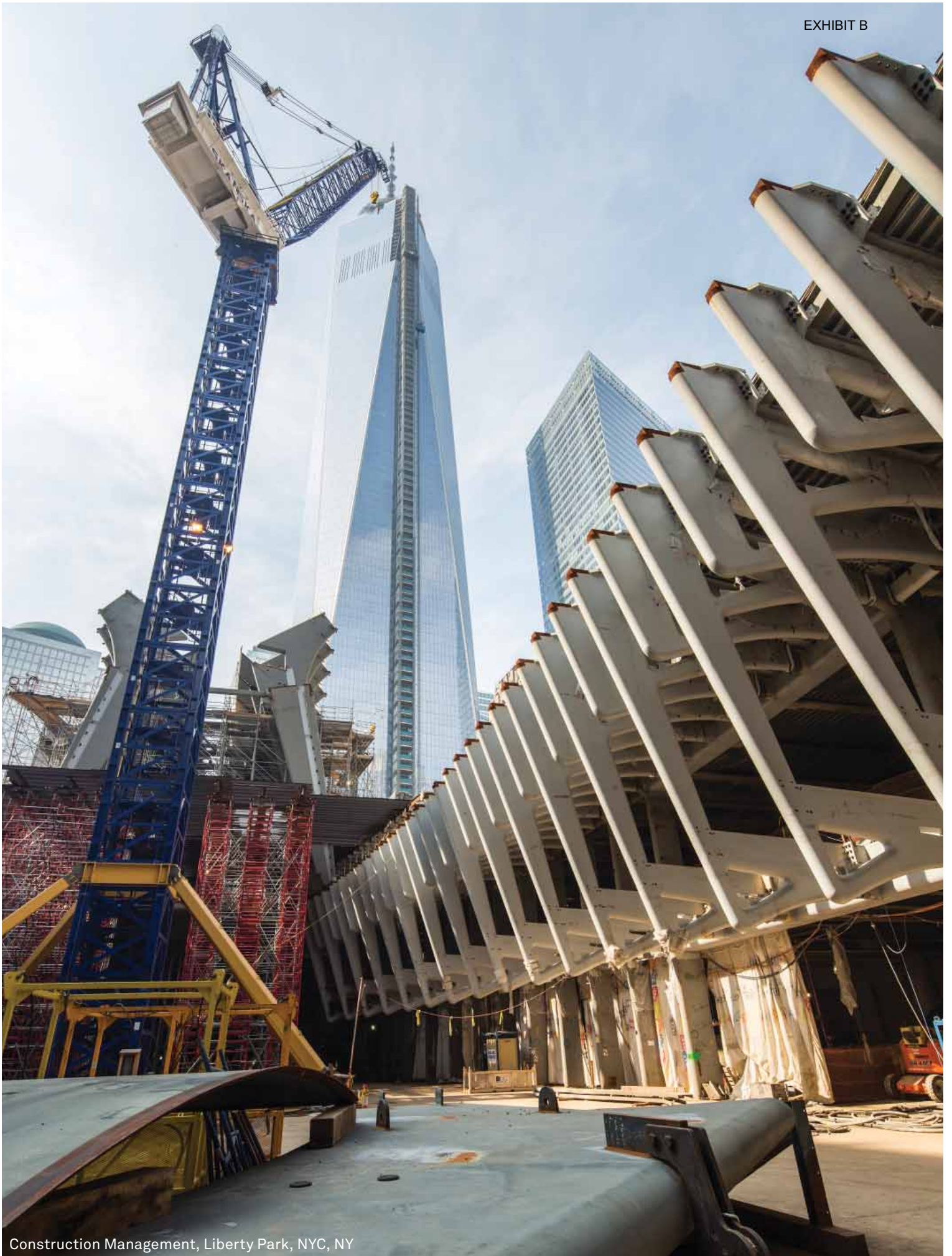
- Brownfield/Redevelopment Funding/Grants: Clean Ohio Assistance Fund, Clean Ohio Revitalization Fund, USEPA Brownfield Assessment, USEPA Brownfield Cleanup, Tax Increment Financing (TIF), Jobs Ready Sites
- Recreation/Trails Funding/Grants: Clean Ohio Trail Fund, ODNR Recreation Trails, Land and Water Conservation Program, Natureworks, ODNR Department of Watercraft Beg P Grant, Coastal Management Assistance Grant (CMAG)

**Example Grants, Agencies & Programs**

- Energy Management Funding/Grants: Energy Efficiency and Conservation Block Grant Program (EECBG), Cuyahoga County Municipal Energy Program
- Municipal Funding/Grants: CDBG, Coastal Management Assistance Grant (CMAG), Economic Development Administration (EDA), Job Ready Sites (JRS) Program. State Capital Improvements Program
- Green Infrastructure/Stormwater Funding/Grants: Clean Ohio Conservation; Surface Water Improvement Fund (SWIF). OPEA 319, Green Project Reserve (DWSRF), Great Lakes Restoration Initiative (GLRI), Water Resource Restoration Sponsor Program Resources (WRRSP), FEMA Pre-Disaster Mitigation Grant Program
- Transportation Funding/Grants: TLCI, Transportation Enhancement, CMAQ, Tiger, ODOT Gateway Enhancement Program, ODOT Safe Routes to School

**Services**

- Funding Research
- Recommendations about Options
- Preparation of Funding Applications
- Technical Project Descriptions
- Cost Estimates
- Preliminary Design
- Agency Coordination



# 02 SPECIALIZED EXPERIENCE

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## Relevant Projects Examples

This section demonstrates our ability to successfully execute Program Management Services as defined in the scope of the RFP. The projects shown in this section represent a cross section of this team's extensive experience. These projects were selected based on relevance and complexity, particularly as related to program management, project management, construction management as well as engineering, specialty, and value-added services.

The examples shown in this section were completed by various members of the proposed staff shown in Section 3. Most of our team members worked on these projects in some capacity depending on their availability at the time.

# MILLENNIUM PARK

Managing Owner’s Representative, City of Chicago, IL



Chicago’s Millennium Park has transformed an under-utilized site previously occupied by unsightly railroad tracks and surface parking lots into an urban oasis, creating a destination rich in art and recreational opportunity. No other site showcases more art, music, architecture and landscape architecture by leading luminaries from around the world.

More than 600 trees were planted in the park, and a 10 acre formal ‘Laurie Gardens’ designed by noted landscape architect Kathryn Gustafson provides a changing experience for all seasons and times of day.



The project included a new 2,200-space subsurface revenue-generating parking garage and a 1,200-foot-long by 100-foot-wide bridge structure that covered an active electric commuter line, both of which serve as the support slab for the finished park above.

AECOM was invited to provide program management services at a time of project distress when the general contractor had been terminated, and project ownership had been shifted between city agencies. Working as an



Completed Landscape Architecture



EXHIBIT B



extension of the Public Building Commission (PBC) of Chicago, our responsibilities included design review, constructability review, construction administration/ documentation, bid and award assistance, contractor coordination, schedule development and control, budget development and cost control, shop drawing control, quality assurance, change order processing, facility commissioning, contract closeout, and public interface.

We developed and updated a Master Program Schedule to ensure coordination of disparate contracts and projects, so that the park opened when required and advertised. AECOM shepherded the various projects through the Certificate of Occupancy inspections and requirements of various governmental agencies, as required. Work required extensive coordination among various agencies to include CDOT, Metra Rail, Department of Revenue, Chicago Park District and the Public Building Commission as well as adjacent facilities and other construction contracts.

Our scope of work also included managing construction of Jay Pritzker Pavilion and the Great Lawn, Wrigley Square and the Ice Rink.



**Client:** Public Building Commission of Chicago  
**Location:** Chicago, IL  
**Size of Development:** 24.5 acre park, 2,220 space parking garage, 1,200' bridge  
**Construction Cost:** \$475 million  
**Reference:**  
 Ed Uhlir  
 Executive Director  
 Millennium Park, Inc.  
 (312) 744-2053

# FOREST PARK

Program & Construction Management, St. Louis, MO



Forest Park, including its 83-acre zoo, is one of the largest urban parks in the United States and site of the 1904 World's Fair and the Third Olympic Games, and has been undergoing a major rehabilitation since 1997. **AECOM served as the program and construction manager for implementation of Phase 1**, which called for rehabilitation of the 1,293-acre park's infrastructure, buildings, golf course, and waterway system, as well as reforestation of the landscape. Besides the golf course and lakes, Forest Park houses St. Louis Zoo, the St. Louis Art Museum, History Museum, Science Center, and the outdoor MUNY Theater. The park attracts more than 12 million visitors annually.

The Forest Park program is the result of a public and private partnership. **AECOM interfaced with, and managed both public and privately administered projects requiring extreme flexibility in procedures and processes.** These high profile projects involved regular meetings with client representatives and the public to communicate project issues, identify problems and recommend solutions. We also performed economic feasibility studies of the park's O&M costs.

We identified and coordinated construction with park activities and upcoming activities and developed a construction phasing and design activity plan to minimize disruption to park operations and visitors. The program included rebuilding and rerouting roads and sidewalks, rebuilding infrastructure including utilities, rebuilding the waterway system that flows through the park, bridges, running and biking trails, rebuilding of lakes, stone work features, playing fields, parking lots and major landscaping. **Our role covered all pre-construction and construction phase services, including scheduling, cost estimating, design management and constructability and completeness reviews, monitoring construction, change order processing, quality assurance services, monitoring and processing progress payments, reimbursement funding from private sector partners, and inspections.**

### Operational Park Issues

All of the projects undertaken in this park were completed while the institutions such as the Zoo, Art and History Museums, Planetarium, Golf Courses, Tennis center, and other facilities continued to operate. AECOM managed 53 projects concurrently, with an average of eight in construction at any given time. AECOM identified and coordinated construction with park activities and upcoming events and developed a construction phasing and design activity plan to minimize disruption to park operations and visitors.

### Historic & Archaeological Issues

AECOM coordinated with the historic preservation efforts and conducted an archeological study to identify cultural resources in the park. Emphasis was made to mitigate any delays to the schedule.

### Environmental Issues

AECOM utilized consultants and our own Natural Resources team to support wetlands mitigation, water quality improvements, reforestation, wildlife corridors, and other environmental issues. We provided in-house staff biologists, anthropologists, botanists, and environmental engineers. We developed sustainable systems throughout the park that would seamlessly interact with each other. This included ecosystems, infrastructure systems, and recreation.

### Challenge & Solution

One of the greatest challenges for the AECOM Program Management Team has been to demonstrate extreme flexibility in several critical areas including project staffing, project phasing, public and private committees and funding, and ongoing park activities and events. All of these issues require seamless coordination and the ability to adapt quickly to constantly changing conditions in the program in order to achieve project success with schedule, budget, and quality of work, sustainable systems and user safety.

An example of how our flexibility facilitated project success was our approach to interfacing with the public and private partnership (City of St. Louis & Forest Park Forever, a non-for-profit organization) jointly funding and administering these projects. Our ability to adapt to the various management styles and funding opportunities, while managing concurrent projects enabled us to mitigate potential delays, enabling 12 million annual visitors to continue to visit, preserve the historical and architectural features, and above all, preserve and enhance the natural environment and restoration of the park ecosystems. All of which has been accomplished to meet the scheduled completion for the World's Fair Centennial Celebration in 2004.

**Client:** City of St. Louis

**Location:** St. Louis, MO

**Size of Development:** 1,293 acre park, infrastructure, buildings, golf course and lakes, Forest Park houses an 83 acre zoo, the St. Louis Art Museum, History Museum, Science Center, and the outdoor MUNY Theater.

**Construction Cost:** \$86 million

**Reference:**

Dan Skillman  
Parks Commissioner  
City of St. Louis  
(314) 289-5340

# LIBERTY PARK

## Design & Construction Management Services, World Trade Center, NYC



AECOM is working in joint venture with architect Santiago Calatrava to design the new \$2-billion dollar permanent PATH Transportation Terminal. A cornerstone of the redevelopment of the World Trade Center site, the vast Transportation Terminal will be positioned above a network of passageways linking various transportation modes, from subway lines to ferry boats. High end retail shops and restaurants will surround the great open space of the Oculus, a Santiago Calatrava soaring signature design

The importance of the PATH Transportation Hub in lower Manhattan will go far beyond its architectural appeal and its service to the traveling public. As the nexus to the other buildings of the WTC site and to adjoining properties to the east, north and west of the site, the Hub will not only be a critical link in the day to day life of lower Manhattan, but also a tourist destination equal in scale to such other New York landmarks as the Empire State Building, Rockefeller Center and Grand Central Terminal.

Our security and information technology experts have worked on other internationally visible projects and understand the design and engineering requirements for



## EXHIBIT B



complex, integrated security systems. The PATH Terminal requires access control, intrusion alarm monitoring, video surveillance and security communications to provide the protection required for such an important facility, its employees, and users.

Our security design meets or exceeds the guidelines established by the U.S. Department of Transportation's Federal Transportation Administration, as well as the facility operator's own security standards and guidelines, including requirements for inter-system operability and sharing of data and video surveillance with other site stakeholders.

High standards of survivability and sustainability and very high levels of protection also guide our designers: the integrated, network-based system comprehensively addresses the three primary goals of reducing loss of life and physical injury to transit riders, staff, and passers-by; of protecting systems against the effects of loss of power through direct attack or by external event; and of reducing failures induced from outside the transit agency that could affect service delivery or maintenance.





**Client:** Port Authority of New York and New Jersey

**Location:** New York, NY

**Construction Cost:** \$2 billion

**Reference:**

Frank Gallo

Senior Project Manager

Port Authority of New York and New Jersey

(212) 435-5333

Connections for improved mobility to street level and seamless pedestrian access to the World Financial Center, area NYC Transit services and Fulton Street Transit Center are fundamental to the design. Surrounding these connections are programmed spaces for retail and commercial activities to support the pedestrian flow and form a destination in and of itself.

At street level, an architectural statement to memorialize the events of 9/11 is presented in the form of the Oculus. This covering structure of glass and steel will allow daylight to stream down into the Transportation Hub.

The design incorporates such measures as blast-protective construction, CCTV systems, physical intrusion protection, and chemical, biological, and radiological security to protect against and mitigate threat scenarios. Principles of sustainable design such as energy efficient systems, indoor environmental quality, life-cycle costs and impacts, and material resource and conservation are also central to the project.

**AECOM is providing services for:**

- Final engineering of site preparation
- Site stabilization
- PATH facilities, including platforms and mezzanine
- Preliminary through final design for terminal building
- Space programming for retail services (including design of all building services)
- Building Management Information Systems
- Communications (Emergency, Retail and Building Management/Security)
- Construction Management (provided by Tishman, in a joint venture)
- Pedestrian connections
- Security
- Sustainable design
- Vertical transportation and conveyances
- Public wayfinding systems

# LEXTRAN CORPORATE HEADQUARTERS

Program Manager, Transit Authority of Lexington-Fayette UCG, Lexington, KY



AECOM was selected as Program Manager to serve as a liaison with the Design-Build team and other consultants for Lextran’s new headquarters complex needed to consolidate all of their administration, management, bus maintenance, bus storage, and training needs which are currently housed in separate facilities. In addition, the Program Manager is assisting in the coordination of the requirements of the Federal Transit Authority and the KDEP in relation to the requirements of each agency, as well as all other regulatory authorities.

This new 53,000sf headquarters project is currently (10/2015) under construction. The facility will combine all of support services on a single property and provides the client with increased operating efficiencies. The project was partially funded by the Federal Transportation Administration and is designed for LEED certification.

### Scope of Services

As Program Manager/Owner’s Agent we are responsible for both Pre-construction and Construction phase services including constructability reviews, estimates, project coordination, RFI coordination, construction



Exterior & Landscape Design Concepts



progress documentation, quality review, and scheduling. We are also providing technical advice, consultation, coordination and general oversight in the areas of:

- Coordinate between the Design-Builder and other sub-consultants.
- Assistance preparing RFPs necessary for additional services such as:
  - Enhanced Commissioning
  - Interior Design (FF&E Design & Procurement)
  - Special Inspection
  - Telecommunications, Technology & Security Systems
- Confirmation of compliance.
- Period observation of the construction work to assure the Design-Builder's compliance with the requirements of the Part 2 Contract Documents.
- Review and recommendation for approval of progress payments to the Design-Builder and other sub-consultants, vendors, and suppliers.



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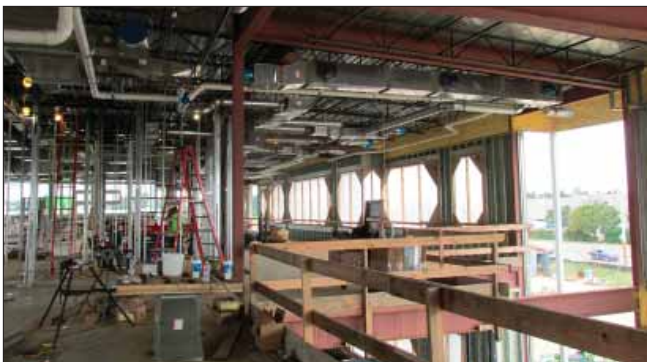
- Fielding questions of the Design-Builder, vendors, regulatory authorities, trouble-shooting, scheduling, problem-solving, and advising and providing recommendations to Lextran regarding the day-to-day design and construction of the Project.

**Benefit/Value to Client:**

Our experience with the FTA and its unique project guidelines and requirements, allowed us to make sure that all project participants worked within the rules so that LEXTRAN received the full benefit of FTA funding.

**Results Accomplished:**

- Right-size office space for administration, operations and maintenance, which are functional and flexible.
- Additional vehicle repair bays, increased parts storage, shop equipment, and tool storage areas.
- Optimum bus and employee parking design.
- Maintenance and operations personnel locker facilities, and break areas.
- Site and building security improvements.



**Client:** Transit Authority of LFUCG

**Location:** Lexington, KY

**Size of Development:** 22,633sf

**Construction Cost:** \$23M

**Delivery:** Design-Build

**Completion Date:** Construction Ongoing

**Certification:** LEED Silver

**AECOM Team:**

Neal Gresham, PE, David Stahl, LEED AP

**Reference:**

Keith Srutowski

Transit Authority of Lexington-Fayette Urban County  
(859) 255-7756, ksrutowski@lextran.com

# BURNHAM PLACE

Landscape Architect, Akridge Commercial Real Estate, Washington, DC



Burnham Place is planned to occupy the air-rights development over the historic Union Station tracks in Washington, DC. The mixed-use development will include office, residential, retail, and hotel, unified by an urban public realm landscape built entirely on structure. The project aims to unify the city's central business district, Capitol Hill, NOMA, and H-Street neighborhoods.

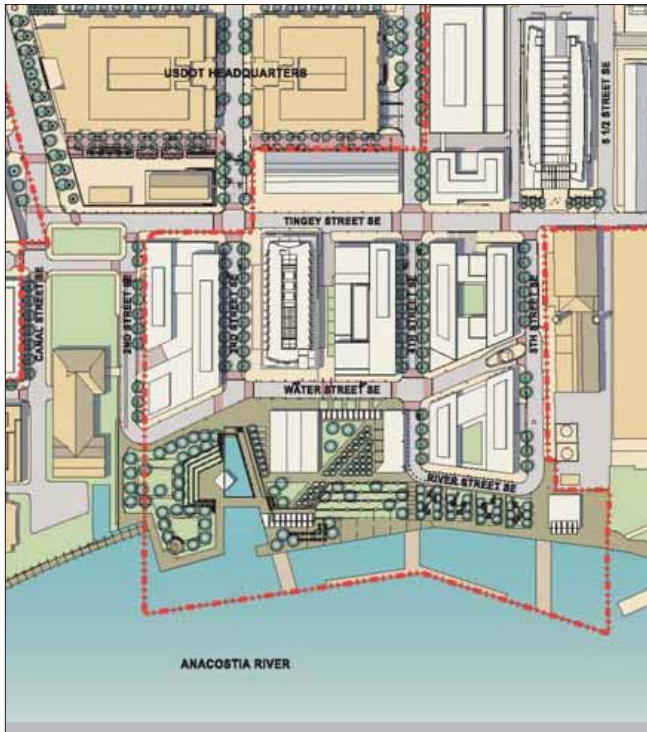
As landscape architect, AECOM developed a public realm design concept of interlaced terraced gardens, plaza spaces, and downtown termination of the Metro Greenway connecting city-wide pedestrians and bicyclists with the Union Station precinct. The development, focused around H Street NW, transforms urban space, with an iconic entrance and setting for the glass-enclosed structure over Union Station's busy rail platforms on one side, and on the other, a great public piazza.

Burnham Place provides a unique and new grand entrance for visitors arriving in downtown Washington, DC via railway, bus, and automobile, and on foot and by pedal.



# THE YARDS

Forest City Enterprises, Washington, DC



AECOM is working with local developers to take the innovative streetscapes of The Yards from concept to reality. Part of the emerging Capitol Riverfront, The Yards is the mixed-use redevelopment element of the Federal Center in Washington, DC.

The redevelopment concept includes innovative storm water management systems, allowing the streetscapes to play a significant role in improving water quality in the Anacostia River. The streets will include permeable pavements and bio retention facilities that filter street run-off as a first line of healthful waterflow management defense for the river.

AECOM detailed how to build the systems to achieve the best balance of performance, ease of maintenance, aesthetic appeal and pedestrian function. The intent is to integrate innovative storm water management practices into landscapes that residents, employees and visitors will use every day, and give the entire precinct a distinctive level of finish.

**Lessons Learned:** The profile of excavation and backfill of porous materials to achieve storage and filtering volume can dramatically affect construction costs. Evidence shows that wider and shallower systems achieve a higher level of infiltration and reduce construction costs.



Design Concepts



Stormwater Catching Bioswale

# BUZZARD POINT

The City of Washington, DC



Proposed urban retrofit and infill - The natural ecosystem of the site has been completely displaced by the urbanized and industrial development on the site. In the pre-Columbian era, the site would have most likely been a riverine hardwood forest, mixed with associated wetland and riparian features. Currently the site is nearly devoid of any natural species, with existing vegetation consisting of a limited number street trees, shrubs, weeds, and volunteer trees. Our proposal will increase the urban tree canopy with more than a 1000 additional trees, create bird and riparian habitats, reduce the storm water run off river pollution and site imperviousness.



Design Concepts

# WHARF DISTRICT PARK

Massachusetts Turnpike Authority, Boston, MA



The Central Artery Tunnel project is one of the most expensive public works programs in US history. Of the 250 acres of new parks and open space accompanying it, three new downtown parks will take shape along a 30-acre linear path. At four acres, Wharf District Park is the largest, occupying a key part of downtown Boston between Quincy Market and the New England Aquarium.

The design concept seeks to reveal the unique attribute of the site: it was once under water and part of the harbor. As Boston grew, wharves were extended into the surrounding harbor and then, over time, backfilled creating dozens of acres of man-made land.

The plan for Wharf District Park uses granite pavers to mark the line and extent of wharves, five in all, as they formerly coursed through the park area. These granite areas serve as walkways, plazas, and fountains for park users. The wharves mark the east/west paths through the park. The north/south paths are distinct from each other. One is on the city-side, treated as a formal tree-lined promenade for social gatherings, festivals and markets. The other is on the harbor-side, treated as an informal garden replete with native plants, grasses, and perennials. Taken together, these narrative strategies epitomize the qualities of place both historically and geographically.

Construction is ongoing. **Project size:** 250 acres **Cost:** \$16M. **Awards:** Honor Award, American Society of Landscape Architects Potomac/Maryland Chapter, 2008



# OLD TOWN SQUARE - DOWNTOWN IMPROVEMENTS

City of Fairfax, VA



In the heart of the Historic City of Fairfax, Old Town Square is envisioned as a central open space for community gatherings and events. AECOM was selected to develop concept design ideas which integrate existing historic garden with new public space amenities.

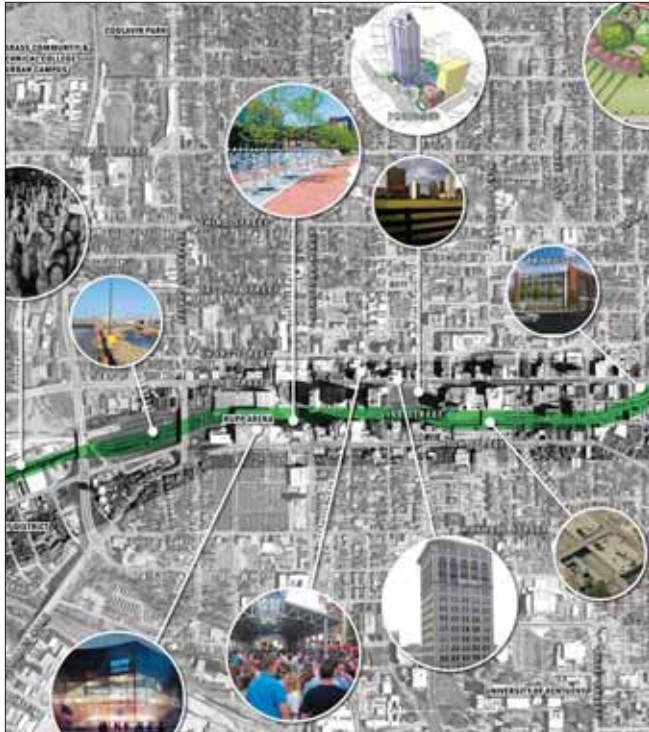
The concept plan addressed the challenge of unifying the entire block by creating organized series of spaces for daily activities and signature events. The plan established an accessible pedestrian circulation through the historic garden and memorial garden; created a flexible central plaza. A strong visual axis is introduced into the site from northwest corner. The concept plan incorporates innovative stormwater management, permeable parking area, interactive water feature and comfortable human scale seating areas.



Interactive Water Features

# RUPP ARENA ARTS & ENTERTAINMENT DISTRICT

Urban Planning, Lexington Downtown Development, Authority/Lexington Center Corporation



**LORD  
AECK  
SARGENT**

Urban Collage\* was engaged as the Program Planner/Manager for the Rupp Arena, Arts & Entertainment Task Force to conduct a comprehensive study on the Lexington Center, Rupp Arena, and its immediate context. The Master Plan revealed a number of key projects pivotal to the success of the Rupp District including a renovated Rupp Arena, a new convention center, street-fronting retail, mixed-use development, and a new public plaza connecting to a proposed system of open space and trails that would run through Downtown, known as Town Branch Commons. The Urban Design and Planning practice area is assisting the LDDA and the LCC in implementing the Master Plan. In the role of Project Planner, Lord Aeck Sargent has served as planning and design advisor, coordinated stakeholder and public involvement strategies and explored private development potential for this transformative project.

\*Some services on this project were completed by Urban Collage prior to joining Lord Aeck Sargent.



# LEXINGTON DISTILLERY DISTRICT

Urban Design & Planning, Lexington Distillery District, LLC, Lexington, KY



LORD  
AECK  
SARGENT

The Lexington Distillery District is located on Manchester Street less than 2,000' to the west of Rupp Arena and the central business district of downtown Lexington. Manchester Street as it stands today is heavily industrial, characterized by a tow yard, rail yard, decrepit infrastructure, and old warehouses remaining from a time when Bourbon Distilleries were plentiful in this area. The Old Tarr Distillery and James E. Pepper Distillery still stand and are the center pieces for the adaptive re-use plan. The plan calls for revitalization of many historic buildings as well as residential, commercial and mixed-use infill development. Plans for programming include, but are not limited to: a boutique hotel, bourbon museum, small batch bourbon distillery, office, commercial and retail space, condominiums, live work units, multi-family units, open public space, and the Town Branch Trail.

\*This project was completed by Urban Collage prior to joining Lord Aeck Sargent.





# EAST END SMALL AREA PLAN

Lexington Fayette County Government, Lexington, KY



**LORD  
AECK  
SARGENT**

Urban Collage\* in association with EHI consultants created a revitalization plan for the historic East End Neighborhood, a diverse neighborhood originally home to professionals, entertainers, and even some of the first African-American jockeys. Plans centered on balancing affordability while creating new investment, including plans for a rejuvenated Third Street Corridor.

The East End Small Area Plan provides recommendations for revitalization of the neighborhood such as residential infill and rehabilitation throughout the neighborhood, revitalization of the once thriving commercial core at the intersection of Third and Race Streets as well as along Midland Avenue, increased ecological awareness and standards throughout the industrial core, infrastructure upgrades; sidewalks, roadways, and green space and increased connectivity throughout the East End Neighborhood as well as improving connections to surrounding areas and Downtown Lexington

\*This project was completed by Urban Collage prior to joining Lord Aeck Sargent.



# THE PARKLANDS OF FLOYD'S FORK

Master Planning & Design, 21st Century Parks, Inc., Louisville, KY



While working at Wallace Roberts & Todd, LLC, Ignacio Bunster-Ossa led the preparation of The Floyds Fork Greenway Master Plan with support from Yongwoo Lee. The Master Plan establishes the general design direction for over 3,200 acres of permanently protected park land on the eastern edge of the Louisville, KY. Visionary in its scope and approach to sustainable design, the plan defines a blueprint to increase biodiversity through habitat preservation and enhancement, improve water quality through innovative stormwater management techniques, preserve agricultural land, and measure the regional sustainability costs and benefits of plan proposals implemented over time.

The Fork, also known as Floyds Fork Greenway, is the result of Louisville's visionary thinkers and city leaders, who, over the course of decades, have been setting aside valuable green space around the beautiful Floyds Fork stream valley in the eastern portion of the Louisville, KY Metro region. With more than 3,200 acres stretched over 19 miles from Shelbyville Road at the north to Bardstown Road at the south, The Fork offers Louisville a unique opportunity to provide for the recreation and open space



needs of its emerging communities as development continues its eastward expansion. The sheer size of The Fork, its magnificent views, natural beauty, and unique history places it among the most important urban park development projects in the region — if not the whole country.

The Floyds Fork Master Plan provides a framework, or “blueprint”, for the long-term development of The Fork predicated on permanent public access and design excellence. It is based on sound park and planning

principles and grounded in the values and aspirations of hundreds of people. Federal and municipal agencies, civic leaders, park and recreation enthusiasts, private non-profit organizations dedicated to land conservation and park building, and the general public participated in an 18-month collaborative planning process to frame a long-term vision for The Fork and lay the groundwork for this master plan.

The process was led by 21st Century Parks, Inc., a Kentucky-based private, non-profit corporation, created to bring a fresh vision to the preservation and development of new public parklands. In partnership with 21st Century Parks are the Future Fund, Inc., a private land trust which is contributing land and easements for public access to privately held lands in The Fork; and the Louisville Metro Parks Department, which is contributing existing city parkland to the project. Together, this unique public/private partnership has assumed the charge of ensuring that the vision for The Fork materializes and that it plays a significant role in the daily lives of all Louisville residents.



## Letters of Reference



James C. Codell III  
AECOM  
Transportation Marketing Director  
Eastern Midwest Region  
AASHTO & ARTBA Liaison Manager  
October 21, 2015

Re: National Community Land Trust Conference

Jim,

Thank you for participating in the panel discussion on Transportation and Community Development: Lessons from the Newtown Pike Extension Project and the Lexington Community Land Trust at the 2015 National Community Land Trust Conference in Lexington October 19-22nd. It was truly a pleasure to hear you speak on this topic after having heard many stories about your intersections with the Newtown Pike Extension Project. It was fascinating to hear your perspectives on the early stages of the project development. We are grateful that you and others in leadership roles embraced and encouraged creative thinking.

The establishment of the Lexington Community Land Trust as a solution for environmental justice impacts is a testament to the results of that style of leadership. I commend you for the seeds that you planted all those years ago.

Finally, thank you for using your extensive contacts and communication skills to bring Gene Cleckley and other transportation professionals to the conference. Your energy is amazing, and it clearly transferred to the workshop participants. We were very pleased with the level of engagement with the transportation focused tracks.

It has been an exciting week sharing the successes of the road project and the land trust. I am so glad that you were able to join us in celebrating those successes.

Sincerely,

A handwritten signature in blue ink that reads 'Barbara Navin'.

Barbara Navin, Executive Director  
Lexington Community Land Trust



Phil Logsdon  
H. W. Lochner, Inc.  
1040 Monarch Street, Suite 300  
Lexington, KY 40513  
October 21, 2015

Re: National Community Land Trust Conference

Phil,

Thank you for sharing your experiences in the panel discussion on Transportation and Community Development: Three Case Studies at the 2015 National Community Land Trust Conference October 19-22 in Lexington. Your intimate knowledge of the Newtown Pike Extension project was invaluable in conveying its complexity and groundbreaking approach to the audience. Thanks also for all of your help leading up to the conference. You have always made yourself available, even after you retired from the Kentucky Transportation Cabinet. There is no one who is better able to recall and explain the project's history and decisions.

As we were reflecting while preparing for this conference, I was reminded how critical your role has been to the project. You have a special gift for listening and taking in all perspectives, and then persuading the project team to consider holistic solutions. Your calm persistence expands people's comfort with exploring new ideas. We miss you on the project team, but are thankful for the direction that you helped set.

We were pleased with the level of engagement in the transportation focused tracks. It was clear from the response of both the transportation and affordable housing professionals that the innovation in this project is unparalleled anywhere in the country. I am excited that FHWA is promoting this project as a shining national example of sustainable and livable communities through their Newtown Pike Extension Project: The Road that Rebuilt a Neighborhood video and brochure.

It has been a rewarding week sharing the story of the road project and the Lexington Community Land Trust. I am so glad that you were able to join us in celebrating those successes.

Sincerely,

Barbara Navin, Executive Director  
Lexington Community Land Trust



Landscape Architecture, Wharf District Park, Boston, MA

# 03 CAPACITY & AVAILABILITY

The proposed core project team represents the best of AECOM's capabilities to manage this program to meet The Lexington-Fayette Urban County Governments's project requirements. Each team member was specifically chosen based on a combination of project experience and technical skills necessary to successfully manage and deliver projects under this program. Our team has a common philosophy of delivering world class projects on-time and on-budget.

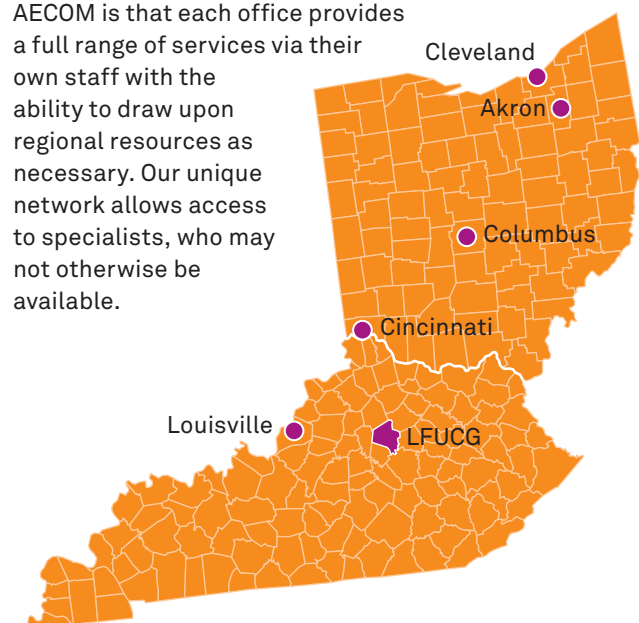
## We Believe...

- Success is ultimately determined by what you help your customers achieve.
- A company should be measured by what it accomplishes, not by what it promises.
- Creating an environment that encourages talented individuals to collaborate and solve complex problems attracts the best people.
- You can explore the diversity and potential of your people, capabilities, and geographies, the more solutions you are equipped to provide.
- Every opportunity comes with collective responsibility to perform.
- Being profitable should be a result of doing what you do safely, ethically, and better than anyone else.
- The potential for growth is limitless.

## Local & Regional Offices

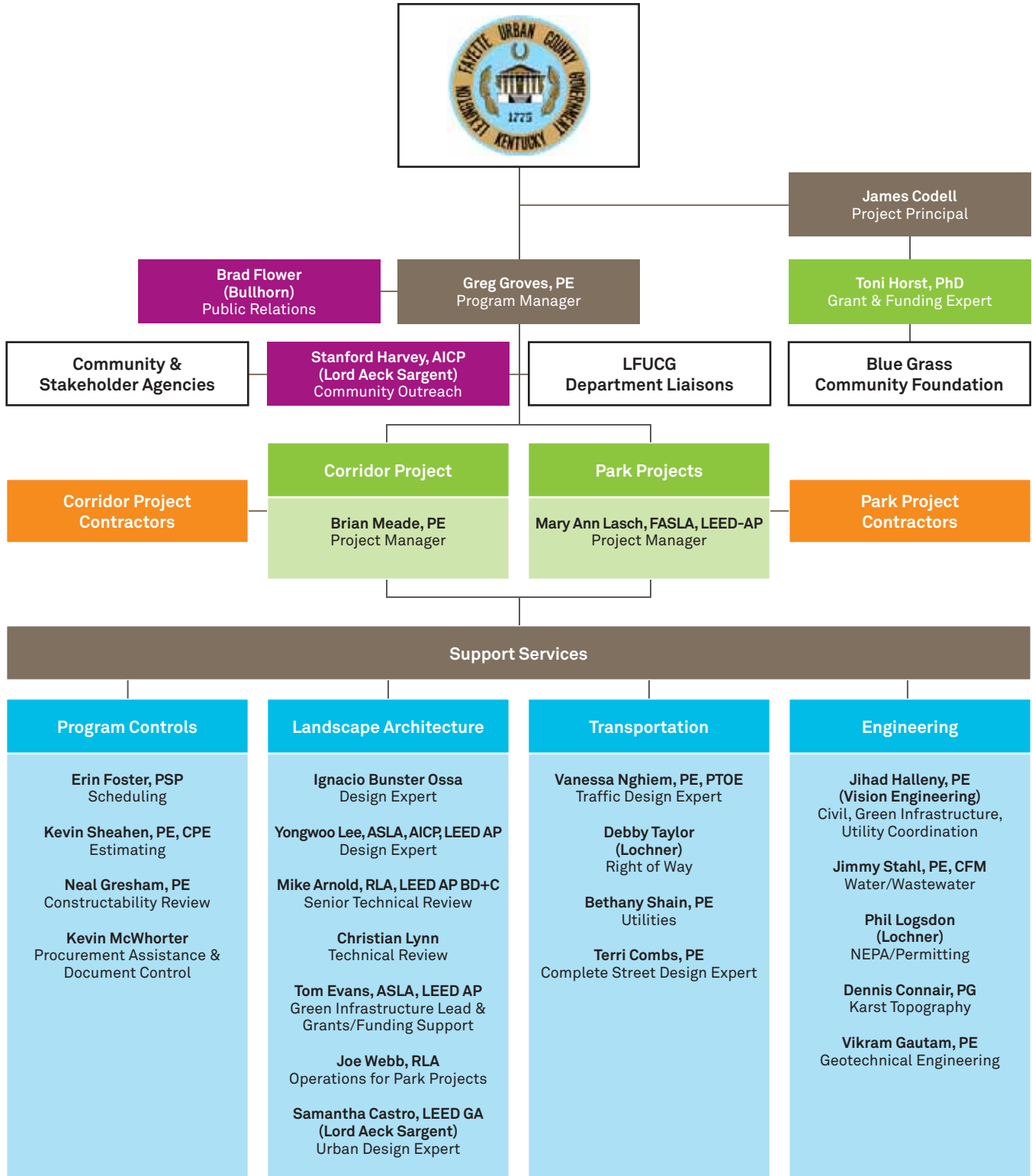
AECOM's Ohio and Kentucky based staff are comprised of more than 550 engineers and technical specialists - many with experience over 30 years!

This program will be primarily run out of our Louisville office with support from Cleveland, Akron, Columbus, and Cincinnati. One of the many benefits of working with AECOM is that each office provides a full range of services via their own staff with the ability to draw upon regional resources as necessary. Our unique network allows access to specialists, who may not otherwise be available.



# PROJECT ORGANIZATION

## Key Staff & Support Resources





# PROJECT STAFF AVAILABILITY & SUPPORT

## Support Staff by Location

Our proposed team was not chosen solely based on their experience and expertise delivering projects of similar size and scope as the Town Branch Commons. This team was assembled, in part, due to their availability based on current and foreseeable workloads. Our staff is in high demand - but our policy is to only offer staff that we know will be available for as long as they are needed on any project where they've been committed.

Below is a table of key staff that shows their overall availability along with how much time can be allocated to this project. Note that we are showing the Program Management Leadership Team and Program Control Staff. Design, Transportation and Engineering Staff will be required on an as-needed basis throughout the duration of the program.

Name, Role & Firm	Project Category	Total Availability/ Commitment to this Project
Greg Groves, PE, Program Manager, AECOM	Complete Program	70%
James Codell, Project Principal, AECOM	Complete Program	80%
Stanford Harvey, AICP, Community Outreach, Lord Aeck Sargent	Complete Program	30%
Brian Meade, PE, Project Manager, AECOM	Corridor Project	50%
Mary Ann Lasch, FASLA, LEED-AP, Project Manager, AECOM	All Parks Projects	50%
Toni Horst, PhD, Grant & Funding Expert, AECOM	Complete Program	25%
Erin Foster, PSP, Scheduling, AECOM	Complete Program	20%
Kevin Sheahen, PE, CPE, Estimating, AECOM	Complete Program	40%
Neal Gresham, PE, Constructability Review, AECOM	Complete Program	20%
Kevin McWhorter, Procurement Assistance & Document Control, AECOM	Complete Program	40%

The key staff members shown in the organizational chart to the left will be supported by large multi-discipline staff of experts. As previously stated, the majority of this program will be managed out of our Louisville office with

the support out of Cincinnati and other various Ohio locations. To provide an idea of the depth of AECOM's staff, the below table shows the number of support staffers we have locally backed up by the greater regional offices.

### Detail by Discipline of AECOM's Local Louisville & Cincinnati Locations (LOC) & Regional (REG) Support Staff:

Category	LOC	REG	Category	LOC	REG	Category	LOC	REG	
Archaeologists	10	9	Electrical Engineers	0	14	Planners: Environmental	0	2	
Architects	5	40	Environmental Engineers	2	25	Planners: Transportation	1	3	
Architecture Historians	3	3	Environmental Scientists	25	34	Planners: Urban/Regional	2	3	
Biologists	0	1	Field Inspectors	0	7	Project Managers	11	80	
Bridge Engineers	4	9	Field Technicians	81	89	Quality Assurance Specialist	0	1	
CAD Technician	1	12	Fire Protection Engineers	0	3	Structural Engineers	1	13	
Chemical Engineers	9	1	Geologists	17	25	Surveyors	0	7	
Civil Engineers	8	20	Geotechnical Engineers	1	16	Technical Editors	0	1	
Construction Administrators	2	9	GIS Specialists	11	5	Technical Specialists	2	5	
Construction Inspectors	0	5	Hydrologists	9	4	Traffic Engineers	3	7	
Construction Managers	0	9	Interior Designers	0	3	Transportation Engineers	13	19	
Designers	3	29	Landscape Architects	0	6	Water Resources Engineer	6	26	
Ecologists	0	2	Mechanical Engineers	0	12				
							Total	230	559

# ABOUT THE AECOM TEAM

Local ties to key Lexington projects supported by regional expertise.

We have a long history delivering success projects of all types to clients throughout Kentucky. The leadership of our team is local and has a vested interest in seeing these projects come to life. The projects proposed in the Town Branch Commons will breathe new life into downtown Lexington and as the Program Management Team, it's our responsibility to realize this vision.

Our proposed Program Manager is Greg Groves. Greg is a former Fayette County Public School student and graduate of the University of Kentucky with a degree in civil engineering. He's very familiar with the Lexington area and understands the transformation this project will have on the City. Being a career employee with the Kentucky Transportation Cabinet (KYTC) he has established relationships with KYTC staff, both in Frankfort and in the District 7 office which will prove beneficial during the program management of the Town Branch Commons Corridor project, especially in the area of encroachment permitting with KYTC and utility coordination on the numerous underground utilities along the corridor. His role as Project Principal on several Lexington area design and traffic projects coupled with his experience working on the Waterfront Park and City of Parks projects -in Louisville provides well-rounded knowledge on how to integrate and deliver a multidisciplinary project such as the Town Branch Commons.

Our proposed Project Principal is James C. Codell, III. Jim will have a very active role on this project as he is a Lexington resident and is well known in the industry; locally, regionally and nationally from his former positions as KYTC Secretary of Transportation, President of AASHTO and University of Kentucky's College of Engineering Advisory Board. His tireless energy will be a real asset to the LFUCG team as he helps us work our way "through the project development process". He has high level agency and political relationships which will be valuable as we assist the City position itself for funding opportunities to expedite the construction of all the Town Branch Commons projects. Jim will also be very valuable assisting the Blue Grass Community Foundation with fund raising efforts, if requested, as people know that his involvement in an initiative is worth the time and money.

## Local Experience, World Class Results

We've worked with many of the major local and state agencies over the years. Most recently we've delivered successful, on-budget/on-time projects for the Kentucky Transportation Cabinet (KYTC), Lexington-Fayette Urban County Government (LFUCG) and Lexington Area Metropolitan Planning Organization (LAMPO).

### US-27 Access Management Plan between Nicholasville and Man O'War Boulevard.

Greg Groves - *"Our intent was to improve the safety and congestion on US-27 as well as plan for future development along the corridor. We established a common vision for regional mobility while preserving the traffic capacity, optimized flow and attention to safety."*

The project was requested by KYTC and included collaboration with LFUCG, LAMPO and Jessamine County. The goal was to build consensus on an access management plan on US-27 in Fayette and Jessamine Counties. The project outcome culminated in the signing of a Memorandum of Understanding (MOU) in 2012 to adopt the plan. The signatories included the Jessamine County Judge Executive, Mayor of Nicholasville, Mayor of Lexington and Lexington Metropolitan Planning Organization. Due to the successful consensus built on this project, the Access Management Plan was adopted. Subsequent to the adopted plan, AECOM was recently selected by KYTC to implement the recommendations from the plan.

James Codell - *"This project demonstrates our ability to coordinate between multiple jurisdictions and generate commitment in reviewing development plans and making decisions related to access connections and permit requests."*

**Man O-War Small Area Study.** KYTC needed to examine the area around I-75 and the interchanges with Man O-War Boulevard and Winchester Road through Hamburg Place. We evaluated existing conditions by collecting traffic volume data, crash data and inventorying existing pedestrian, bicycle, and public transit facilities.

Greg Groves - *"We identified several congestion areas and 'hot spots' that posed safety concerns. We will propose short term safety solutions along with our long-term recommendations."*

The long term, options that will include an interchange modification based on intense traffic and engineering analysis. To gain community and stakeholder buy-in, we are planning public meetings to present our findings and solution options. These meetings will include KYTC, LFUCG, LAMPO and the Federal Highway Administration.

#### **Regional Intelligent Transportation System (ITS)**

**Architecture Study.** This federally funded project called for a complete statewide ITS framework systems study along with supporting documentation. We coordinated with several Lexington area stakeholder agencies such as Lexington-Fayette and Jessamine County areas for the LAMPO. Stakeholder workshops were conducted to identify existing ITS infrastructure, changes in regional needs since the 2004 BITS Technical Memorandum, operational roles and responsibilities, system functional requirements, interface requirements, identifications of ITS standards supporting regional and national interoperability and sequence of projects requiring implementation.

*Greg Groves - "ITS is an example of our depth of understanding regarding transportation design. Many large-scale concepts can be applied to local, surface street applications."*

**Town Branch Flood Plain Analysis.** This project was for LFUCG and included our proposed DBE firm in Lexington, Vision Engineering. We provided hydrologic analysis, technical review, floodplain delineation, project mapping and FEMA map revision support services for the Town Branch watershed. Historical data and observation indicated that the effective model being utilized was overestimating the 100-year base flood and this project demonstrated the actual limits.

**Rupp Arena Re-invention Project.** Hunt Construction Group, a division of AECOM, was selected by the Lexington Center Corporation in 2013 to provide the construction services for the re-invention of Rupp Arena. Hunt Construction was involved in the original construction of Rupp Arena in 1976.

*James Codell - "Our acquisition of Hunt will be extremely valuable to our team in terms of coordination of that project with the Town Branch Commons project."*

**Statewide Environmental Stormwater Contract.** This contract involved consulting services for implementing KYTC's storm water program. We developed KYTC's MS4

Manual, provided staff training, developed individual construction storm water permits. We also provided construction and post-construction BMPs incorporating KYTC karst policy and wellhead protection areas.

As part of the contract we bench marked KYTC's program against other state DOTs and negotiated renewals of MS4 permits with state regulators.

*Greg Groves - "This program involved a lot of community outreach work. We had to keep KYTC's Stormwater webpage up to date and develop education and outreach programs. We prepared annual reports, and updated their Stormwater Quality Management Plan."*

#### **Louisville MSD Green Infrastructure Manual.**

*James Codell - "Green design is one of the most exciting things we do. Our water handling experts collaborate with our landscape and streetscape designers to produce results that are aesthetically pleasing, promote community development while reducing CSO and stormwater intake."*

Louisville Metropolitan Sewer District (MSD) needed to promote green infrastructure to reduce CSO overflow volumes as part of a consent decree. We provided specific design guidance to standardize techniques and design parameters for the community. We developed a Green Infrastructure Design Manual which included several key components such as Plan Development Standards and Selection Process that guides users through the process of selecting a suite of practices for their site.

**Louisville MSD Rain Garden Design.** We provided design of several rain gardens at the MSD Headquarters in downtown Louisville - to mitigate and treat stormwater runoff from the three-story office building rooftop and reduce stormwater volume contributing to problematic combined sewer overflows in the area. The project consisted of site investigation and assessment of stormwater routing through interior roof drains connected to the combined sewer and preparation of construction plans, specifications and cost estimates. We worked with MSD and multiple contractors to coordinate design with geotechnical investigation, sewer connectivity and landscape plans.

*Greg Groves - "This project is another example of how we can keep stormwater out of the sewers and put it to good use feeding our community green spaces!"*

## Q&A WITH THE PROGRAM MANAGER

Greg Groves' thoughts about how his team will approach this project.

### What do you see as some of the biggest challenges to getting the Town Branch Commons Project built?

*"I think you have to start with funding. Our firm is working on sections of the Louisville Loop project and has followed the progress of the City of Parks since it was announced in 2005. The implementation of the overall vision for this endeavor was greatly expedited by **receiving a \$38 million federal grant** which represented a third of the cost. Recognizing this important factor is why we have included federal funding experts on our team who are well versed in federal funding such as TIGER Grants. **We want to help the City be in position to apply for as many public funding opportunities as we can.** We currently hold a Statewide Local Public Agency General Services contract with KYTC and are also very familiar with local funding options through the Office of Local Programs. These include Congestion Mitigation and Air Quality (CMAQ), Safe Routes to School (SRTS), and Transportation Alternatives Program (TAP) which was formally the Transportation Enhancement (TE) funding. Other funding options are through the Lexington MPO by utilizing SLX funds. In addition to public funding, we will be working closely with the Blue Grass Community Foundation to help with private fund raising. It will take a comprehensive plan of attack to obtain the \$55 million of funds needed to complete the project."*

### The goal of bringing Town Branch back to the surface will require the implementation of green infrastructure techniques. What has been your experience with green infrastructure?

*"Our firm is very experienced in the field of green infrastructure both locally and nationally. This is a sustainable solution that is supported by the EPA for combined sewer overflow reduction. **We use vegetation, soils, and natural processes to manage water and create healthier urban environments.** The Louisville Metropolitan Sewer District chose us to prepare their Green Infrastructure Manual as part of their Consent Decree. This document can be found on their website and we have included staff that worked on that project on our team for the Town Branch Commons project."*

### Why should the City choose AECOM versus another firm?

*"AECOM is a world class firm with offices around the globe. We have on-staff experts in complex-niche specialty areas that enable us to provide solutions to some of the most difficult technical issues. We are ranked by Engineering News-Record as the #1 Top Design Firm, #1 Top Green Design Firm, and #1 Top Transportation Firm to name a few. **While these are impressive, it's still all about the people you will be working with.** Our local program management team is from Kentucky and includes people that have been involved with area projects for several years. Our work on projects such as Rupp Arena project, CentrePointe and several KYTC projects are strengths of our team. Our partners including Stan Harvey and Sam Castro with Lord Aeck Sargent and Phil Logsdon with Lochner round out a team that's eager to serve the City on this transformational project."*

## It's widely known that AECOM acquired Hunt Construction in 2014. Since Hunt is building the Rupp Arena how would choosing AECOM for this project benefit LFUCG?

*"Given that the Town Branch Commons Project includes the Rupp Arena block, and that AECOM and Hunt are now one and the same, **choosing our team can offer real coordination between the two projects and an understanding of the details, large and small**, which will allow for better communication and an integrated design approach. Our team offers a real advantage here because we can bridge communication gaps between the LFUCG and the Lexington Center Corporation - who is running the Rupp Arena Re-Invention project. The Hunt Construction Group, actually constructed the original Rupp Arena in the mid-1970s."*

## Do you have any Lessons Learned that can be applied to help us here in Lexington?

*"A major issue for project sponsors is fierce competition for limited program funds; doing the groundwork to ensure that projects are able to take advantage of funding opportunities—be they TIGER grants, discretionary programs, or even non-traditional sources—is essential for advancing a program.*

***Our team has experience working with clients such as LFUCG to develop a strategy that aligns the Project against a portfolio of funding sources, including local, state, federal, and even private sources.** Potential federal funds include new programs that could be potentially be authorized by a new Surface Transportation Authorization Act, alternative federal transportation programs, and other federal programs. We are tracking the evolving reauthorization of the surface transportation act on behalf of our clients—assessing how proposed changes affect ongoing strategies or create new opportunities. Our grant specialist, Toni Horst, is based in Washington, DC.*

*We understand how to ensure that LFUCG's projects receive full consideration in the grant review process and ultimately advance. Projects must satisfy USDOT's strategic transportation goals:*

- *Build a foundation for economic competitiveness*
- *Ensure safe and efficient transportation choices*
- *Promote energy efficiency and environmental quality*
- *Support interconnected livable communities*

*Other key ways that we will help LFUCG demonstrate and communicate the benefits of its projects include:*

- *Regular support of clients in securing funding and working directly with the funding agencies; we know these guidelines inside and out.*
- *Technical expertise to develop the best case for a project—developing and tailoring methods and models as needed. We do not use a "one size fits all" approach, but rather adjust the approach for each project to provide a comprehensive case and supporting analysis.*
- *We ensure that the projects presented in the grant applications are properly scoped and defined to demonstrate that their projects will have the maximum geographic impact and improve the lives of the most people.*
- *We have significant stakeholder outreach experience and depth of resources throughout the country. We understand that communication is a key element to project success. Our team will ensure that grant applications demonstrate close coordination with project partners. This has been a key evaluation criterion in several recent grant programs."*



## GREGORY T. GROVES, PE

**Vice President, Louisville Office Manager**  
**Kentucky Transportation Business Leader**  
**Program Manager**

Mr. Groves was a career employee with the Kentucky Transportation Cabinet (KYTC) serving predominantly in the project development area during his tenure. Mr. Groves started with URS (AECOM) in June 2006 and serves as the Kentucky Transportation Business Leader as well as being the Office Manager, responsible for the administrative operation of a 70 person office that includes several engineering and environmental disciplines serving both public and private clients throughout Kentucky and the region.

### Areas of Expertise

Project Management  
 Program Management  
 Project Development  
 Roadway/Bridge Design  
 Public Involvement/  
 Consensus Building  
 NEPA/ Transportation  
 Decision Making  
 R/W & Utility Coordination

### Years of Experience

With AECOM: 9.5 Years  
 With Other Firms: 17 Years

### Education

BS/Civil Engineering/University of Kentucky

### Professional Registrations

Professional Engineer / KY 18066

### Professional Affiliations

Transportation Advisory Board, Greater Louisville, Inc.  
 (Louisville Chamber of Commerce)  
 Board of Director, American Society of Highway Engineers  
 Board of Director, American Public Works Association  
 (State & Local Chapter)  
 KYTC Advanced Leadership Academy Mentor  
 Vice Chair Highway Design Subcommittee, ACEC-KY

### Project Highlights

**Principal in Charge, KYTC Statewide Roadway Design Program (2007-2017):** Mr. Groves serves as the Principal in Charge for this Roadway Design Program contract with KYTC which URS has held since its inception in 2007. He oversees the program management and project implementation of all assignments including coordination with external agencies such as city/county governments, regulatory agencies and utility companies. He is responsible for the execution of over 40 Letter Agreement assignments from 2007 to 2015.

**Principal in Charge, KYTC Statewide Drainage Design Program (2014-2016):** Mr. Groves serves as the Principal in Charge for this Drainage Design Program contract with KYTC. The purpose of this contract is to assist KYTC with drainage design on projects across the state. Potential scope items and services include: performing large scale watershed and hydraulic models, performing hydraulic analysis for storm sewers, culverts, bridges and detention/retention basins, green design and preparing drainage folders for highway projects.

**Principal in Charge, KYTC Statewide Environmental Storm Water Program (2011-2017):** Mr. Groves serves as the Principal in Charge for this Environmental Storm Water Program contract with KYTC. The purpose of this contract is for implementation of KYTC's storm water program which includes development of KYTC's MS4 Manual, staff training, development of individual construction storm water permit applications, development of construction and post-construction BMPs incorporating KYTC karst policy and wellhead protection areas, benchmarking KYTC's program against other state DOTs, MS4 permit renewal negotiations with state regulators, updating KYTC's storm water webpage, development of education and outreach programs for partnering MS4, preparation of annual reports, and updating Storm Water Quality Management Plan (SWQMP)

**Principal in Charge, KYTC Statewide LPA General Services Program (2013-2017):** Mr. Groves serves as the Principal in Charge for this Local Public Agency (LPA) Program contract with KYTC. The purpose of this contract is to provide general engineering and management services for

a wide variety of projects at the direction of the KYTC and LPAs on a statewide basis. Services include transportation planning, roadway design, sidewalk/ADA compliant design, streetscape design, structural design, surveying, site design, geotechnical design, traffic engineering, environmental services, and permitting services, construction document preparation, construction administration along with the coordination of project with various agencies statewide.

**Principal in Charge, District 7 Traffic Engineering Services Program (2007-2017):** Mr. Groves serves as the Principal in Charge for this program contract which provides staff augmentation for the KYTC District 7 (Lexington) Office. Task activities include intersection studies, traffic signal design, speed studies, traffic data collection, supervision of the District electrical contractor, and assisting with the day-to-day operation and management of the District's 277 traffic signals and 15 closed loop systems that are outside of Fayette County.

**Principal in Charge, Jefferson County, River Road Widening (2008-present):** Mr. Groves serves as the Principal in Charge for this project which widens River Road from Beargass Creek to Zorn Avenue in Louisville, KY. The project required studying multiple alternatives, environmental constraints, right of way impacts, utility conflicts, bike/pedestrian facilities and community outreach in order to select a preferred alternative. Coordination with numerous agencies was needed for consensus building including Louisville Metro Parks, Louisville Metro Public Works, Waterfront Development Corporation, MSD, CSX, Louisville Water Company, KYTC, FHWA and Native American Tribes to successfully obtain approval.

**Principal in Charge, Jefferson County, Eastern Parkway Safety Improvements (2007-2010):** Mr. Groves serves as the Principal in Charge for this project which improved Eastern Parkway from I-65 to 3rd Street through the University of Louisville Belknap Campus. The project included studying alternate alignments, grades, environmental constraints, traffic signal operations, bike/pedestrian facilities, lighting design, public

involvement, CSX coordination and streetscape design to select a preferred alignment. This project won several awards on both the state and national levels: The project was the recipient of the 2010 American Public Works Association – Kentucky Chapter (APWA) “Project of the Year” in the roadway category; the 2010 Kentuckiana Associated Builders and Contractors (ABC) “Award of Excellence”; the 2010 ABC/BKD CPAs and Advisors “BKD President’s Award in Construction”; and the 2010 National ABC “Excellence in Construction – Eagle Award”.

**Principal in Charge, US 27 Access Management Study, Fayette and Jessamine Counties, KY:** This KYTC project required collaboration with LFUCG, LAMPO and Jessamine County to build consensus on an access management plan on US 27 in Fayette and Jessamine Counties which culminated in the signing of a Memorandum of Understanding (MOU) in 2012 to adopt the plan. The signatories included the Jessamine County Judge Executive, Mayor of Nicholasville, Mayor of Lexington and Lexington Metropolitan Planning Organization. The intent of the MOU is to improve the safety and congestion on US 27 as well as plan for future development along the corridor by establishing a common vision for regional mobility and preserving the traffic capacity, flow and safety. It demonstrates a multi-jurisdictional coordination and commitment in reviewing development plans and making decisions related to access connections and permit requests.

**Principal-in-Charge, Louisville Metro Engineering On-Call Services Program (2009-2015):** This multi-year program agreement allowed the Louisville Metro Government to assign AECOM project development tasks on an as-needed basis. These projects usually required quick turnaround on the plan development and coordination with numerous agencies as well as the public at large. A few of the project assignments included: Meyzeek Middle School (Safe Routes to Schools), Market Street Road Diet/Complete Streets, Main Street Icehouse Streetscape Improvements, Oak Street Streetscape, Poplar Lane Improvement, Mt. Holly Road Sidewalk Improvement, Blanton Lane Improvement, and 18th at Broadwalk Realignment for new YMCA.



## JAMES CODELL, III

**Project Manager**

**Project Principal**

### Areas of Expertise

Program Management  
Project Management  
Construction Management

### Years of Experience

With AECOM: 11.5 Years  
KYTC Secretary: 8 Years  
Other Firms: 38.5 Years

### Education

BS/Business Administration/Morehead State University

### Overview

As Cabinet Secretary of the Kentucky Transportation Cabinet from 1996 to 2004, Mr. Codell was responsible for all transportation operations for the State of Kentucky. The Cabinet changed both its environmental and historic cultures, as Cabinet employees were challenged and empowered to manage and lead KYTC. Education, training, and safety were focal points, and the efforts of Cabinet employees provided dividends for the citizens of the Commonwealth. Mr. Codell worked with Cabinet employees to develop numerous strategic initiatives and performance measures which enabled Kentucky to be ranked 9th in the nation in state highway cost-effectiveness.

During Secretary Codell's tenure, the Cabinet designed and constructed the Paris Pike Project. This was a 12 mile highway between Lexington and Paris, as the route traversed some of the most pristine horse farms in the Bluegrass. The Paris Pike Project was recognized nationally, receiving numerous awards, as the nation's finest example of historic and environmental preservation. The Cabinet also completed the I-65 Rehabilitation Project in 2002, winning 3 awards from AASHTO; the I-64 Tunnel Project, winning the National Partnership for Highway Quality Award; and the Louisville-Southern Indiana Ohio River Bridges EIS, which received Project of the Year from APWA.

Kentucky's first two cable stayed bridges were constructed across the Ohio River, as the Harsha Bridge in Mason County and the Natcher Bridge in Daviess

County received national awards. The Cumberland Gap Tunnel opened in October, 1996, as the American Road & Transportation Builders Association (ARTBA) recognized the Tunnel and Kentucky's Parkway System as the state's top infrastructure projects of the 20th Century!

Northern Kentucky's Advanced Regional Traffic Interactive Management & Information System (ARTIMIS) was the nation's pioneer in intelligent transportation, as the nation's first 511 telephone call was placed by Governor Patton from the ARTIMIS office. TRIMARC, the Louisville areas's intelligent transportation initiative was another highly successful endeavor.

Secretary Codell served as President of the American Association of State Highway & Transportation Officials (AASHTO) in 2003. He also served as President of both SASHTO and the Mississippi Valley Conference. He served on the Executive Committee of the Transportation Research Board (TRB), and he served as Chairman of the Kentucky Transportation Center's Board and was a member of the University of Kentucky's College of Engineering Advisory Board

Prior to his service as Cabinet Secretary, Mr. Codell served as Executive Vice President of Codell Construction Company for 24 years. His experience there included directing the operations of the business and represented the company in numerous projects for CSX Transportation, Inc., Norfolk Southern Corporation, Kentucky Department of Highways, Indiana Department of Transportation, East Kentucky Power Cooperative, as well as a section of the Trans Alaskan Pipeline.

Since 2004, Mr. Codell has served as Regional Director of Transportation for URS where he has served as Principal-in-Charge for the relocated I-70 (Mississippi River Bridge) Re-Evaluation Study for IDOT and MODOT, and Principal-in-Charge for the two US-90 Bridges at Biloxi/Ocean Spring and Pass Christian/Bay St. Louise for the Mississippi DOT. These projects have been extremely successful, and we encourage you to contact Director Pete K. Rahn and Chief Engineer Kevin Keith of the Missouri Department of Transportation, Regional Engineer Mary C. Lamie of the Illinois Department of



Transportation and Director Larry Brown and Chief Engineer Harry Lee James of the Mississippi Department of Transportation to discuss Mr. Codell's and URS' performance.

### Project Highlights

**KYTC Experience:** As Cabinet Secretary of the Kentucky Transportation Cabinet his experience included:

- President of the American Association of State Highway and Transportation Officials (AASHTO) 2003.
- President of the Mississippi Valley Conference of State Highway and Transportation Departments (MVC) 2000.
- President of the Southeastern Association of State Highway and Transportation Officials (SASHTO) 1998.
- Member of the Executive Committee AASHTO.
- Chairman of the AASHTO Standing Committee on the Environment.
- Member of the executive Committee for the Transportation Research Board (TRB).
- Chairman of the Kentucky Transportation Center Advisory Board (University of Kentucky).
- Member of the University of Kentucky College of Engineering Ean's Advisory Board.
- Member of the Renaissance Kentucky Alliance Council.
- Member of the Kentucky Artisan Center Authority Board.
- Member of the AASHTO 511 Policy Committee.

Mr. Codell served as the Vice President of Codell Construction Company for 24 years. His experience there included:

Directed the operations of the business and represented the company in numerous joint venture projects including the construction of dams, railroads, and a segment of the Trans Alaskan Pipeline System. Listed among the "Top 400 Contractors" by Engineering News Record, the company diversified its operations to include construction management.

Mr. Codell has received many awards over his professional career including the AASHTO Distinguished Service Award, and the President's Award from the National Association of Development Organization.

**Principal in Charge, Relocated I-70 (Mississippi River Bridge) Re-Evaluation Study, IDOT & MODOT, St. Louis, MO:** Relocated I-70 (New Mississippi River Bridge) with the intent of reducing total build-out costs from \$1.6 billion to under \$1 billion without the need for a new or supplemental EIS. MODOT and IDOT hired AECOM to conduct the re-evaluation which included reviewing and refining the current design of the relocation of I-70, a new Missouri I-70 North Interchange, and a new bridge crossing the Mississippi River just north of downtown St. Louis. We were successful in developing more economical concepts for the project, recommending cost reductions to reduce the project implementation costs from the current estimated \$1.6B to \$910M. This was accomplished by phasing some portions of the project for future construction and reducing construction costs by \$250M.

**Principal in Charge, MODOT Bridge Replacement on US-90, Program and Construction Management Services, Biloxi and Ocean Springs, MS:** Rebuilt US-90 Bridge between Biloxi Bay and Ocean Springs on the Mississippi Gulf Coast that was destroyed by Hurricane Katrina. The Mississippi Department of Transportation (MDOT) selected AECOM to function as its CM/PM for the reconstruction of the major water crossings utilizing a design-build procurement method. This was the second design-build projects in the state of Mississippi for MDOT. Estimated cost for the new structure is \$338M.

AECOM worked closely with MDOT and mobilized staff immediately to MDOT's headquarters in Jackson, Mississippi. While in Jackson, we worked with MDOT to develop design-build specifications as well as a Request for Qualifications (RFQ) and Request for Proposal (RFP) from prospective design-build teams. Upon successful completion of the design-build selection process, MDOT selected us to provide Construction Management Services for the overall design-build projects.



**TONI A. HORST, PHD**  
**Senior Consulting Manager**  
**Grant & Funding Expert**

Dr. Horst is a Senior Consulting Manager in AECOM's Transportation Consulting Practice. She has over 20 years of experience. Dr. Horst is a nationally recognized consultant in transportation economics and planning. Her work focuses on the application of quantitative information to support transportation decision making. She is an economist with significant experience assessing projects and developing defensible analyses of project feasibility, economic impact, return on investment and benefit cost. She has supported clients in the technical analysis and development of numerous grant applications including: FTA State of Good Repair applications, FRA HSIPR applications, US DOT TIGER applications, and Coast Guard Truman-Hobbs applications. A regional economist, her work focuses on analyzing how transportation investment changes local economies.

#### Years of Experience

Years with AECOM: 13

Years with other firms: 7

#### Education

PhD/Regional Science, University of Pennsylvania/1997

BA/Economics and Government, Oberlin College/1986

#### Background

Before joining AECOM, Dr. Horst was a Senior Economist with Economy.com (formerly RFA), a nationally-known economic analysis and forecasting company. Her experience includes forecasting economic concepts such as employment, income, and population for states and metro areas, the development of short-term leading indexes for states and metropolitan areas to predict the near-term direction of regional economies, and the development of custom forecasting model applications for clients. Dr. Horst is proficient with a number of econometric/financial modeling applications including SAS, SPSS, EVIEWS, LIMDEP and FAME econometric packages. She is an experienced presenter of economic analysis and formal reports before business-oriented audiences. She has edited several publications at Economy.com and was an assistant editor for the Journal of Regional Science.

#### TIGER Applications

**Economic Analysis in Support of FRA and TIGER Application for Intermodal Rail/Transit Station, Ramsey, County, MN:** Project manager responsible for economic benefit cost analysis and economic impacts. Project was selected to receive TIGER funding; only 51 of 1,300 projects received TIGER funding. (2009/NA/AECOM)

**Economic Analysis in Support of TIGER II Funding Application for Peachtree Streetcar Project, MARTA Atlanta, GA:** Project manager responsible for economic benefit cost and economic impact analysis included in TIGER application. Project benefits included construction, operation, travel time and cost savings, property premium, safety, fuel savings, and emission benefits. Project was selected to receive TIGER II funding. (2010/NA/AECOM)

**Economic Analysis in Support of TIGER II Funding for Niagara Falls Train Station, City of Niagara Falls, NY:** Project manager for economic benefit cost and economic impact analysis supporting Syracuse Connective Corridor's application to the US Department of Transportation's TIGER II Discretionary Grant program. Project was selected to receive TIGER II funding. (2010/NA/AECOM)

**Syracuse Connective Corridor Benefit Cost Analysis, City of Syracuse and Syracuse University, NY:** Project manager for economic benefit cost and economic impact analysis supporting Syracuse Connective Corridor's application to the US Department of Transportation's TIGER III Discretionary Grant program. The project was one of only 46 projects selected for award. (2011/NA/AECOM)

**Economic Analysis and Application Support for TIGER Funding for City and Port of Oakland's Application "Restoring Oakland's Working Waterfront," Oakland, CA:** Project Manager for project to develop the full application inclusive of the benefit cost analysis for the City of Oakland and the Port of Oakland's TIGER 2012 application for its rail improvements at the port. Project was selected to receive TIGER 2012 funding. (2012/NA/AECOM)

**Economic Analysis in Support of TIGER 2013 Funding for Florida DOT Rail Improvements:** Project manager for economic benefit cost and economic impact analysis supporting FDOT's application to the US Department of Transportation's TIGER Discretionary Grant program. The investment will rehabilitate and create crossovers between the FEC and CSX rail lines, creating additional rail capacity to accommodate freight and passenger service and improve access to central Florida from the state's southern deepwater ports. The project was selected to receive TIGER funding. (2013/NA/AECOM)

**2014 Planning TIGER Application for Long Bridge EIS (Virginia & Washington, DC):** Project manager for economic benefit cost, economic impact analysis, and full application narrative for Virginia Railway Express and the District of Columbia's joint TIGER application. The grant will support planning work needed to replace this bridge over the Potomac River between the District and Virginia, creating additional rail capacity to accommodate freight and passenger service and remove a bottleneck preventing the expansion of commuter service and eventual implementation of high-speed rail. The project was selected to receive TIGER funding. (2014/NA/AECOM)

#### **Federal Grant Applications (excluding TIGER)**

**Application to Support Resilience Projects in Response to Hurricane Sandy (FTA), WMATA, Washington, DC:** Project manager for development of application narrative and hazard assessment of candidate projects. Application received \$21M. (2014/NA/AECOM).

**Solicitation of Project Proposals for Innovative Safety, Resiliency, and All-Hazards Emergency Response and Recovery Research Demonstrations WMATA, Washington, DC:** Project manager for development of application narrative and benefit cost of candidate projects. (2013/NA/AECOM).

**Economic Analysis in Support of FRA Track 2 Applications:** Project manager leading effort to provide economic analysis for the North Carolina DOT FRA Applications. Client received funding. (2009/NA/AECOM)

**Truman Hobbs Economic Benefit Study, Bayou Barataria Bridge, Louisiana Department of Transportation and Development, Jefferson Parish, LA:** Project manager for development of economic analysis as part of the Coast Guard's Truman Hobbs process. The results of the study were submitted to the U.S. Coast Guard and other state and federal government agencies to determine eligibility for Truman Hobbs funding. (2010/NA/AECOM)

**American Recovery and Reinvestment Act (ARRA), Louisiana Department of Transportation and Development, Baton Rouge, LA:** Task manager for work monitoring and clarification of any and all federal and/or state requirements for ARRA legislation, reporting, guidance, tracking, analysis, etc. and providing updates and feedback to DOTD. We tracked and monitored expenditures for contracts for which ARRA funds are being used, including all change orders and inclusion in the real time and continuous analysis of the actual projects costs for all projects—continuous comparison of the expenditures versus the contract amount. (2009-2001/NA/AECOM)

**TIGER Grant and Funding Scan, Dallas County, TX:** Project manager for benefit cost analysis of road and drainage improvements. Study also entailed a scan of funding sources that could support capital investments in stormwater and water distribution systems. Each funding source evaluated for its applicability to Dallas County's needs. Those candidate sources that were most promising were researched in greater detail. (2010/NA/AECOM)

**2010 FTA State of Good Repair Grant Application, City of Racine, WI:** Developed the application package for the Belle Urban System (BUS), for the purchase of six new low floor buses. AECOM worked with city and transit agency staff to develop a comprehensive grant application which highlighted the individual utility of each bus purchase to replace existing buses which have reached the end of their useful service life. We included analysis on the improvements to air quality, conformity to FTA fleet size guidelines, documentation of local matching sources, and the consistency with existing plans. (2010/NA/AECOM)



## BRIAN T. MEADE, PE

**Project Manager, Senior Transportation Engineer**

**Project Manager for Corridor Projects**

Mr. Meade spent over 24 years with the Kentucky Transportation Cabinet plus two years with AECOM. While with KYTC, Brian served as the Branch Manager for Traffic Operations for 6 years, and as the Branch Manager for Project Development for 4 years. His experience in transportation ranges from rural to urban. Brian's KYTC experience has allowed him to work closely with multiple public agencies and to engage with elected officials, personnel from other agencies, and the public in general.

### Areas of Expertise

Project Management  
 Transportation Planning  
 Pre-Construction Management  
 Roadway/Bridge Design  
 Public Involvement/  
 Consensus Building  
 NEPA/ Transportation  
 Decision Making  
 R/W & Utility Coordination  
 Urban Roadway Design

### Years of Experience

With AECOM: 2 Years  
 With Other Firms: 24 Years

### Education

BS/Civil Engineering/University of Kentucky

### Professional Registrations

Professional Engineer / KY 18079

### Professional Affiliations

Transportation Advisory Board, Greater Louisville Inc.  
 (Louisville Chamber of Commerce)  
 American Society of Highway Engineers (ASHE) Board of  
 Directors  
 American Public Works Association (APWA)

### Project Highlights

**Project Manager, KYTC Statewide LPA General Services, 2013-2015 Contract (contract recently renewed for 2015-2017):** AECOM was selected to provide design services for a wide variety of projects at the direction of the Kentucky Transportation Cabinet (KYTC) and various Local Public Agencies that have contracted with the KYTC to administer projects on an as-needed basis. Services include: roadway design, sidewalk design, streetscape design, structural design, surveying, site design services, construction document prep./engineering, planning services, geotechnical design, traffic engineering, environmental services, and permitting services, along with the coordination of services with LPAs and the KYTC.

**Project Manager, Louisville Metro Parks – Northeast Louisville Loop Multi-Use Path, Middletown to Eastwood, Louisville Metro:** The Middletown-Eastwood Trail (MET) will link the two communities of Middletown and Eastwood with a shared-use path and also provide a connection to the greater Louisville Metro area through the Louisville Loop. The first segment of the MET shared-use path begins at Eastwood Cutoff and extends west to the Gene Snyder Freeway (Interstate 265). The second segment begins at the Gene Snyder Freeway and extends west to Old Shelbyville Road. When completed, the MET shared-use path will provide a continuous and safe bicycle and pedestrian connection along one of the city's busiest streets from Eastwood to Middletown. URS is responsible for the preliminary alternatives and final design phases.

**Second Street Streetscape Project, KYTC Branch Manager:** This project was sponsored by Downtown Development Corporation (DDC) and was administered by KYTC on behalf of the FHWA for the use of federal funds. As Branch Manager, Brian and his staff were responsible for the KYTC review and the coordination between each of the agencies to ensure that the federal requirements were being met. This project consisted new sidewalks, roadway resurfacing and paver installation, aesthetic features such as lighting, bridge painting and road furniture. This project also had to be coordinated with an ongoing KYTC project and the construction of the

Downtown Arena project. Changes in traffic patterns we also incorporated in this project and comprehensive Maintenance of Traffic plan was implemented during the projects construction.

**Project Manager, Hill Street Sidewalk Rehabilitation, Louisville Metro Public Works:** This project rehabilitates the existing sidewalk on both the north and south sides of Hill Street between 6th and 7th Streets. The project will bring the sidewalk into ADA compliance by shifting the existing curb line to allow for additional sidewalk width. The project is utilizing federal funds and includes coordination with KYTC, FHWA and CSX rail. Public involvement will be included in the project.

**Project Manager, Shelby House Sidewalk, Louisville Metro Public Works:** This project's purpose is to facilitate access to TARC services along Shelbyville Road, AECOM prepared preliminary and final plans to add a sidewalk in front of the Shelby House and proceed to the west and tie the sidewalk to the alley at 8507 Shelbyville Road. The project length is approximately 600 feet.

**Project Manager, Bardstown Road Sidewalk, Louisville Metro Public Works:** The purpose of this project is to facilitate access to TARC services along Bardstown Road, URS prepared preliminary and final plans to add a sidewalk to the east side of Bardstown Road from Wadsworth Avenue to Manchester Road and from Hawthorne Avenue to Tyler Lane. The project length is approximately 740 feet.

**Project Manager, Preston Highway Sidewalk, Louisville Metro Public Works:** TARC requested AECOM to provide preliminary and final design plans for completing sidewalk connections along Preston Street from Grade Lane to Fern Valley Road. A scope and fee is being prepared for the project.

**Project Manager, Louisville Loop - River Road, Louisville, KY:** Providing design services for the Louisville Loop River Road Bicycle & Pedestrian Improvements. The project includes the master plan phase of bicycle and pedestrian facilities for the Ohio River Valley Northeast corridor from the Big Four Bridge at the Mile 0 trailhead of the Louisville Loop to the City of Prospect at US 42. Services include preliminary design & planning, preliminary line & grade, construction documentation & construction management, master planning, and public involvement.

**Project Manager, Ring Road, Oldham County Planning and Development Services, Oldham County, KY:** AECOM was selected to provide preliminary and final design services for the construction of a new 2.1 mile, four-lane roadway with center median between the terminus of the new I-71 Overpass and KY 53 at the Blakemore Lane intersection. Ring Road will create a southwest bypass of LaGrange, and will provide direct access to the Oldham Reserve Business Park. URS proposed an innovative design approach that is expected to allow the design phase to be reduced by 3-4 months. The Ring Road project will involve a lot of coordination with other agencies including Oldham County, the City of LaGrange, OLDA, and KYTC. AECOM will also engage the public and will be responsible for hosting one or more public meetings.

**Oldham County, Apple Patch Park and Ride, Project Engineer:** Project is to design a Park and Ride facility near the interchange of I-71 and KY 329 near Crestwood, KY. This project is being administered by Oldham County as a KYTC LPA project. Included in the project is the utilization of Green Infrastructure to minimize storm water runoff. Sidewalks will be included as well as the possibility of a TARC bus stop.



## MARY ANN LASCH, FASLA, LEED-AP

### Program Manager, Planning & Landscape Architecture

### Project Manager for all Parks Projects

Mary Ann Lasch has successfully led numerous multi-disciplinary projects, including master planning, feasibility studies, real estate strategy, strategic planning and environmental advocacy for nearly than 40 years. She is both an accomplished landscape architect and an organization development consultant with expertise in process design and facilitation, change management, and strategic planning.

Mary Ann's diverse professional experience with architecture firms, real estate developers, federal agencies, and major corporations enhances her ability to understand design, planning and development issues from many perspectives. She has more than twenty years of experience in building group consensus and in facilitating large groups for a broad range of public and private sector clients.

#### Areas of Expertise

Project Management	Master Planning
Landscape Architecture	Real Estate Strategy
Feasibility Studies	Site Selection
Meeting Design & Facilitation	Organization Development

#### Years of Experience

With AECOM: 4 years  
With Other Firms: 35 Years

#### Education

Master of Landscape Architecture / Harvard University  
Graduate School of Design / 1984

BS Landscape Architecture / University of Wisconsin,  
College of Agriculture /1976

Organization Development Certificate / Georgetown  
University /1998

#### Professional Registrations

Ohio Landscape Architecture Registration #401085  
Michigan Landscape Architecture Registration # 931  
CLARB Record #7320

#### Professional Affiliations

American Society of Landscape Architects, Fellow, 1998 to present, Member, 1979 –1998

Cleveland Restoration Society, Member 2004- present

Cleveland Botanic Garden, Member, 2003- present

#### Project Highlights

**Project Manager, Foreign Affairs Security Training Center, Blackstone, VA:** Managed multiple team activities related to contractor procurement (scope, selection and contracting); land acquisition; multiple MOAs between federal stakeholders and the GSA, tenant relocation, remediation, ARRA funding documentation, etc.

**Strategic Facility Planner, General Motors Corporation, Warren Tech Center (WTC), Warren MI:** Developed the WTC Framework Plan to define scope, schedule and budget for program management. The framework provided specific scope, guidelines, and policy for renovation of an existing 640 acre campus with 8 MSF in facilities. The Framework Plan defined new uses for existing facilities and new construction, sustainable development, enhanced open space, parking and test tracks. Phase 1 budgeted \$880 Million in improvements to site and facilities.

**Design and Planning Manager, Friendswood Development Company, A subsidiary of Exxon, Fairfax, VA:** Scoped, procured and managed design consultants including architects, landscape architects, graphic designers for the following development projects:

- **Waverly, Prince Williams, VA:** Master planning and rezoning for a 2100 acre, 2800 du mixed use community. Preservation of forested ridges, stream valleys, ponds and wetlands created distinct neighborhoods within the project and served as distinguishing amenities for a range of residential products, schools and a country club. The town center offers retail and office along an active main street.
- **Random Hills, Fairfax, VA:** Detailed site development of a mixed use development of 65 acres. The project featured sculptural and landscaped entry features at the main approaches to the project, tree preservation in open space areas, design of a storm water management pond as a key amenity, and streetscape.
- **South River Colony, Anne Arundel, MD:** Master planning, permitting, and site design for a 1,400 acre planned residential golf course community. Design development and design of community features: streetscape, entry features, and clubhouse.



## STANFORD HARVEY, AICP

Principal, Lord Aeck Sargent

Community Outreach Lead

Stanford Harvey, a principal at Lord Aeck Sargent, directs the Urban Design & Planning practice area office in Lexington and has over twenty years of experience in redevelopment and planning. Building upon both his background in architecture and city planning and his work for the City of Atlanta in the years preceding the 1996 Olympics, Mr. Harvey has served as Principal-In-Charge for numerous firm projects. His specialty is conceptualization of planning processes, facilitating community participation, directing facilities / infrastructure programs and developing implementation strategies.

### Education

Master of City Planning, Georgia Institute of Technology, 1994  
 Master of Architecture, Georgia Institute of Technology, 1994  
 Bachelor of Science, Architecture, University of Michigan, 1991

American Institute of Certified Planners

### Professional Affiliations

Kentucky Chapter / American Planning Association, Executive Committee

Kentucky Chapter / American Planning Association, Treasurer, 2009-2014

Georgia Planning Assoc., Vice President of Chapter Services, 2006-2007

Downtown Lexington Corporation, Member

American Planning Association

Fayette Alliance Board Member Vice President of Chapter Services, Georgia Planning Assoc., 2006, 2007

Downtown Lexington Corporation, Member

American Planning Association

Fayette Alliance Board Member

### Project Experience

**Program Planning:** As Principal-in-Charge managed broad-based design and implementation programs. Examples of these are Facility Master Plans, Open Space Plans, Bicycle and Pedestrian Plans, and Streetscape Plans. These projects ranged from strategic advice to overall program implementation.

- BeltLine TAD Redevelopment Plan, Atlanta, GA
- Centennial Olympic Park Area Design Guidelines, Atlanta, GA
- Lexington Southend Park Design Guidelines, Lexington, KY
- Midtown Cityscapes Program, Atlanta, GA
- Perimeter Public Spaces Program, Fulton and DeKalb Counties, GA

**Large-Scale Activity Centers:** Outlining land use, development and public improvement strategies/projects in large mixed-use districts. This effort typically involves policies and actions designed to “re-shape” an area over time to have a more balanced approach to land use and circulation. Recent projects include:

- Lexington Distillery District, Lexington, KY
- LEXTRAN: Lexington Transit Alternatives Analysis, Lexington, KY
- Red Mile Development Plan, Lexington KY
- Rupp Arena, Arts and Entertainment District Task Force, Lexington, KY

**Downtown Planning:** As Principal-in-Charge worked with a series of public sector and non for profit clients to develop downtown master plans and activity centers. Services included development of physical plans generated to enhance the existing fabric, promote economic development and develop implementation strategies.

- East End Neighborhood Plan, Lexington, KY
- Imagine Downtown, Atlanta, GA
- Midtown Public Improvements Program, Atlanta, GA
- North Limestone Sustainability Plan, Lexington, KY



## ERIN FOSTER, PSP

### Project Manager / Project Controls Specialist Scheduling

Ms. Foster is a well-rounded Project Manager with 12 years commercial construction related experience. Ms. Foster has been involved in a variety of commercial building projects for both private and public sector clients. Her related construction background with the general contracting industry and construction management firms has allowed her to implement strong problem solving techniques associated with the management and project level controls portions of her projects.

Ms. Foster holds the certification of Planning and Scheduling Professional. The PSP certification is based on the combination of education and hands-on project experience in project planning and scheduling to measure knowledge, experience, education and best management practices.

As a project controls manager and project scheduler, Ms. Foster has demonstrated a considerable knowledge and aptitude for complex project schedule development and schedule management. This unique combination of experience and skill allows Ms. Foster a unique insight into the challenges of complex project scheduling. Ms. Foster's experience and scheduling knowledge is an asset to any project.

#### Areas of Expertise

Construction Scheduling  
Construction Cost Estimating  
Contracts Management  
Project Level Controls  
Project Management

#### Years of Experience

With AECOM: 6 years  
With Other Firms: 6 Years

#### Education

BS / Civil Engineering / University of Toledo / 2003

#### Education

PSP – Planning and Scheduling Professional - #59168

#### Project Experience

**Program Controls Manager/Program Scheduler, Tennessee Valley Authority - Coal Ash Program:** Provided engineering, permitting, design, and construction quality control services for the management of CCP materials at 5 of coal plants in Tennessee and Alabama. These tasks are centered on (1) siting, permitting, and construction of new landfills; (2) closure and high hazard evaluation of existing ash impoundments; (3) remedial tasks to address instabilities and other similar concerns; (4) engineering design for new spillways; and (5) closure of existing wet and dry facilities. Ms. Foster tracked financial and budgetary information and status for the multi-million dollar program, implementing and managing the quality control aspect over multiple projects and various program reporting on weekly, monthly and quarterly basis.

**Program Controls Manager/Program Scheduler, Duke Energy:** Provided engineering services and design for Duke Energy plants in Indiana, Carolinas and Florida. Ms. Foster is currently serving as the Program Controls Manager and the Program Scheduler. Her duties include tracking financial and budgetary information and status for the multi-million dollar program, implementing and managing the quality control aspect over multiple projects and various program reporting on weekly, monthly and quarterly basis. Her scheduling duties include maintenance and weekly updates of multiple project schedules in the Primavera scheduling software. These weekly schedule updates require coordination with both internal and client contacts.

**Deputy Project Manager, North Carolina Department of Transportation, Group A Low Impact Bridge Replacements:** Ms. Foster performed project management duties for the nine (9) Low Impact Bridge Replacement projects for the NC Department of Transportation. Through the Master Services Agreement with NCDOT, URS has been tasked with the planning and design engineering services for nine (9) bridge replacement projects in Division 1 of the DOT.





## KEVIN SHEAHEN, PE, CPE

### Estimating Manager

### Estimating

Kevin is a senior level estimator familiar with all disciplines of work. Transit work is his most recent specialty; however, he is familiar with heavy construction, energy, highways, bridges, utilities, and buildings. Kevin is also proficient in scheduling and constructability reviews.

Kevin's experience at both AECOM and Consol Energy has been in construction. His estimating is based on his experience in the field and his knowledge of designs, capital budgeting, and contractor claims.

This experience allows him to estimate as if a contractor were bidding the scope of work from both a cost and a schedule point of view.

#### Years of Experience

With AECOM: 14 years

With Other Firms: 24 Years

#### Education

BS/Mining Engineering – Michigan Technological University

MBA University of Evansville

#### Professional Registrations

Professional Engineer / PA, WV, KY, IL, IN, VA, MD, OH

Certified Professional Estimator

#### Professional Affiliations

Kentucky Chapter / American Planning Association,  
Executive Committee

Kentucky Chapter / American Planning Association,  
Treasurer, 2009-2014

Georgia Planning Assoc., Vice President of Chapter  
Services, 2006-2007

Downtown Lexington Corporation, Member

American Planning Association

Fayette Alliance Board Member Vice President of Chapter  
Services, Georgia Planning Assoc., 2006, 2007

Downtown Lexington Corporation, Member

American Planning Association

Fayette Alliance Board Member

#### Project Experience

##### Lead Estimator, MARTA, Clifton Corridor, Atlanta, GA:

Light Rail project; ~10 miles; underground and surface stations; tunnel, at-grade and aerial track structure; street, roadway, sidewalks, landscaping, systems, and engineering. Estimate was done as per FTA SCC format. Project value: \$2.5M

##### Lead Estimator, MDOT and WMATA Station Improvements, Silver Spring to College Park, MD:

Estimates of 40 different station improvement projects ranging from ADA crossings to a 2,000-vehicle parking structure. Sidewalks, street lighting, landscaping, escalators, bike paths, bike storage, traffic controls, parking lots are only some of the work estimated for this project. Project value: Project estimates ranged between \$6,000 and \$93M. Handled all estimates of all disciplines for all portions of these projects.

##### Estimator, WMATA Branch Avenue Station Access, Washington, DC:

Improvements to parking, bike, and pedestrian access to the Branch Avenue Station. Roadway, utilities, landscaping, traffic control, demolition, and a structured parking garage were included. Project value: \$103M. Estimated all items of all disciplines for the scope of work.



## STANLEY O'NEAL GRESHAM, III, PE

Program Manager / Project Executive

Constructability Review

Mr. Gresham has a diverse background in both the public and private sector business arenas. As a registered Professional Engineer with over 30 years of experience, Mr. Gresham has performed multiple roles in operational and construction management situations, including acting as District Deputy Director for the Ohio Department of Transportation. As Vice President for a private sector construction firm, Mr. Gresham developed, organized and implemented new business ventures for the company, including a Construction Management Division and Design Build activities. This diversity of experiences, touching many different types of construction, enables Mr. Gresham to provide a unique and informed perspective regarding the ability to construct a specific design or elements of a design.

### Areas of Expertise

Leadership  
Construction Management  
Program Management  
Design-Build Activities

### Years of Experience

Over 29 years

### Education

BS/Civil Engineering/ University of Akron/1983

### Professional Registrations

Professional Engineer/OH/1989

### Professional Affiliations

American Society of Civil Engineers  
Construction Management Association of America, Chapter Secretary, 2005, 2006, 2007  
University of Akron, Council for the Future of Civil Engineering  
University of Akron, College of Engineering, ABET accreditation group  
Tau Beta Pi, Engineering Honorary Fraternity  
Leadership Akron, Class XXVI  
2013 University of Akron Distinguished Engineering College Alumni

### Constructability Experience

**Indiana Department of Transportation, I-465 Corridor Improvements, Constructability Manager:** Design services for The Indiana Department of Transportation (INDOT) to build a major \$567M expansion of the IR 465/69 in Indianapolis. More than 150,000 vehicles move through the corridor each day, making it one of the most heavily traveled in the state. When completed, I-465 and I69 will be 8-lane facilities with a 3-lane collector-distributor on each side of I-69 for local traffic. Interchanges at Keystone Ave., Allisonville Rd., 82ndSt and I-69 will be reconfigured to accommodate the heavy traffic flow. Construction phasing and sequencing of this project was critical. Work was performed under full traffic conditions. Contractor access, production capability and motorist delay were constructability concerns that influenced the design of the project.

### Ohio Department of Transportation, IR 76/77, Central Interchange, Akron Ohio, Constructability Manager:

Provided review and analysis of the Central interchange in Akron Ohio. This interchange provides for the confluence of Interstates 76 and 77 with State Route 8, in the heart of the Akron central business district. We were tasked with determining options to improve the overall function of the interchange while minimizing right of way impacts, construction costs, motorist's impacts and project duration. Each scenario was reviewed and considered from a constructability perspective with regard to phasing, sequencing and ability to construct.

### Veterans Administration, Danville Indiana, Renovations to

**CLC 101, CLC 104 and Dental Clinic:** Evaluated and designed various renovations to The VA campus in Danville Indiana. The VA elected to renovate various buildings to accommodate expanded patient care, administrative office and a dental clinic. For each of the three projects a formal constructability review was required at each phased submission. Work in treatment areas, protecting patient health, creating logical work flows and considering contractor access were some of the elements of the constructability reviews.



## KEVIN MCWHORTER

### Project Manager

### Procurement Assistance & Document Control

Mr. McWhorter has spent the majority his career facilitating the needs of various clients here in Southwestern Ohio. With 5 years of Architectural experience and 16 years of Construction Management experience, he has been involved in nearly every facet of a project's life-cycle.

Kevin has managed and been involved with \$60M worth of Pre-Construction work that includes helping many clients with understanding the Total-Cost-of Ownership during the life-cycle of a construction project, providing scope writing, project estimating, constructability reviews, bidding & contractor selection, and developing & managing construction budgets.

Additionally, he has over \$385M work of Construction experience, which includes, but isn't limited to, managing the schedule of various projects, pre-purchasing equipment, managing RFIs (Requests for Information), managing submittals, negotiating change orders, monitoring safety, and lastly managing project Close-out/commissioning.

Kevin has helped many clients deliver their projects on-time and within budget and his experience on the LFUCG project will prove to be invaluable during the Procurement phase of this project.

#### Areas of Expertise

Leadership  
Construction Management  
Program Management  
Design-Build Activities

#### Years of Experience

With AECOM: 14 years  
With Other Firms: 24 Years

#### Education

MBA / Construction Management / The University of Cincinnati / 1997  
BS / Architectural Engineering / The University of Cincinnati / 1991

#### Project Highlights

**Program Manager, General Electric Company, GE Aviation – Sevan Multi Site, Cincinnati, OH:** Mr. McWhorter was responsible for developing and / or organizing all necessary bid documentation, reviewing & analyzing bids, negotiating & finalizing contracts, and managing the construction and close-out of various plant operations.

**Project Engineer, Wyoming City School District, Wyoming Middle School, Wyoming, OH:** Mr. McWhorter's primary responsibilities included writing Scopes of Work, bidding & awarding contracts, managing change orders, and setting-up/managing the Master Budget for the school district.

**Project Engineer, Sycamore Community School District, Maple Dale Elementary School, Hamilton County, OH:** Mr. McWhorter's primary responsibilities included writing Scopes of Work, bidding & awarding contracts, managing change orders, and setting-up/managing the Master Budget for the school district.

**Project Engineer, Hamilton City School District, Hamilton High School, Garfield & Wilson Middle Schools, and (4) Elementary Schools, Hamilton, OH:** Mr. McWhorter's primary responsibilities included writing Scopes of Work, bidding & awarding contracts, managing change orders, and setting-up/managing the Master Budget for the school district.

**Project Engineer, Three Rivers Local School District, Three Rivers K-12 School, Cleves, OH:** Mr. McWhorter's primary responsibilities included writing Scopes of Work, bidding & awarding contracts, managing change orders, and setting-up/managing the Master Budget for the school district.

**Project Engineer, Cincinnati Public School District, Cincinnati, OH:** Mr. McWhorter's primary responsibilities included writing Scopes of Work, bidding & awarding contracts, managing change orders, and setting-up/managing the Master Budget for the school district.



## IGNACIO BUNSTER-OSSA, FASLA, LEED AP

Vice President, Landscape Architecture

Landscape Architecture Design Lead

Ignacio Bunster-Ossa is the Director of Landscape Architecture (Americas) with AECOM. As a landscape architect and urban designer, he has over 30 years of experience in the planning and design of urban landscapes, including new communities, university campuses, waterfronts, urban and resource-based parks, streetscapes and civic spaces. Mr. Bunster-Ossa has presided over significant and award-winning landscape design work spanning the East and West Coasts, the Midwest, Hawaii, Asia and Latin America. He is recognized as a leading proponent of Landscape Urbanism, the planning and design of sustainable and landscape-leveraged urban places through the integration of green infrastructure, community participation and public art. A Harvard Loeb Fellow, Mr. Bunster-Ossa periodically lectures, teaches, writes and serves on design juries.

### Education

Loeb Fellowship/Harvard University/1992-1993  
 Master of Landscape Architecture/University of Pennsylvania/979  
 Bachelor of Architecture/University of Miami/1975  
 Rome Studies Program/University of Notre Dame/1974  
 LEED Accredited Professional

### Professional Registrations

Registered Landscape Architect: AZ, HI, IL, KY, MA, MO, NJ, NY, PA, SC, TX

### Professional Affiliations

Fellow, American Society of Landscape Architects

### Recent Honors & Awards

Global Award of Excellence, Steel Stacks Arts and Cultural Campus, ULI, 2014  
 Honor and People's Choice Award, Georgetown Waterfront Park, ASLA (PA/DE Chapter), 2014  
 Honor Award, Floyds Fork Greenway Master Plan, ASLA, 2009  
 Honor Award, Trinity River Corridor Design Guidelines, ASLA, 2009

### Project Highlights

**Parklands of Floyd's Fork, Louisville, KY:** Master plan for a 4 thousand acre, 18-mile greenway encompassing four distinct regional parks connected by a park road, a system of trails and extensive restoration of natural and rural landscapes.

**Charlottesville Urban Space Design, Charlottesville, VA:** Open space design for the city's downtown streets, including the renovation of the downtown pedestrian mall and redesign of West Main Street from Downtown to the University of Virginia.\*

**Nashville Courthouse Square, Nashville, TN:** Design of a 5-acre public square facing the city's historic courthouse and current seat of government featuring fountains, play areas, event and performance spaces, historic interpretation and memorials. With Tuck-Hinton Architects and Hawkins Partners.\*

**Georgetown Waterfront Park, Washington, DC:** Design of a ten-acre National Park wedged between the Whitehurst Freeway and Potomac River in historic Georgetown featuring a waterfront promenade, overlooks, fountain, labyrinth, rain gardens and bio-engineered shore protection.\*

**Trinity River Corridor, Dallas, TX:** Design guidelines and schematic design for the 9-mile Trinity River floodway and Trinity Parkway, featuring new lakes, active and passive recreation, river relocation and levee enhancements, ecological restoration, wayfinding and cross-floodway connectivity. With CH2MHILL, URS and artist Brad Goldberg.\*

**Mission Bay Park Master Plan Update, San Diego, CA:** Master plan for San Diego's 4,000-acre premier tourist destination and the nation's largest aquatic-oriented recreation area; involving also design guidelines for Fiesta Island and selected park areas. With ERA (now AECOM).

**21st Century Town Square, Bethlehem, PA:** Design of the public space anchoring the redevelopment of the historic Bethlehem Steel Stacks site into a national art and performance destination.\*

\* Denotes work prior to joining AECOM.



## YONGWOO LEE, ASLA, AICP, LEED AP

Director of Landscape Architecture

Landscape Architecture Design Lead

Mr. Lee has over 25 years of experience involving large-scale community, mixed use development, waterfront, college campus, and urban park planning and design in the east and west coasts and Hawaii in US, Dubai in Middle East and many cities in Asia Pacific.

He strives to integrate the clients' vision and site's unique natural and cultural characters to provide a balance between community needs and ecological systems.

Projects he has been involved received numerous awards from AIA, ASLA and Waterfront Center.

### Areas of Expertise

Project Management  
Landscape Architecture  
Feasibility Studies  
Master Planning

### Years of Experience

With AECOM: 1 years  
With Other Firms: 24 Years

### Education

Master of Landscape Architecture/University of Pennsylvania/1990  
MS in Architectural Engineering/Han Yang University/1987  
BS/Han Yang University/1985

### Professional Registrations

Landscape Architect, CA/1993  
Certified Planner/2002-present

### Professional Affiliations

American Society of Landscape Architects  
American Institute of Certified Planner

### Presentations & Workshops

Wissahickon Creek Infiltration Basins & Riparian Corridor,  
American Water Resources Association Conference, 2010

### Project Highlights

**Project Landscape Architect, South Capitol District Master Plan, Washington, DC:** The plan, as requested by Architect of the Capitol, addresses the landscape architecture and urban design issues of preserving and enhancing the historic and symbolic importance of the Capitol Complex, the relationship to the city and to Anacostia River, sustainability, and traffic circulation. The plan recommends the reintroduction of vestiges of L'Enfant's canal system in the form of connected landscaped pedestrian spaces with water features that will stretch from Capitol Hill to the Anacostia River.

**Project Director, Paragon Park at Toms River, Toms River, NJ:** Provided site development plan for The Township of Toms River to repair 1,050-acre brownfield site as a new mixed-use community as a project director. The site development included 2,000 housing units, life style shopping, offices, golf course, a community center, school and other amenities, based on EPA brownfield regulations and sustainable design principles.

**Project Landscape Architect, City of San Diego - Mission Bay Park Master Plan, San Diego, CA:** Master plan for this 4,000-acre site, the world's largest urban aquatic recreational park. The fundamental goal of the master plan was to identify current demands and chart a course for the continuing development of the park, which will sustain diversity and quality of recreation and protect and enhance the Bay's environment for generations to come.

**Project Landscape Architect, Richmond Riverfront Development, Richmond, VA:** 2.5-mile long canal restoration project provide public open space, commercial development, and a canal walk system. Scope of work includes schematic design and design development of the canal walkway, pedestrian bridge, and plaza at the west end of the canal, and construction documentation for the canal wall configuration.



## MIKE ARNOLD, RLA, LEED AP BD+C

Associate Principal, Landscape Architecture

Senior Technical Review

Mike Arnold is a landscape architect who has been with AECOM since 1996. Throughout his tenure he has applied his technical knowledge and talent in a wide array of projects ranging from corporate and institutional campuses to urban streetscapes integrating perimeter security to civic park designs. He has overseen numerous award winning projects from concept through to construction, where his ability to problem solve and graphically convey ideas has resulted in elegant design solutions.

### Years of Experience

With AECOM: X years

With Other Firms: X Years

### Education

Bachelor of Architecture (Cum Laude)/California Polytechnic State University/1997

### Professional Registrations

Registered Landscape Architect: MD, VA  
LEED AP BD+C

### Awards & Honors

Award of Merit, NASA Integrated Engineering Services Building, Hampton, VA, Northern Virginia AIA 2015

Travelling Award, National Museum of the American Indian, Washington DC, ASLA Potomac/Maryland Chapter, 2006

Award of Merit for Outstanding Achievement in Architecture, Washington Chapter of The American Institute of Architects, 2005

Potomac Valley AIA Grand Honor Award, 2005

Award of Excellence. Smart Growth, National Capital Urban Design and Security Plan, American Planning Association, 2005

Traveling Award, Smithsonian Mall-Wide Perimeter Security Master Plan, Washington, DC, ASLA Potomac/Maryland Chapter, 2004

Communications Honor Award, National Capital Memorials + Museums Master Plan, Washington, DC, ASLA Potomac Chapter, 2003

### Project Highlights

**Project Manager, The University of Kentucky, Coldstream Research Campus Masterplan, Greenbelt, MD:**

Responsible for managing the team to produce an updated masterplan for the 735-acre research park incorporating mixed-use program and an overlay of sustainable design. The plan incorporated the reuse of the farm's historic mansion, continuation of regional parks and bicycle trails, and exhibiting alternative energy generation as an organizing element throughout the park. Managed architect and marketing subconsultants and oversaw the production of the masterplan and design guideline reports.

**Landscape Architect, The Smithsonian Institution, National Museum of the American Indian, Washington, DC:** Responsible for developing and implementing the landscape design one of the last remaining museum sites on the National Mall. Features included an extension of museum exhibit philosophy out to the site perimeter and includes outdoor exhibit and performance spaces, a welcoming plaza, and a setting complementary with the cultural history and diversity of the Native American peoples and cultures of the Western hemisphere.

**Project Manager & Landscape Architect, Eisenhower Memorial Commission, National Dwight D. Eisenhower Memorial, Washington, DC:** Project involved the memorial commemorating President Eisenhower located in downtown District of Columbia. Landscape design conveys the aesthetic of the Kansas landscape in support of the overall memorial theme of the interpretation of Eisenhower's life.

**Project Manager & Landscape Architect, Virginia Department of Transportation, Jones Point Park, Alexandria, VA:** Part of the team in charge of the restoration and expansion design of Alexandria, Virginia's largest (45 acres) waterfront park, a nationally significant historical and cultural resource, which integrates preservation and interpretation with extensive environmental restoration and community recreation. Project included regional trail linkages and a variety of visitor active and passive recreational resources, parklands, and gardens.



## CHRISTIAN LYNN, ASLA

### Landscape Architect

### Technical Review

Mr. Lynn is responsible for landscape architectural services for a wide variety of project types including wetland and landfill restorations, park and natural area design, trail and bikeway design, and community development and master planning. He has provided design services from conceptual site planning through construction documentation.

Mr. Lynn has developed a strong skill set in graphic communication, multi discipline coordination, landscape design, construction plans, specifications, and construction administration. He has gained significant design experience in the areas of sustainability, park and recreation design, and native planting design. Mr. Lynn is knowledgeable and experienced in the development of construction documents which include layout plans, landscape plans, utility plans, site details and specifications. With former experience in the public sector, Mr. Lynn has a strong understanding of the public design process including, community input, grant funding, the bidding process, regulatory requirements, and project implementation.

#### Areas of Expertise

- Park Amenity and Trail Design
- Visual Impact Analysis
- Landscape Restoration Design
- Master Plan Development
- Construction Documentation
- Construction Administration

#### Years of Experience

- With AECOM: 5 Years
- With Other Organizations: 4 Years

#### Education

- BA/Kenyon College/2004
- MLA/Cornell University/2007

#### Professional Registrations

- Landscape Architect/Ohio/2010
- Landscape Architect/New York/2012
- CLARB Certified/2012

#### Project Highlights

**Landscape Architect, Fleet Avenue Reconstruction, Cleveland, OH:** City of Cleveland/NEORSD, Fleet Avenue Rehabilitation Project. Christian Lynn is serving as the Project Landscape Architect. Through the installation of 1500lf of new separate storm sewer, the system offload 15 acres of urban runoff into a 1/3 acre infiltration basin at the corner of Fleet and 53rd. Built on vacant parcels, the basin becomes a community green space that is aesthetically integrated into the neighborhood. The basin is modeled for .8mg CSO reduction while capturing 4.7mg of runoff annually.

**Project Landscape Architect, Mayfield Village Greenway Trail, Mayfield Village, OH:** Project landscape architect and designer for a two mile trail running north/south through Mayfield Village, OH. URS wrote a grant for Mayfield Village and received 600,000 in NOACA funding. Running between I-271 and S.O.M Center Road, the 10' wide asphalt trail weaves between technology parks, public land, and school property while also making a critical connection under the heavily traveled S.O.M. Center Road, and tying into the Cleveland Metropark's North Chagrin Reservation.

**Lead Landscape Architect, NEORSD, General Engineering Services #1, Cleveland, OH:** Lead design for the renovation of the NEORSD headquarters site with the goal of incorporating a range of green infrastructure practices that could be incorporated into an existing site drainage patterns. This project consisted of a visual condition assessment to assemble asset information that will be used for repair and renewal planning as part of the Asset Management Implementation Phase I Project. To advance the use of asset management techniques within the NEORSD, a process for determining asset conditions was developed.

**Project Landscape Architect, CMHA Senior Living Facility, Cleveland, OH:** Developed and designed concepts and construction documents for the landscape and hardscape, design of a new CMHA senior living facility. The site and facility were designed to meet the criteria for the Enterprise Green Community Building certification.



## THOMAS EVANS, ASLA, LEED AP

**Green Infrastructure Design Director, Senior Project Manager**

**Green Infrastructure Lead & Grant/Funding Support**

Mr. Evans has directed a wide variety of multidiscipline watershed restoration projects. He has developed a unique set of skills to integrate Landscape Architectural, Engineering, and Ecological measures in the design of constructed wetlands, stream restoration, and Green Infrastructure projects. He has extensive experience in the design of stormwater wetland projects which successfully balance stormwater management, stormwater treatment, habitat restoration, and wetland permitting issues. His track record of grant assistance to communities is now over \$7 million. He has been responsible for the design of a number of innovative, “first of a kind” and Award Winning projects.

### Areas of Expertise

Green Infrastructure  
Watershed Planning  
Stream Restoration  
Wetland Mitigation  
Storm Water Management  
Urban Streetscapes  
Landscape Architecture

### Years of Experience

With AECOM: 25 Years  
With Other Firms: 10 Years

### Education

BS/Landscape Architecture/The Ohio State University/1976

### Professional Registrations

Landscape Architect/Ohio/1979  
LEED Accredited Professional/2009  
URS (AECOM) Project Management Certification/2009

### Specialized Training

Haestad Method's TR-55 Seminar  
TR55 Stormwater Management Workshop, ASCE  
Wetlands Mitigation Workshop, ASLA  
Wetlands Construction and Restoration, Wetlands Training Institute  
Creating Wetlands for Wastewater Treatment, University of Wisconsin

### Project Highlights

**Senior Planner, Green Infrastructure Feasibility Study, NEORS, Cleveland, OH:** Lead planning effort to prioritize urban watersheds to identify opportunity sites, and develop conceptual plans for regional sized Green Infrastructure installations which reduce Combined Sewer Overflow volume. Wrote successful grant application for \$103K to assist with funding study.

**Project Manager, Green Infrastructure Demonstration Project, Mayfield Heights City Hall, Mayfield Heights, OH:** Responsible for directing design of project to provide high visibility Green Infrastructure examples to residential and commercial property owners. Project includes pervious pavements and bioswales in parking lots, downspout disconnection and rain gardens in front yard. Wrote successful grant for \$220K to fund project.

**Senior Landscape Architect, Bowling Green State University, Commons Landscape Bowling Green, OH:** Directed preparation of plans for landscape enhancements to 2000lf pedestrian walkway. Project repaired extensive damage from utility tunnel construction. Landscape design consisted of a sinuous planting bed over 700' long planted in 3 bands of ornamental grasses and flowering perennials, Landscape design goals were to beautify the pedestrian spine, screen the 8'x4' tunnel ventilation kiosks, accentuate building entrances, as well as screen an adjacent parking lot and campus road. Professional services completed in 2008. Construction complete in 2009.

**Senior Landscape Architect, Health Careers Technology Building, Cuyahoga Community College, East Campus, Cleveland, OH:** Directed design of suite of Green Infrastructure measures including green roof, rain gardens, permeable pavements, cistern, and vegetated swale. This 50,000sf, \$15M project is targeted to achieve LEED silver certification. Project construction completion in 2011.

**Green Infrastructure Masterplan, Cuyahoga Community College, East Campus, Cleveland, OH:** Directed preparation of Green Infrastructure Masterplan for 250-acre suburban campus, incorporated the entire green infrastructure “toolbox” to provide on site demonstration sites supporting innovative Green Academy curriculum.





## JOSEPH WEBB, RLA

### Director of Park Planning

### Operations for Parks Projects

Mr. Webb is a Professional Landscape Architect with extensive, diverse experience in the planning, design and development of exterior environments. Joe has over thirty years of experience in both the public and private sectors. Joe has been involved in numerous park planning and design projects from detailed design to large scale systems planning with an emphasis on the integration of open space with transportation and urban form.

#### Years of Experience

With AECOM: 4 years

With Other Firms: 35 Years

#### Education

BS/Landscape Architecture/University of Wisconsin/1983

#### Professional Registrations

Landscape Architect: Florida No. 6666766

#### Professional Affiliations

American Society of Landscape Architects (ASLA)

National Parks and Recreation Association (NRPA)

#### Awards & Honors

Florida ASLA Honor Award, 2011 Ludlam Trail Benefits Study

Florida APA Gold Coast Best Report & Transportation Plan Awards, 2010

California APA Award, Downtown San Diego Needs Assessment, 2008

#### Presentations & Workshops

Assessing Equitable Access to Parks Webinar, Centers for Disease Control, 2013

Urban Form and the Language of Open Space, American Planning Association National Conference, 2011

Quantifying the Benefits of Trails and Greenways, National Recreation and Parks Association Annual Conference, 2011

The Social, Environmental and Economic Benefits of Trails and Greenways, Florida Recreation and Parks Association Annual Conference, 2011

Creating Livable, Sustainable Communities through Integrated Transportation and Open Space Planning, National Parks and Recreation Association National Congress, 2010

#### Project Highlights

##### Miami-Dade County Parks and Open Spaces System

**Master Plan, Miami-Dade County, FL:** Developed a 50-year, unifying vision for a livable, sustainable, Miami-Dade County addressed five (5) major components: great parks, great public spaces, great natural and cultural places, great greenways, trails, and water trails, and great streets. Through a series of workshops, lifestyle/demographic analysis, analysis of existing systems, benchmarking and economic analysis, AECOM developed a series of guiding principles that set forth a new vision for a livable, sustainable community.

##### Downtown San Diego Needs Assessment, San Diego, CA:

Project included the extensive research and analysis for the preparation of a needs assessment which included a series of interviews and workshops with various stakeholders and focus groups; public workshops, a youth workshop, and presentations, and a mail/telephone survey centered on Downtown San Diego.

##### Fort Lauderdale Parks and Recreation Long Range

**Strategic Plan, Fort Lauderdale, FL:** Developed a Parks and Recreation Long Range Strategic Plan that set forth a clearly defined mission and long range plan for the Fort Lauderdale Parks and Recreation Department that reflects community interest and significant levels of community support. The Plan sought to maximize citizen use and enjoyment of existing parks, facilities and recreation services while setting forth specific recommendations for meeting the future needs of the community. This plan seeks to position the Department to strategically meet the recreational needs of an urbanizing City as well as the changing demographics and lifestyles of its residents.

##### Fort Myers Parks & Open Spaces Needs Assessment and System Master Plan, Fort Myers, FL:

The City of Fort Myers Parks and Open Space Needs Assessment and Master Plan project was comprehensive evaluation of community needs through both quantitative evaluation, benchmarking and extensive public involvement as well as to provide a guiding document for the development of future facilities in the City. The report included order of magnitude opinion of cost and funding, proposed capital improvements program and projected recurring annual costs for operating facilities.



## SAMANTHA CASTRO, LEED GA

Senior Urban Designer

Urban Design Expert

Ms. Castro is an Accredited LEED Green Associate with a Masters of Landscape Architecture and Regional Planning. Her comprehensive background includes large scale master planning and transportation planning, as well as experience in all phases of urban design and landscape architecture.

### Credentials

LEED Green Associate #10646572  
 Masters of Landscape Architecture & Regional Planning  
 University of Pennsylvania, 2005  
 Bachelor of Arts, dual-major in Art History and French  
 Wellesley College, Wellesley, MA, 2002  
 Université de Provence, Aix-Marseilles  
 Aix-en-Provence, France, 2002  
 The Principles and Practice of New Urbanism  
 University of Miami School of Architecture Certificate  
 National Charrette Institute  
 Charrette System Training

### Affiliations & Honors

U.S. Green Building Council  
 2008 History Channel's City of the Future National  
 Champion "Atlanta City in the Forest"  
 2007 Next Generation Award  
 Georgia Chapter of the American Society of Landscape  
 Architects

### Project Highlights

**Lexington Downtown Development Authority On-Call Services, Lexington Downtown Development Authority, Lexington, KY:** Working to assist the LDDA and cooperating agencies in moving forward with the Rupp Arena, Arts & Entertainment District (AAED). The plan's intention is to elevate the arena and convention experience and leverage the unique surrounding neighborhoods and urban core. This work includes creation and review of requests for proposals and qualifications for the core team of the Rupp AAED, creation of general project management materials such as schedules and organizational charts, and generation of preliminary graphics, including a TIF map for the area, and revisions to the AAED Master Plan.

**US-27 Nicholasville Road Alternative Analysis, LEXTRAN, Lexington, KY:** Providing assistance with the analysis of alternative modes of transit along the Nicholasville Road (US 27) corridor, including assessing the existing urban design fabric of the corridor, determining development opportunities associated with transit investment, identifying additional funding sources, engaging stakeholders, and involving the public throughout the process.

**Atlanta BeltLine\*, Atlanta, GA:** As part of a multidisciplinary team, worked on the project creating graphic elements for the schematic and preliminary costing phases, and designs for the northeast portion of the BeltLine. The 22-mile loop of abandoned or underused railroad will connect a series of proposed mixed-use communities with over 45 neighborhoods through a continuous network of open space. Efforts on both the project development and public involvement fronts, were able to gain buy-in from the community on detailed land use, transportation, and park plans, which have since gone through the adoption process by the City of Atlanta.

\*Experience is prior to joining Lord Aeck Sargent.



## VANESSA NGHIEM, PE, PTOE

**Project Manager**

**Traffic Design Lead**

Mrs. Nghiem is a Project Manager with expertise in the fields of Signal Design, Signal System Timing, Traffic Control and Intersection Design. She has over 11 years of experience with consulting firms. Mrs. Nghiem has experience in system timing, signal design, traffic studies, lighting, traffic control, signing, plan preparation, maintenance of traffic plans, quantity calculations, and construction cost estimates. Mrs. Nghiem has served as project manager for several KYTC projects as well as Lexington Area Fayette County Government. She is adept at managing project schedule and budget.

### Areas of Expertise

Traffic Signal Timing  
Signal System Timing  
Signal Design  
Intersection Design

### Years of Experience

11 years

### Education

BS/Civil Engineering/University of Kentucky

### Professional Registrations

Landscape Architect: Florida No. 6666766

### Professional Affiliations

Professional Engineer/KY 26090  
Professional Traffic Operations Engineer (PTOE)

### Project Highlights

#### **Project Manager, District 7 Traffic Engineering Services, Kentucky Transportation Cabinet (2007-present):**

Provided staff augmentation to the KYTC District 7 Office (Lexington Area). Contractual duties include performing signal system evaluation and new signal system timing, signal warrant studies, speed studies, and performing signal installation inspections. In the first year of the contract, we evaluated over 100 intersections. Over the life of the contract, we retimed 15 signal systems and studied over 200 intersections. The contract was renewed in 2009, 2011, 2013 and 2015.

#### **Project Manager, Lexington Area ITS Architecture Update, Lexington Area MPO (2014-2015):**

Project manager overseeing the ITS Architecture Update required for federal funding. Led team of national experts in surveying stakeholders and evaluating the current Architecture. Aided in development of updated program and interactive website.

#### **Project Engineer, Lexington Signal Retiming Project,**

**Lexington Fayette County Urban Government:** This traffic operations project involves 35 intersections on four of Lexington's major arterial routes. A minimum of 12 unique coordinated timing plans were developed for weekdays and weekends. The timing plans were based on over 800 hours of traffic data collected for the project. We were responsible for working in the Lexington Traffic Management Center to program and download signal timing to local controllers and well as provide field support to adjust the timing. Final project results indicated a benefit/cost ratio on each route ranging from 35:1 to 69:1 when considering fuel and delay (time) savings for motorists.

#### **Project Engineer, Louisville Metro Hikes Point Traffic**

**Signal Retiming:** Developed new traffic signal timing plans for seven intersections in the Hikes Point area.

Taylorville Road, Breckenridge Lane and Hikes Lane are the three arterial routes in the project area. Primary task was to develop the five timing plans, which included lead-lag at two intersections on Breckenridge Lane to improve flow and reduce queues between two closely-spaced signals.



## DEBBY TAYLOR

**Project Manager, Lochner  
Right of Way**

### KYTC Right of Way Prequalifications:

Project Manager  
Buyer Level III  
Relocation Agent Level II

### Education

BS/Civil Engineering Tech./WKU/1983  
BA/English & French, WKU/1984

### Experience

32 years of experience  
ROW Lead Agent  
Negotiating with Property Owners and Tenants  
Coordinating Appraisers, Review Appraisers, and Agents  
MARs Evaluations  
RWUMS  
Acquiring Right-of-way and Easements  
Assisting in Design Issues  
Property Management  
Reviewing Ownership Documents  
Reviewing Plans and Legal Descriptions  
Preparing Condemnation Packages  
Relocation Services for All Property Types

### Certifications & Training

Principles of Land Acquisition, IRWA  
Communications in Real Estate Acquisition, IRWA  
Computing Replacement Housing Payments, IRWA  
Kentucky Land Titles, IRWA  
Mobile Home Relocation, IRWA Understanding the Uniform Act  
Grave Relocation Overview, 2009 Partnering Conference  
AASHTO Roadside Design Guide  
Geometric Design Workshop  
InRoads I and III Training  
Traffic Management Plan Development Training, ACEC  
NEPA and the Transportation Decision Making Process  
Project Management Essentials, Global Knowledge  
ADA Compliance for Sidewalks, KTC

### Project Highlights

**Right-of-Way Agent, Newtown Pike Extension Right-of-Way, LFUCG and Kentucky Transportation Cabinet, Ongoing:** Responsible for acquisition of 32 parcels to accommodate urban roadway reconstruction. Tasks included buying, negotiating, meeting coordination, relocation training observation and reviewing/preparing relocation and acquisition payment summary packets.

**Right-of-Way Agent, Wilmore Streetscape Improvement and Pedestrian Mall, City of Wilmore, Completed 2011:** Performed buying services, MAR surveys and computations for this project that will create a gateway entrance to Asbury Seminary, a pedestrian mall and needed parking facilities. Acquisition totaled 21 parcels.

**Project Manager, KY 3084 (Old Henry Road), Jefferson County, Kentucky Transportation Cabinet, Ongoing:** Overseeing acquisition services, including project management, negotiations, relocations, Minor Acquisition Reviews (MARs), oversight of title transfers, and closings for a 1.855 miles rural/urban roadway widening. Project involves 40 parcels: 40 partial acquisitions, one residential relocation, one miscellaneous move relocation and 27 MARS.

**Right-of-Way Agent, Louisville Bridges, Section 4, Jefferson County, Kentucky Transportation Cabinet, Completed 2013:** Performed acquisition services for 44 of the 109 parcels involved in this highly sensitive I-265 extension project.

**Project Manager, KY 1819 (Billtown Road), Jefferson County, Kentucky Transportation Cabinet, Ongoing:** Overseeing negotiations, relocations, Minor Acquisition Reviews (MARs), oversight of title transfers and closings for a rural/urban roadway widening. Project includes 66 parcels. One residential relocation and one miscellaneous move will be required. A total of 57 MARs will be completed.

**Project Manager, KY 11, Owsley and Powell Counties, Kentucky Transportation Cabinet, Ongoing:** Project involves acquisition of 132 parcels with 102 appraisals, 30 MARs and relocations (37 residential, three sign, two businesses and 13 miscellaneous moves). Responsible for overseeing negotiations, MARs, title reports, relocations and closings. QA/QC of staff offers.



## BETHANY M. SHAIN, PE

**Water Resources Engineer**

**Utilities Task Lead**

Ms. Shain has over 11 years of experience in the field of civil engineering focused on Water Resources. Ms. Shain has a variety of areas of expertise including green infrastructure design, MS4 program development, sanitary sewer evaluation studies, stormwater pollution prevention plan (SWPPP) development, green infrastructure manual development, construction administration for various stormwater projects, storm and sanitary line design, site development, dams design and engineering project management. Ms. Shain has been trained in stormwater and TMDL's through EPA Region 4, erosion and sediment control courses for both state and local agencies, pipeline assessment certification, AutoCAD civil 3D, ArcView, Infowork CS, and project management. She is currently a registered Professional Engineer in the state of Kentucky.

### Areas of Expertise

- Green Infrastructure Design
- MS4 Program Development
- Stormwater Projects
- Engineering Project Management
- Construction Administration
- Storm and Sanitary Sewer Line Design

### Years of Experience

11+ years

### Education

BS/Civil Engineering, University of Kentucky/2006

### Professional Registrations

- Professional Engineer/KY 28359
- Kentucky Erosion & Sediment Control Certified Inspector
- AECOM Certified Project Manager

### Technical Training

- Louisville MSD Erosion and Sediment Control Inspector
- Pipeline Assessment Certification Program (PACP)
- InfoWorks CS Training
- EPA Region 4, Stormwater and TMDL's: Making the Connection Workshop, Frankfort, Kentucky

### Project Highlights

**Legacy Trail Project, Lexington-Fayette Urban County Government, Lexington, KY:** Ms. Shain was project manager for the Kentucky Horse Park portion and design engineer for the Coldstream portion of the multi-use trail for the 2010 World Equestrian Games. She was involved in grading design, placement and sizing of pipes, erosion and sediment control, signing, cost estimation and specification preparation for the project. This included design for green infrastructure along the trail corridor, as well as pervious pavement design for portions of the trail. Ms. Shain was also involved with public outreach, as well as coordination with various stakeholders and utility companies to develop the layout and design for the project.

**MS4 PEOPLE and Development Team Projects, Louisville and Jefferson County Metropolitan Sewer District (MSD), Louisville, KY:** Ms. Shain is serving as project manager for the MS4 PEOPLE and Development Team Projects. She assisted MSD with EPSC Field Verifications and Standard Operating Procedures for PY3 and PY4, developed the Qualified Post-Construction Inspector Program for inspection of Green Infrastructure Practices, assisted the planning of the 2014 and 2015 Construction Field Day event, and various training videos for EPSC and green practices. Ms. Shain oversees budgeting, invoicing and negotiation of change orders for the project.

**Kentucky Transportation Statewide Storm Water Permitting Program Assistance, Statewide, KY:** Ms. Shain assisted with the MS4 Environmental Storm Water Post-Construction BMP Assistance on one of the I-65 Widening Projects. This included assisting in the preparation of an individual KPDES Permit Application Package.

**Frankfort-Parkside Sanitary Sewer Re-Alignment and Final Design, City of Frankfort, Frankfort, KY:** Ms. Shain is serving as a design engineer for this project. She has completed construction plan documents for this sewer enlargement and relocation project. This includes coordination with governmental agencies for permitting and continuing assistance with construction services.



## TERRI R. COMBS, PE

### Project Highway Engineer

### Complete Streets Design

Mrs. Combs has ten years of experience working for consulting firms as well as KYTC. Her experiences include geometric highway design, right of way plan development, bicycle and pedestrian transportation, drainage design and analysis, construction cost estimation, traffic analysis, utility coordination and highway construction field inspection. She has worked on local, rural and urban projects throughout the state including widening projects, retrofits, bridge replacements and new construction.

#### Areas of Expertise

Geometric Highway Design  
Pedestrian and Bike Design

#### Years of Experience

With AECOM: 7 years  
With Other Firms: 2 Years

#### Education

BS/ Civil Engineering/University of Kentucky

#### Professional Registrations

Professional Engineer/KY 27646

#### Project Highlights

**Project Engineer, Oldham County, Apple Patch Park and Ride:** This project was to design a Park and Ride facility near the interchange of I-71 and KY 329 near Crestwood, KY. This project was administered by Oldham County as a KYTC LPA project. Included in the project is the utilization of Green Infrastructure to minimize storm water runoff. Sidewalks will be included as well as the possibility of a TARC bus stop.

**Project Engineer, Jefferson County, Sidewalk Rehab-Ice House (Main Street Louisville, KY):** This was sidewalk project on Main Street in Louisville KY. The project included Phase I and Phase II design services to complete an ADA sidewalk section in front of a reclaimed building in downtown Louisville. This project included streetscaping to match downtown Louisville.

**Project Engineer, Jefferson County, Meyzeek Middle School, Safe Routes to Schools:** This Safe Routes to School project included upgrading existing sidewalks to ADA compliancy and designing a more pedestrian friendly area through the use of “bump outs” at intersections and clearly marked crossing areas.

**Project Engineer, Jefferson County, Louisville Loop - River Road:** Providing design services for the Louisville Loop River Road Bicycle & Pedestrian Improvements. The project includes the master plan phase of bicycle and pedestrian facilities for the Ohio River Valley Northeast corridor from the Big Four Bridge at the Mile 0 trailhead of the Louisville Loop to the City of Prospect at US 42. Services include preliminary design & planning, preliminary line & grade, construction documentation & construction management, master planning, and public involvement.

**Project Engineer, Jefferson County, Oak Street-Streetscaping:** This streetscaping project in Old Louisville included reconstructing sidewalks to meet ADA requirements, using green infrastructure where applicable to decrease the amount of storm sewer runoff, and adding bump-outs at the intersections to increase pedestrian safety and mobility. This project is in a historic section of Louisville and required coordination with many agencies to maintain the integrity of the historic surroundings.



## JIHAD HALLENY, PE

**Principal in Charge, Vision Engineering**

**Civil Engineering, Green Infrastructure, Utility Coordination**

Mr. Hallany serves as the Principal in Charge since founding the firm in 2003, responsible for the operation of a 10+ person office that includes several engineering, environmental, construction service, inspection, and surveying disciplines serving both public and private clients. Mr. Hallany specializes in water resources, environmental design, and civil/site development.

### Years of Experience

14 Years

### Education

MS/Biosystems & Agriculture/University of Kentucky  
BS/Civil Engineering, Water Resources & Structural/  
University of Kentucky

### Professional Registrations

Professional Engineer/KY#22838, IN#10403666, OH#69566

### Stream-Related Training

Rosgen Training: Level 1, 2, 3, & 4

### Wetland-Related Training

Army Corps of Engineers Wetland Delineation Regional Supplement

Richard Chinn Training

### Project Highlights

#### Hamburg East-Stormwater Management Plan (2010-2014):

Scope of services consisted of the modeling, design, permitting with COE/KDOW/FEMA, bidding, construction administration, and inspection of two (2) regional detention basins, five (5) regional water qualities (wetlands), and 100' wide of riparian corridor of native species along Brighton Tributary of approximately 4,000lf. Scope of services also included conducting monthly and semi annual inspections to monitor growth and survivability of plants within the wetlands and riparian corridor.

#### Montessori Middle School, Base flow aquifer (2013–

**Present):** Goal of the experimental design is to establish a mathematical correlations between the percent (0, 10, 20, and 30%) of organic carbon, resident time, and the removal of nitrate and phosphate from base flow through in-stream and off-stream gravel aquifer. The scope will also include developing design guidelines and specifications for the construction base flow aquifer.

#### MSD-Louisville Green infrastructure Manual

**(2012-Present):** Scope of services consists of developing training and certification classes/program for green infrastructures, developing inspection forms for twenty (20) green infrastructure practices, and conducting internal inspection on field inspectors. This program is part of the consent decree for Louisville, MSD.

#### Upper Laurel Stream Restoration (2008):

Scope of services consisted of the restoration and stabilization of approximately 6,000lf of headwater stream to appropriate bankfull cross section, meander pattern, and profile using natural channel design techniques. Scope of services also included development best management practices for grazing practices and developing riparian zones.

#### Southland Drive, Wolf Run LOMR:

Scope of services consisted of evaluating Wolf Run Creek effective XP-SWMM (H/H Model) along Southland Drive between Nicholasville Road (US-27) and the railroad track approximately 2,200lf. Services also included the revision of the effective floodplain and floodway through LOMR process and update Panel #210067119E.



## JIMMY STAHL, PE, CFM

**Water Resource Engineer**  
**Stormwater/Wastewater**

Mr. Stahl has over 23 years of experience in the field of civil engineering focused in Water Resources. His technical experience includes engineering analysis for large scale flood mapping, dams, scour susceptibility at bridges, FEMA studies & Letters of Map Change, NFIP, mitigation action, community engagement, and municipal water quantity & quality projects and programs. He has served as the Project Manager (PM) or the Principal in Charge (PIC) for AECOM's work on KDOW Map Modernization, Risk MAP, dams, and web portal development projects. He has a proven track record of building teams that meet client objectives on large scale water resource and FEMA projects.

### Years of Experience

With AECOM: 9 years

With Other Firms: 14 Years

### Education

BS/Civil Engineering/University of Louisville

M. Eng/Civil Engineering with Water Resources

Specialization/University of Louisville

### Professional Registrations

Professional Engineer/KY #19867

Certified Floodplain Manager

### Professional Affiliations

Kentucky Association of Mitigation Managers, Treasurer

Association of State Dam Safety Officials

Association of State Floodplain Managers

SAME, Sustaining Member

Kentucky Silver Jackets, KAMM Representative

### Project Highlights

#### Principal-in-Charge, KY FEMA CTP Program – Statewide Map Modernization and Risk MAP (2006 to Present):

Jimmy has served this client since award of the FY06 QA/QC project. He oversaw the development of Kentucky's QA/QC manual for checking FEMA map products, working hand in hand with KDOW. He is now the PIC for AECOM's map production services in KY, including responsibility for 8,800 square miles of hydrology, hydraulics for more than 5,000 stream miles, community engagement, and reg. & non-reg. products. Jimmy is honored to serve the Commonwealth in this capacity and pleased to serve with a KY strong team delivering solid results to a satisfied client for nearly a decade.

**Principal-in-Charge, Daviess County, KY Storm Water Master Plan (2012):** Directed H&H, mapping, alternatives & cost assessment, and public meetings for Daviess County's 12 major streams.

**Project Manager, Oldham County, KY Storm Water Utility Development (2006-2007):** Development of the storm water program activities, cost and rate determination. Numerous presentations for the storm water board, elected officials and the public.

**FY2003 Jefferson County and Warren County, KY FEMA Map Updates:** PM for Warren County, new approximate, limited detail studies, and detailed studies at sinkhole areas. For Jefferson County, led engineering effort which involved new detailed H&H studies for approximately 90 stream miles and managed the creation of an unsteady model for Pond Creek - a very intense and unique effort.





## PHIL LOGSDON

### Lead Public Involvement & Environmental Coordination, Lochner NEPA/Permitting

Mr. Logsdon brings a wealth of environmental and structured public involvement expertise to this project. His past experience with KYTC offers keen insight into how to move the environmental process along. It also provided public involvement opportunities to meet one-on-one, in small groups and in formal presentations with public officials, stakeholders and affected property owners. Regardless of how they felt about the project, they appreciated Phil's approachable style and willingness to follow through on their concerns. His relationships afford him the ability to identify persons or processes at the State to resolve project issues promptly and most efficiently. Combined with Lochner's established strength in complex projects with Public Involvement, our team offers a powerhouse of know-how and proven ability.

#### Education

MA/Applied Archaeology/Northern Arizona University/1994  
BGS/Antropology/Sociology/University of Kentucky/1986

#### Experience

24 years' in transportation-related environmental analysis (20 years with KYTC)

Past Assistant Director for the KYTC Division of Environmental Analysis

Past Acting Branch Manager for KYTC Cultural Historic Branch

Author of most recent KYTC Division of Environmental Analysis Policy Manual

NEPA coordination and document writing

Environmental policy expertise

Environmental quality control

Mitigation processes

Technical advisor for NEPA

Section 106

Environmental Justice

Public involvement

Mediation and consensus building

#### Project Highlights

##### Newtown Pike Extension, Fayette County, Kentucky Transportation Cabinet, Urban, Completed 2014:

Environmental Manager performing and overseeing public involvement, NEPA documentation, Section 106 coordination, EIS/ROD review and editing. Project faced unique Environmental Justice impacts and mitigation. Phil was part of the core project team involved in extensive public involvement and stakeholder involvement activities. Multiple Section 106 and Section 4(f) impacts were also addressed. Project has received several national awards.

##### Paris Pike (US 27/68), Bourbon/Fayette Counties, Kentucky Transportation Cabinet, Urban/Rural, Completed 2003:

Project Manager for \$500K rehabilitation of the Wright House in Bourbon County. Assisted local governments in a structured public involvement process to market and select a tenant for the property. The Centre for Women in Racing operated out of the Wright House until 2012. This project received several national awards.

##### US 68, Bourbon/Nicholas Counties, Kentucky

Transportation Cabinet, Rural, Completed 2003: District Environmental Coordinator responsible for guiding the NEPA process for complex 13+ miles roadway widening. Project involved dozens of historic properties, significant archaeology sites, jurisdictional streams and historic stone fences. The NEPA process was successfully completed with the issuance of a Finding of No Significant Impacts (FONSI).

**KYTC Division of Environmental Analysis Policy Manual, Kentucky Transportation Cabinet:** Authored major rewrite of manual addressing NEPA processes for KYTC projects.

**KYTC Section 106 Programmatic Agreement, Kentucky Transportation Cabinet:** Served as KYTC lead for agreement and streamlined historic procedures for small scale projects.

**KYTC Public Involvement Toolbox, Kentucky Transportation Cabinet:** Served as KYTC lead for the development of a web-based Public Involvement Toolbox that includes KYTC examples demonstrating various techniques.



## DENNIS P. CONNAIR, CPG, PG

**Principal Geologist**

**Karst Topography**

Mr. Connair has conducted, managed, and directed environmental assessment and remediation, and geologic investigation projects for a wide variety of clients for over 28 years. His expertise includes:

- Interpretation of bedrock stratigraphy and geologic structure.
- Classification and logging of soil and unconsolidated sediment.
- The advancement of karst groundwater studies in central Kentucky and other limestone bedrock areas.
- The assessment and remediation of impacts associated with coal combustion products (CCPs) at coal-fired power plants in Ohio, Kentucky, Indiana, Tennessee, and Alabama.
- Assessment and remediation of soil and groundwater issues under RCRA and CERCLA regulation.
- The assessment and remediation of groundwater impacted by tetrachloroethene (PCE) and other dense, chlorinated solvents.
- Groundwater supply and groundwater contamination in the numerous buried valley aquifers of Ohio, Kentucky, and parts of Indiana;

### Years of Experience

With AECOM: 28 years

With Other Firms: 2 Years

### Education

MS/Geology/Miami University/1985

BS/Geology/University of Dayton/1981

### Professional Registrations

Certified Professional Geologist/AIPG, CPG#8980/1993

Licensed Professional Geologist/IN #1535/1994

Registered Professional Geologist/KY #0197/1993

Certified Professional Geologist/PA #PG-002251-G/1995

Registered Professional Geologist/TN #3750/1995

### Project Highlights

**Principal Geologist, Dam Safety Evaluation, Hydroelectric Facilities (2011 to 2013):** Responsible for project planning and technical review and geologic interpretation of approximately 2,000 feet of rock core collected to evaluate the long term stability of concrete hydroelectric dams operated by the Tennessee Valley Authority in Tennessee. The facilities are situated in Cambrian and Ordovician bedrock settings in the Appalachian physiographic province. Provided technical direction to multiple field geologists in the collection of data and collaborated with subject matter geotechnical engineers in the Denver, CO office in the identification and interpretation of bedrock discontinuities relative to the project objective of dam stability evaluation.

**Principal Geologist, Landfill Design Basis Investigation, Coal Combustion Product Landfills (2009 to present):** Responsible for technical direction of desktop studies, onsite surveys, and intrusive investigations to evaluate the potential presence of karst conduit groundwater flow and karst-related collapse potential at multiple candidate sites for coal combustion product landfills at coal-fired electric generation stations in Alabama and Tennessee for the Tennessee Valley Authority. Geologic settings included Cambrian, Ordovician and Mississippian bedrock stratigraphy. Field activities have included karst reconnaissance, geophysical surveys, and drilling and testing for geologic and hydrogeologic characterization. Provided technical direction to multiple field crews and collaborated with geotechnical engineers in the Cleveland, OH and Morrisville, NC offices in the collection and testing of soil and rock samples for the stability evaluation.

**Principal Geologist, Coal Combustion Products Landfill Siting Study (2012):** Directed geologic and hydrogeologic evaluations for the siting of Coal Combustion Product Landfills in Pennsylvanian bedrock settings; one in northeastern Ohio and one in eastern Kentucky.



## VIKRAM GAUTAM, PE

### Geotechnical Practice Leader

### Geotechnical Engineering

Mr. Gautam is a Geotechnical/Civil Engineer specializing in the analysis and detailed design of geotechnical structures, with emphasis on geotechnical engineering for industrial and power clients, heavy highway and other linear projects, landfills, and remediation projects. He is currently the Geotechnical Practice Leader in URS Corporations' Cleveland Office. He specializes in foundation and retaining wall design, and in advanced geotechnical modeling, including finite element analyses and slope stability analyses. Mr. Gautam has also been involved in numerous geotechnical site investigations and studies, with responsibilities including coordination and management of drilling and laboratory programs and preparation of geotechnical engineering reports and recommendations.

#### Areas of Expertise

Transportation Projects including Design-Build  
Retaining Structure and Foundation Engineering  
(Geotechnical and Structural)  
Geotechnical Engineering For Industrial Clients  
Dams Engineering  
Landfill Engineering

#### Years of Experience

With AECOM: 15 years

#### Education

MS/Structural Engineering/Case Western Reserve  
University/2001  
BS/Civil Engineering/Case Western Reserve  
University/2000

#### Professional Registrations

Professional Engineer/OH #70374  
Professional Engineer/MI #6201055245  
Professional Engineer/AL # 31375

#### Project Highlights

**Lead Geotechnical Engineer, M-1 Streetcar Rail System, M-1 Rail Corporation, Detroit, MI:** Engineering services for construction of a new bi-directional streetcar rail system in downtown Detroit and extending approximately 3.2 miles to the north. Also included in the project are full depth pavement replacement and reconstruction of two interstate bridges. The total estimated project construction cost is approximately \$150M. Mr. Gautam led the geotechnical engineering effort for the project, which included approximately 100 borings ranging in depth from 10' to 150', full geotechnical reporting, rail slab and pavement subgrade improvement design, foundation design for overhead contact system (OCS) poles, and bridge foundation and retaining wall design in accordance with AASHTO LRFD procedures.

**Lead Geotechnical Engineer, Ohio River Bridges Project East End Crossing, Skanska-Flatiron-Dragados Joint Venture, Louisville, KY:** Engineering services for a construction joint venture on an \$800M design-build transportation project for the Indiana Finance Authority and the Kentucky Transportation Cabinet. The project involved a signature cable-stayed bridge crossing over the Ohio River, a bored tunnel under an historic property (with rock cuts up to 70' in height at the tunnel approaches), and more than 7 miles of roadway and interchange improvements (including 23 bridges), divided roughly evenly between the Kentucky and Indiana sides of the River. Mr. Gautam served as lead geotechnical engineer, and led a team of geotechnical engineers tasked with providing complete geotechnical design services for the project. Challenges included design of rock cuts up to 70' high at the approaches to the tunnel, bridge foundation design in a variety of subsurface conditions ranging from residual soils over shallow bedrock to deep alluvial deposits near the Ohio River, and ground improvement designs for walls and embankments in soft, compressible clays in tributary stream valleys.



Landscape Architecture, Wharf District Park, Boston, MA

# 04 PROJECT APPROACH

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**Our approach to The Town Branch Commons Project is to understand and execute the numerous tasks necessary to realize the community's vision. Our solutions focus on Design, Quality, and Customer Satisfaction.**

We have developed our understanding and approach to each of the four parts to the overall Town Branch Commons Program. Our proposed scope of services has been developed to fully comply with the requirements of the project as described in the RFP.

With the importance of cost, schedule and efficiency in mind, AECOM has developed its approach with a view to maximizing the impact of our interdisciplinary team coordination, including leveraging our existing on-site resources in Louisville, and utilization of specialized expertise in other areas of AECOM as necessary.

## Project Approach

The Town Branch Commons project will bring significant changes to the face of Lexington's downtown, and more importantly it will shape the quality of life for downtown and nearby neighborhoods and ultimately re-focus the region's view of itself. The transformation will happen in the public realm- complete streets and urban parks are powerful tools in this transformation process.

Program management is much more than managing the contracts, it's full support for implementing the vision of the project paired with the knowledge of how each part contributes to the total achievement. The program manager has a many opportunities to shape the effectiveness of the final result. These include:

- Correctly scoping the projects and carefully drafting the RFPs will directly influence the price and quality of the design firms who respond.
- Working with the client team and their stakeholders to understand program and priorities for the project will better inform direction to the design firm and establishment of priorities for scopes, schedules and budgets.
- Deep knowledge of the project types will challenge designers and contractors to bring their best work. When they see respected peers across the table that know how these projects are put together in every detail, the conversation can focus on leveraging the expertise of the team to ensure that the design is not only inspired and beautiful, but also will be well built, durable and cost effective.

In this approach, we are referencing the 24 areas of interest as presented in the Scope of Services section of the RFP, followed by our design observations and understanding of this project.

### 1. A Team of Veteran Project Leaders

Our team brings you expertise in all aspects of program management with controls for design, construction, operation, grant writing, and community engagement based on successfully performing these tasks again and again.

Landscape architects play a key role as designers of public realm, whether streetscapes, bike paths and trails, green infrastructure, parks and plazas. This project has been ably envisioned by SCAPE. There needs to be equal talent on the owner's side of the table, to uphold the best ideas for Lexington and create a management process that will balance the inspirational and the necessary, the essential and the extras. Our team is led by MAL, with experience in landscape architecture program management, for designers Ignacio Bunster and Yongwoo Lee, who have teamed on many parks, plazas and

streetscapes as well as green infrastructure, in fact all of the elements in the project. Technical experts Mike Arnold and Chris Lynn, Mike is a senior technical LA with deep experience in building parks and public landscape of all types, Chris is a former park district LA manager with expertise in complete streets. Tom Evans' love for green infrastructure extends from designing the projects and making sure they are built right to winning the grants to fund them. Finally, Joe Webb, has worked as both a parks consultant and parks administrator and brings the understanding of how parks and public space are used and perform over time, the long term cost of operations and programming, as well as the benefits that accrue to the community.

### 1a, Project Management Plan

At the core of our project management team is the understanding that having an overall program management system is paramount in delivering the Town Branch Commons project. We take this very seriously and realize that as an extension of your office, you expect us to deliver quality products. At AECOM, quality is engrained into all of our employees by mandatory annual training and tracking at the highest level of our organization. It is part of the culture and is a key reason for our ability to deliver successful projects and to be continually selected for repeat work with our clients. The following sections will provide a brief description of our quality management system as it relates to this project.

**Quality Control/Quality Assurance:** AECOM is ISO 9001 compliant and uses a stringent document control system on each project. This system facilitates data archiving and retrieval of project information. The following key activities will be employed to ensure quality control:

**Project Management Plan:** Prior to 'notice to proceed', the Project Manager will prepare a work plan that clearly defines the project goals and objectives; scope of services; staffing assignments; project deliverables; budgets; schedule; QA/QC procedures; and documentation control.

**QA/QC Assignments:** The specific roles and responsibilities of each member of the QA/QC team will be defined and documented as part of the Project Plan. The Project Manager will be responsible for scheduling independent technical reviews of work products; resolving differences in findings between the originator of the document and the reviewer; and following-up to ensure that the review comments are addressed prior to document submittal.

**Detail Checks and Independent Technical Reviews:** Independent reviews will be conducted to verify the

reasonableness of the technical approach and results; conformance with appropriate standards; that data, calculations, methods and conclusions are logical; and that the document is well written in terms of report format, grammar, and spelling.

**QC Review Requirements:** In accordance with our quality protocols, the Project Manager will inform the peer reviewer of the QC review requirements. These requirements include methodology used to prepare the analysis; verification that all calculations have been checked and back-checked by the discipline staff and task managers; editing of the report text and format; and review of design standards and criteria.

**Track Changes:** The Track Changes feature of Microsoft Word will be used to establish an archive of review comments, indicating who made the comment and the date the comment was made.

**Sign-Off:** The Project Manager and Independent Reviewer will sign-off on each document that it has been reviewed in accordance with the QA/QC Plan described herein. The Project Officer will sign-off that the QA/QC process has been adhered to.

**Consistency:** The Project Manager will ensure consistency in the report documentation. A standardized project description, with supporting graphics, will be prepared by the Project Manager, then provided to each of the task managers for inclusion in each of the individual reports pertaining to their area of expertise.

**Document Control:** A centralized file will be established and maintained by the Project Secretary including incoming and outgoing correspondence; original information and data; relevant reports; analyses; original plans; etc. This centralized file will be developed and maintained in accordance with our quality document control system. Upon completion of the project, these files will be submitted to the client.

**Schedule:** Independent peer reviews will be scheduled sufficiently in advance of the project milestones in order to allow adequate time to conduct the reviews.

In summary, the QC review process will be conducted to ensure consistency with industry-accepted standards of quality and the client's expectations. Furthermore, we will follow the systems engineering process to ensure that requirements developed as the project progresses are addressed in the subsequent design and delivery; and are deployed as part of the contract. AECOM is committed to quality control in order to minimize the client's efforts in reviewing the documents prepared as part of the planning and subsequent tasks.

## 2. Grant Management Services

Grant Administration is an important project element that impacts the delivery of the Project. There are several ways this can occur:

- Negotiation of the grant agreement impacts the project schedule provided in the grant application;
- The grant may be made in phases and approval to advance to the next phase may be tied to demonstrating that certain requirements are met;
- Delays in meeting reporting requirements can impact the timing of cost reimbursement payments, impacting applicant budget and cashflow;
- Incorrect or incomplete reporting can impact the ability to administer future grants; and
- Delays in the start of construction due to grant issues can ultimately impact the cost to implement the project.

Federal grants, in particular, entail compliance with numerous Federal laws, regulations, executive orders, policies, guidelines and requirements. Some of the more common requirements entail:

- Quarterly progress reports
- Compliance with applicable federal laws and regulations
- Procurement requirements
- Accounting system, audit, and record keeping requirements
- Monitoring the accumulation of costs
- Transparency requirements

A strong plan for administering federal grants is thus an important element in successfully delivering the Project, particularly for an applicant that may not administer federal funds on a regular basis and have systems in place as part of their regular business processes to support the necessary reporting and monitoring functions. AECOM regularly works with state and local government project sponsors to identify, compete for, and develop a process to administer grants as part of our broader project development services. Dr. Toni Horst and Tom Evans, PE have a strong track record of helping project sponsors identify and successfully make the case for funding. Based in Washington, DC, Dr. Horst has also supported sponsoring agencies in tracking evolving grant requirements. Specific duties entailed monitoring and clarification of any and all federal and/or state requirements for ARRA legislation, reporting, guidance, tracking, analysis, etc. and providing updates and feedback to the client. In addition, AECOM tracked and monitored expenditures for contracts for which ARRA grant funds were being used (construction and

consultant), including all change orders and inclusion in the real time and continuous analysis of the actual projects costs for all projects—continuous comparison of the expenditures versus the contract amount. Separately, Dr. Horst and other staff members at AECOM have supported DOT in monitoring grant compliance including reviewing applications to the Federal Transit Administration's 5309 New Starts capital program.

### 3&4. Document Management

A strong project management team is essential to successfully delivering a multidisciplinary project like the Town Branch Commons project. However, without a strong document management system, the best project team will not be able to handle the information flow and ultimately fail to deliver. We are cognizant of the need for a system to manage the project documentation and to make sure the services performed are in compliance with the desired intent. The following sections describe the system to be used on this project.

#### **Record Keeping, Reporting, Monitoring & Management:**

In order to successfully meet project schedules / deadlines, as well as control costs and anticipate budget needs, AECOM' approach and philosophy is as follows: AECOM operates with the philosophy that a successful project depends on successful management. We emphasize close management supervision on each type of project that we perform. AECOM can claim these capabilities based on our achievements on previous projects of similar scope and the caliber of the professionals we have committed to this effort.

Effective project management would be impossible without proper support systems for providing timely information. AECOM uses a computer-based project management information system for all its projects. The system permits efficient internal control over project budgets, schedules and manpower allocations. Immediately upon receipt of a notice-to proceed, a Cost Control Management Plan is developed for the project, which includes:

- A Project Action Plan listing activities and sub-activities required to complete the project, and identifying by name the person responsible for completing each activity.
  - A Project Production Budget, including an allocated cost for each in-house discipline, consultants and travel, reproduction and special supplies.
  - A Project Schedule (Microsoft Project), indicating the time required to complete individual activities and the scheduled completion date for each activity in a Critical Path Method (CPM) format.
- The system is initiated by the submission of a project budget to the Accounting Department. All hour expenditures, by task and subtask, and other direct costs are tracked against this budget. The system provides the Project Manager with the following:
    - Project Detail Charges Report - a bi-monthly listing of the hours expended by individual, by task, for each report period just past and the month-to-date; also itemizes other current direct cost charges.
    - Project Management Summary Report - a monthly summary of cumulative hours by task, and other direct costs incurred in relationship to the budget.

#### **AECOM Project Management Information System includes:**

- Reports the budget and manpower status of each task and subtask.
- Allows early identification and resolution of any manpower or budget problems.
- Permits the project manager to forecast manpower requirements efficiently and resolve potential conflicts in technical resource requirements.
- Identifies overall project activities for review by senior management.
- For each project, a set of ledgers is maintained, in keeping with generally accepted accounting practices. In addition, there are summary printouts provided to the Project Manager enabling him / her to review progress and cost, thereby giving him / her the ability to take corrective actions to prevent any schedule or cost difficulties.

AECOM controls quality by use of rigid in-house quality review techniques. A team of professionals which has experience on a particular type of project are assigned to provide quality reviews on the project. The team meets with the project staff at certain intervals to review the project's progress. The team makes recommendations on construction criteria and approach, alternatives, methods of construction, materials selection, and other elements of the project. Through this technique, we have been very successful in minimizing errors and producing economical and quality projects.

**Documentation Control System:** For document control for projects with multiple remote team members, AECOM uses SharePoint, an enterprise information portal, from Microsoft, that can be configured to run Intranet, Extranet and Internet sites. The AECOM SharePoint Server allows project personnel to connect and collaborate in a secure environment regardless of where individuals and offices are located.



AECOM controls and monitors the portal through the project. We collect user information from the project parties, assign secure id's and passwords. Typically project parties include the Client team, the AECOM team, sub-consultants, contractors and subcontractors that have a need to receive and exchange information such as correspondence, Minutes of Meetings, Drawings and Specifications, schedules, submittals, shop drawings, RFI's and punch-lists.

A hierarchy is set up for the project folders. Access as well as visibility to each of the folders is determined and set via security protocol for each project team and person. Documents can be set up with full rights or read only.

We typically include a project team contact information document that contains contact information for selected project team members. Hierarchical access can be set for this document so that not all users see all information.

Access to communication documents such as correspondence, Minutes of Meeting, memorandums, transmittals can be controlled through Sharepoint. Sharepoint also allows us to include the printer in the hierarchy so that drawings can be issued for review, for bid and for updates as the project proceeds. Folders can be set up for design documents, bid documents, construction documents, RFI's and shop drawings.

AECOM has used Sharepoint very effectively on large and midsize projects with team members from various localities. We assign a staff member to set up and to monitor the site as required during the project.

**Scheduling:** On most of our building projects, Scheduling management is a primary responsibility of our team. This responsibility typically occurs in two major phases.

The first is the scheduling of the work effort during the Design Phase where we will focus on the tasks to be completed by the Architect, CM and the specialty consultants.

The second phase includes the scheduling of the bidding, contract award and construction of the project. During this phase, the schedule will emphasize on the Construction Manager's GMP development, bidding, subcontract awards and detailed construction activities.

AECOM understands a school's educational schedules must be unaffected by construction activities and thus we will be diligent in the use of our advanced scheduling process to mitigate any potential delays. Building your new school will consist of thousands of individual tasks linked together in a multitude of complex paths. This scheduling process starts during the design process, well before the physical construction begins. It is difficult if

not impossible to develop, understand and manage this scheduling effort with simple lists or bar charts. In the construction industry, using a detailed Critical Path Method (CPM) schedule is the only way to exactly define the status of the whole project and allow the team to adjust to changing conditions as they arise. AECOM utilizes the latest Primavera P6 online scheduling software to track progress each and every day. This advanced system not only allows the team to communicate critical schedule needs but track, understand, and respond to the impact of any issue that can affect the schedule.

We also utilize the latest LEAN Construction techniques at the project level including "Pull Planning" sessions where the direct field managers and subcontractors develop and track daily scheduling strategies.

**Cost Control:** We control quality and cost by use of rigid in-house quality review techniques. A team of professionals which has experience on a particular type of project are assigned to provide quality reviews on the project. The team makes recommendations on construction criteria and approach alternatives, methods of construction, materials selection, and other elements of the project. Through this technique, we have been highly successful in minimizing errors and producing economical and quality projects. An important element in controlling costs and keeping projects on schedule is the ability to accurately estimate costs. We maintain a cost-estimating department whose sole function is to prepare construction estimates on all projects. The effective combination of skilled personnel, high professional standards and efficient management practices has earned our reputation for delivering projects on time and within budget. AECOM uses a state-of-the-art computer management control system that enables our project managers to continually monitor critical path progress projects are completed on time and within budget. The generally accepted criteria for "estimating accuracy" and "designing to a budget" is the average of the three lowest bidders. With over \$800 million in estimates and design projects in recent years, our estimates equaled 98.8% of the average low three bidders. We can assure you that the cost estimating and budget control facets of this project will be fully responsive to the special needs and objectives to this project.

## 5. Project Meetings

AECOM is very accustomed to holding and documenting project meetings as will be required on this project. Also, we suggest that liaisons from each of the City's Departments be identified for the purpose of building collaborative work teams and coordination with key city staff. Our intent is to hold weekly progress meetings with

LFUCG staff throughout the design and construction phases of the project. The meetings will be chaired by our Program Manager and minutes will be prepared and distributed to the attendees. Prior to each meeting, we will prepare an agenda to keep the meetings focused on the key topics. The meeting minutes will include a section for action items which will clearly define what is needed and who is responsible for resolving it. These action items will be input into a project progress matrix and tracked through completion. Once complete, the items will be kept on a completed tab within the spreadsheet in case they need to be referred to in the future.

### 6&7. Community Engagement

There is an art to engaging the community, determining the, who, when and where, what topics, and at which points in the process. Our parks project manager, Mary Ann Lasch, is a well-practiced facilitator who will work closely with Lexington based LAS to establish a rhythm of community engagement that informs the public and the projects in ways that are meaningful to both. Working closely with you, they will develop a community engagements strategy to leverage the knowledge of the community, and their interest in the parks and transportation projects that will be created.

### 8. Consultant RFP Development & Selection Process

Our design management philosophy sets us apart from our competitors and will be a key success-factor for the LFUCG and all stakeholders involved with this project. We will lead this process through teamwork, and our team will be comprised of an experience and qualified Design Consultant.

AECOM will seek the services of a top team to prepare a Design Plan for the LFUCG Project. This team will be responsible for participating in a collaborative effort that includes design input from many stakeholders, including City residents, on Park & Transportation layout.

The Summary level Scope of Work for the Design Consultant will include, but won't be limited to, the following:

- Analyzing and evaluating rules, statutes, regulations, and technical information pertinent to the design development, including land-use Planning Commission approval.
- Developing schematic design plans, sections, preliminary engineering and costs.
- Producing design development plans, sections, details, preliminary engineering, specifications and costs.
- Preparing draft documents for the Parks Committee, the Planning Commission, and the City Council to review and approve.

- Assisting all stakeholders while presenting this plan the Parks Committee, the Planning Commission, and the City Council during the public hearing process.
- Preparing final plans, specification manuals, bid schedule, and an estimate of probable costs\* necessary for obtaining construction permit review & approval. \* Cost estimates likely to come from a consultant.

**The Collaborative RFP Process:** We will write an open and creative RFP which we believe will lend itself to an open and creative design partner for your project. Our plan is to devote the necessary time to collaborate with potential design candidates during this pre-construction time-period. As we reach out to potential design candidates for their proposed solutions, we will receive submissions back from companies with different strengths, reputations, and capabilities. And as we evaluate these proposals for similar-complex project experience, client references, and project budget, we will help Force-Rank these qualities in an order that matters most to the LFUCG to facilitate your decision for design services. And once the designer is selected, we will quickly move into developing the Pre-construction and Construction sequencing of this project.

AECOM realizes and embraces the fact that all projects are designed & built by teams – not individuals or single companies. These teams consist of owners, programs managers, design consultants, construction professionals, contractors, and ultimately end-users. Everyone on the team has a valuable perspective and a vested interest in the success of the LFUCG Project. AECOM will lead your design and construction process by creating and leading this team while providing the best value for your investment!

### 9. City Council Meetings

We understand this is a high profile project and there will be a lot of interest in the current status and schedule for it. To help with the information flow and maintaining a positive outlook for it, we will be available to attend any City Council or Kentucky Legislative meetings, if requested by the City. We would work with the City's staff to prepare the key talking points for these presentations and will prepare leave behinds for the attendees as required.

### 10. Project Office

Given the duration of this project and its importance to the community, we are committed to maintain a local project office within the corridor. This office can be used to hold progress meetings, design consultant status update meetings and other meetings as deemed appropriate. Our local project office will be located at The Square in downtown Lexington at the corner of Main

Street and Broadway. This is the same office being utilized by Hunt Construction Group, an AECOM Company, for the Rupp Arena Re-Invention and CentrePointe projects in Lexington.

### 11. Compliance with Project Management Plan

As mentioned earlier, our program management team understands the importance of having a strong project management plan. These plans are not unusual at AECOM since we prepare them on every project as it is part of our overall quality control and risk management culture. The services for the Town Branch Commons project will be performed in compliance with these plans and will include:

- Project Management Plan
- Quality Control/Quality Assurance Plan
- Risk Management Plan
- QA/QC Assignments
- Detail Checks and Independent Technical Reviews
- QC Review Documentation
- Track Changes System
- Sign-Off Procedures
- Report Document Consistency
- Document Control
- Schedule Tracking

### 12. Design Consultant Contract Management

Design oversight on a large, multidisciplinary project involves organized administration and logical coordination of all aspects of design, including developing a management plan, implementing critical path scheduling, and a cost containment management system. AECOM stands ready to serve LFUCG in this role and has the necessary expertise as evidenced by the wide array of engineering and environmental categories we have been approved for by KYTC. The Town Branch Commons project is a complex project which will require a team with the technical resources to see it through to completion. In addition to having a team with the ability to provide a significant staff, LFUCG will also need a team capable of managing multiple consultant contracts. This is a strength of our team as we have several former public sector employees who were accustomed to doing this on a daily basis. This daily interaction has also afforded us the opportunity to have professional relationships with many of the firms expected to perform the future design work. We believe this will prove to be a huge benefit to the project and LFUCG.

During the first few months after notice to proceed, we would recommend the next steps for the design phase

contracts. Based on what we know now, we suggest issuing a Request for Qualifications (RFQ), not an RFP, to qualify 4-5 firms for design and engineering contracts. This would provide a pool of competent firms to pursue the Request for Proposals (RFP) that will come later for the final design plans on the Parks and Roadway/ Streetscape projects. This would also show good process toward the project completion for any future funding or grant applications. Demonstrating that a project is project moving is critical to obtaining approvals on these types of applications.

We are adept in following federal regulations and criteria to meet the requirement that come with federal funding. This high profile project will exert tremendous pressure on the City to make sure it stays on schedule and that progress is communicated in an effective and timely manner.

We have developed a strategic approach that will begin immediately to make sure the project gets off in the right direction. Our assembled Design Review Team consists of a mixture of local staff who bring institutional knowledge to the project as well as national subject matter experts who can be engaged when needed. Part of this approach is bringing cohesiveness to the overall design of the project. The Town Branch Commons project is currently broken into multiple sections and will be assigned to various consultants and will be in different stages of project development. This fragmenting of the corridor could lead to inefficiencies and may create inconsistencies during construction. To avoid this, we will provide a comprehensive look at the project which started with our initial review of the documents provided on the LFUCG ftp site. Based on this review, we suggest holding a Design Summit with the City's staff to discuss the current conceptual plans and to develop a list of ideas on how to implement the projects with cost control in mind. AECOM has a long history of conducting formal value engineering workshops and constructability reviews on large projects for many clients across the country including the KYTC. As part of our cost containment management, we have learned it is never too early to start this process because we believe addressing challenging issues creates opportunities to provide a well-coordinated design with value added benefits such as reduced maintenance costs and fewer construction change orders.

Another benefit of the Design Summit will be to start the development of a Project Design Criteria Handbook. The handbook will document the City's vision for the project including the streetscape elements, park design guidelines, coordinated way finding/signing and value enhancement opportunities such as using the latest technology to reduce life cycle costs. We will include our

internal experts as well as UK's Kentucky Transportation Center (KTC) in these discussions. We have used KTC and their Technology Transfer Program on other projects to provide value added solutions such as high visible roadway signing, pavement markings, roadway striping, geometric layout, crash reduction and other elements that affect driver expectation. Our team has the expertise and experience to organize and implement these types of studies and have demonstrated the benefits on several projects where we have served as value engineering consultants.

Another critical part of the design management plan is an effective communication strategy to disseminate a clear and consistent message to all of the involved parties like the design consultants working on the various sections of the overall project. We propose to hold regular coordination meetings with the design teams to keep the emphasis on moving the projects forward. The frequencies of these meetings will be predicated on the status of the current projects but will be scheduled after our weekly progress meeting with LFUCG staff. During the heavy production times, we will propose at least a weekly meeting or telephone conference to keep abreast of the design status and to allow input to avoid costly re-work. We will also define milestone schedules for each of the design section consultants and then require face to face meetings for plan reviews. We have found that scheduling the plan reviews around a 30%/60%/90% completion stage works very well for these types of projects. All meetings will be documented with an attendee list and the items discussed during the meeting along with any action items. The Program Manager will be present at these meeting and will be responsible for preparation and distribution of the meeting minutes.

### 13. Design Oversight

As mentioned, design oversight on a large, multidisciplinary project involves many moving parts and a team fully qualified in the technical and administrative aspects of the project. We have both the expertise and resources to carry out these functions for the City. An important differentiator of our team is the number of professional who have experience on both sides of the table. Many of our staff were former public sector employees who were tasked with providing recommendations on schematic design, alternative analysis and concept refinement to consultant teams as well as serving in the private sector and being on the receiving end on getting recommendations. This has allowed us to respect the process and develop the diplomatic skills necessary to maintain a "team" environment during this critical exchange of information. Another important aspect of our team is our team has experience in both the program management

role and design services role. Understanding the design process and what it takes to put together a biddable set of plans and specifications allows us to provide prudent and practical recommendations to the design teams.

### 14. Utility Coordination

The coordination of utilities is a complex effort, often fraught with challenges that are as unique as the various utility agencies themselves. While the focus is usually on the coordination piece, it is equally important to remember that the utilities play an important part of design, right of way, and public involvement decision-making as well. Without full understanding and appreciation of the importance of good utility coordination, this project will suffer negative impacts in meeting schedule timelines and disruption of utility services to the surrounding community. Given the limits of this project through downtown Lexington and the number of utility companies involved, there is the potential for schedule delays if cooperation and coordination issues are not properly addressed early. The project schedule for Town Branch Commons could present problems for the utility companies too in terms of having the available resources, both manpower and equipment, to meet the demands that the project will bring. In addition to proper resource allocation, another very real issue is the possibility that the privately owned companies will not be highly motivated to move quickly enough to meet schedule demands. While publicly owned utilities are reimbursed for their relocation costs, private utilities in existing R/W are responsible for costs associated with relocating their utilities, which can impede their willingness to respond and can become a barrier to the project moving forward. Knowing how to navigate these challenges takes a team that is not only experienced in working with utility companies but one that understands how to create buy-in from them as to the overall importance of the project.

Our team has several former KYTC staff that were directly responsible for utility coordination in the delivery of their assigned projects; so we speak from experience. We know being in downtown Lexington means many of the existing utilities will be private telecommunication companies with fiber optic conduits, complicating the scheduling process. Our team has hundreds of engineers and technicians who design utility plans on a daily basis, similar to the ones affected by the Town Branch Commons project. We will leverage our experience and contacts in the industry to help meet the schedule timelines. A key aspect of our team is the ability to fill the resource gap and provide utility relocation plans, if needed, to keep the project moving forward. We know that on a project of this size, utility companies must budget their work at least a year in advance; therefore it is critical to make early coordination and involvement a

priority. Therefore, our plan is to meet with them early and often, and to underscore this, we suggest holding a Utility Kickoff Meeting to include each affected company within the first few months of a contract award. Early coordination will serve to begin the delicate process of building a cooperative spirit, as well as provide for the opportunity for meaningful plan changes that may mitigate or even eliminate the need for utility relocations. We will work with them to explore Subsurface Utility Exploration (SUE) and Ground Penetrating Radar (GPR) options for critical utilities to accurately locate them. The time spent trying to avoid and minimize relocations will result in positive impacts to the overall project schedule and cost reduction since relocation is very expensive and time consuming.

We have learned to treat utility companies with the same attitude as we do stakeholders and property owners which means inviting them to the community engagement activities as well as independent utility coordination meetings. Also, our team will advocate a holistic approach when meeting with the individual utilities, looking at the Town Branch Commons Project in its entirety, including the parks component as well as the transportation impacts. This will help the companies plan not only for relocation, but upgrades in service and capacity to accommodate the overall project. We want them to see the big picture so they will be able to plan effectively. We have the past experience and knowledge to lead this critical part of the Town Branch Commons project.

### **15. Environmental Management & Oversight**

AECOM has a long history preparing and reviewing environmental documents for complex projects including in Kentucky. Our team includes several former KYTC District Environmental Coordinators who are experienced in obtaining FHWA approvals and overseeing environmental documentation as needed for construction. This experience includes KYTC Environmental Policies and Procedures, Army Corps of Engineers permitting, Kentucky Division of Water permitting procedures, Hazardous Waste/UST Remediation and Management, US Department of Fish and Wildlife, Section 106 Consultation, Section 7 Endangered Species Act coordination, Habitat Assessments and Archaeological Investigations. Given the size of this project, we will be implementing an Environmental Management System (EMS) to track, document and comply with the environmental commitments for the entire project. The EMS will help our team of environmental specialists with the timing and coordination with the state and federal resources which is a critical component for adhering to the construction schedule.

We have assembled a strong management team and identified available resources to start immediately and deliver a project of this size. We know that permitting and environmental compliance on a large project is complex and

time consuming. The schedule on this project as outlined in the Request for Proposal underscores the importance of having a team with the resources to mobilize quickly (and possibly with large numbers) to provide review or execution of the environmental documents and obtain the necessary permits. A key differentiator of our team is the amount of in-house staff we can immediately provide to LFUCG, if necessary. We know how critical this will be as the pressure increases from all the stakeholders to stay on schedule. Following procedural regulations is an integral part of project development; knowledge of both the laws governing the process as well as the proper channels to utilize, often makes the difference. Failure to comply can compromise the ability for the project to move forward in a timely manner, and can jeopardize the project's success.

Our team will take a global approach on the project to assess whether the environmental document should be one document or broken into individual documents. Part of this assessment will be determining the likelihood of federal funds on the Parks portion (Town Branch Park, Vine Street Park and existing park upgrades) of the project. If the Parks are to utilize all local and private funding, it is our recommendation to exclude them in the formal environmental (NEPA) document to avoid schedule delays due to federal funding approval; no need holding up the Town Branch Commons Corridor project awaiting approval on an unrelated issue. However, if federal funds may be used on the Parks projects or LFUCG wants to keep the door open for federal funds, it would be better to include them in the NEPA document from the beginning. Having a single document with a tiered approval approach will expedite the project as a whole. Immediately after the notice to proceed, we recommend holding a Kick-Off Meeting with FHWA (due to the recent CMAQ funding) to give them an overview of the project and get their input of ways to expedite the approvals. We have established relationships with the agencies involved so we can get to a strategic game plan on how best to move forward. Getting them involved as early as possible will save time in the end and builds trust during the project as well as any future projects.

During our field reconnaissance and study of historic maps, some dating back to 1890's, we have identified areas in which we will focus on during the first 12 months. It is important to again mention resource agency coordination which will be on-going during the project. During the first month we will be getting their approval on the logical termini of the Corridor Project and if Sections of Independent Utility (SIU) can be developed. If FHWA and KYTC agree to SIU, we could let bid packages for breakout projects. Speeding up construction keeps the project supporters happy and gets the facilities open quicker for public use. The main reason for SIU approval is flexibility; we want as many tools in the tool box as possible. Other focus areas include:

- Hazardous Waste Contamination for early industrial sites in the corridor (i.e. old Standard Oil Company facility). HAZMAT issues were encountered during the pier excavation on the Oliver Lewis Way Bridge and an Underground Storage Tank was discovered during the Main Street Streetscape Project.
- United States Army Corps of Engineer (USACE) Section 404 Permit for changes to Town Branch.
- Kentucky Division of Water Section 401 Water Quality Permit for changes to Town Branch. This will be of special concern given the karst topography.
- Phase I Archaeology Study for areas adjacent to Town Branch. Big issue with FHWA.
- Determining boundaries of historic district for Section 4f consideration. Big issue with FHWA.
- Impacts to any dry stone walls along Town Branch. Mitigation could be working with the Dry Stone Conservancy to develop a replacement/integration plan.

## 16. Design Oversight & Coordination

We have experience working with multiple consultants and keeping a maintaining a shared vision among the team. This includes having a strategic approach to make sure the project gets off in the right direction. Our assembled Design Review Team consists of a mixture of local staff who bring institutional knowledge to the project as well as national subject matter experts who can be engaged when needed. Part of this approach is bringing cohesiveness to the overall design of the project to allow seamless implementation. The Town Branch Commons project is currently broken into multiple sections and will be assigned to various consultants who will develop it on different schedules. This fragmenting of the corridor could lead to inefficiencies and may create inconsistencies during construction. To avoid this, we will provide a comprehensive look at the project which started with our initial review of the documents provided on the LFUCG ftp site. Based on this review, we suggest holding a Design Summit with the City's staff to discuss the current conceptual plans and to develop a list of ideas on how to implement the projects with cost control in mind. AECOM has a long history of conducting formal value engineering workshops and constructability reviews on large projects for many clients across the country including the KYTC. As part of our cost containment management, we have learned it is never too early to start this process because we believe addressing challenging issues early creates opportunities to provide a well-coordinated design with value added benefits such as reduced maintenance costs and fewer construction change orders.

Another benefit of the Design Summit will be to start the development of a Project Design Criteria Handbook. The handbook will document the City's vision for the project including the streetscape elements, park design guidelines, coordinated way finding/signing and value enhancement opportunities such as using the latest technology to reduce life cycle costs. We will include our internal experts who bring national practice experience as well as UK's Kentucky Transportation Center (KTC) in these discussions. We have used KTC and their Technology Transfer Program on other projects to provide value added solutions such as high visible roadway signing, pavement markings, roadway striping, geometric layout, crash reduction and other elements that affect driver expectation. Our team has the expertise and experience to organize and implement these types of studies and have demonstrated the benefits on several projects where we have served as value engineering consultants.

Another critical part of the design management plan is an effective communication strategy to disseminate a clear and consistent message to all of the involved design consultants working on the various sections of the overall project. We propose to hold regular coordination meetings with the design teams to keep the emphasis on moving the projects forward. The frequencies of these meetings will be predicated on the status of the current projects and their schedules. Our plan would be to hold the coordination meetings the day after our weekly progress meeting with LFUCG staff. During the heavy production and final deliver times, we propose to hold at least a weekly meeting or telephone conference to keep abreast of the design status. We will also define milestone schedules for each of the design section consultants and require face to face meetings for plan reviews at these milestone dates. We have found that scheduling the plan reviews around a 30%/60%/90% completion stage works very well for these types of projects to avoid costly rework. All meetings will be documented with an attendee list and the items discussed during the meeting along with any action items. The Program Manager will be present at these meeting and will be responsible for preparation and distribution of the meeting minutes.

## 17. Project Permitting

AECOM is very familiar with obtaining permits for construction projects including environmental, agency and regulatory permits. As with any complex project, the number and type of permits will be numerous and LFUCG will need a team that understands the timing and expiration of these permits. We will develop a tracking system for these permits along with a system to provide advance notification before they expire to keep them updated.

## 18. Right of Way

Our team recognizes the impact that the right of way acquisition process has on project scheduling. While most of the project will be utilizing existing right of way via encroachment permitting through KYTC, it is highly likely that temporary and/or permanent easements will be required before construction can begin. Not identifying these parcels early can create right of way issues and delays in the project schedule. This is especially true on federally funded project since the Federal Highway Administration (FHWA) and KYTC require a Right of Way Clearance Letter to be submitted before approving construction funding. Our team has former KYTC staff members who have experience in the right of way area which will be important to expedite the approval process.

A key first step in this process is to review the existing, as-built plans and identify the right of way currently owned by public sector entities. We will then overlay the proposed plans and determine what falls outside these areas to develop a list of parcel needs, segregated by private versus public ownership. Our experience has shown that as soon as you have identified the potential parcel needs, it is good practice to invite those property owners and agencies to all community engagement meetings to educate them on the project and its schedule. This helps in maintaining good relationships with both community leaders and property owners while building trust with them.

We are well versed in the right of way process and accustomed to working on high profile, time sensitive projects where the need for moving forward is balanced with the need for maintaining good public relations with our stakeholders. Our team is immediately available to focus our efforts and prioritize parcels that require right of way negotiations. Our approach to building trust will eliminate undue concern and frustration by having someone available to answer their technical project questions. Our proven experience is evidenced by being prequalified by KYTC and working with them on a statewide, on-call services contract. We will use this experience and our in-depth knowledge of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 to address the right of way needs on the Town Branch Commons project.

## 19. Operations & Maintenance Plan Development

The Town Branch Commons projects represent a significant public investment in multimodal transportation and public park infrastructure for LFUCG. The importance of protecting this investment cannot be lost. Scheduled and regular maintenance activities will protect this investment and allow for the development of these parks to match the vision of LFUCG.

AECOM is experienced and capable of preparing a thorough and detailed maintenance and operations plan for these projects. Our involvement through the course of the design phases will give us an understanding of the scope and intent of the various design elements. This understanding allows us to fashion an operations and maintenance plan that protects the design intent and promotes the full realization of each project.

We envision a plan to include a variety of components, which will be specific to the design elements and characteristics of each park. The components of each design may be divided into distinct areas to reflect the specific O&M needs. Each area would have a plan tailor to the plantings and conditions associated with that area. The plane would include elements such as:

- Warranty Inspection
- Weeding, removal of invasive and volunteer growth
- Mulching frequency and specifications
- Trimming and pruning schedules and standards
- Turf Maintenance procedures
- Perennial maintenance
- Fertilization schedules and specifications for trees, plantings and turf areas
- Leaf removal
- Removal of tree stakes and trunk protection
- Inspection, repair and replacement of amenities and park infrastructure
- Trail, walk and pathway maintenance and inspection

These are some of the consideration that an O&M plan might include. Specific details within the plan would address:

- frequency and timing of maintenance activity
- best practices
- proper procedures and techniques
- technical specifications for products
- details related to maintenance applications for each plan species

A detailed and comprehensive plan for the Operation and Maintenance of these parks will provide direction and tool for maintenance staff and protect the investment of LFUCG.

## 20. Construction Management Plan

AECOM will prepare a Construction Management Plan and all services will be performed in accordance with it. The purpose of this Construction Management Plan is to establish uniform policies and procedures that will be used by construction management personnel to implement the technical and administrative tasks for contracts making up the Town Branch Common Program. This management plan

will be a guidance document and is intended to be flexible in its application as it is intended to be revised and improved as warranted. The Program Manager will be responsible for implementing the plan and issuing updates as appropriate. The plan will satisfy the requirements of the permitting bodies, inspection bodies, and LFUCG. It will detail aspects of construction, including construction drawings, permits, safety, environmental, costs, schedule, construction personnel activities, and project authority. It is not intended to be a step-by-step procedure for each activity rather a document that outlines general activities, procedures, and requirements for LFUCG and the Contractor throughout the construction phase of projects.

Our project management approach is based on a thorough understanding of your project needs. Our first step is to discuss your goals for the project, your expertise and your preferred degree of involvement as owner, and the availability of your internal resources. Based on that knowledge, we help you establish an implementation strategy and related management tools which:

- Define the roles and responsibilities of all project participants and how best to work together as a team
- Establish a project management plan to guide team activities from design to construction
- Develop and implement appropriate project controls and information technology systems with Web access
- Conduct value engineering and other design reviews to confirm that contract documents are constructible and cost effective.
- Expedite the processing of submittals, change requests, and other time-sensitive materials
- Monitor site activities and construction progress to attain your schedule, budget, quality, and safety objectives
- Identify and resolve problems
- Manage the startup or occupancy of your new facility
- Whether employed as an extension of your staff or a full project management team, we will handle the details of day-to-day project management so your personnel can focus on more important concerns.

**Pre-Construction Phase:** Pre-Construction Phase Services typically provided by AECOM generally include the following:

- Project Scheduling and Project Budget
- Cost estimating
- Value Engineering / Analysis
- Constructability Review
- Logistics Planning
- Bidding Process Assistance

Brief descriptions for each of the services listed above had been provided within this section for your convenience.

**Project Scheduling and Project Budget:** Cost loaded schedules can be developed to provide you with a tool to project and monitor cash flow requirements. AECOM' experience is built on solid project experience. We are familiar with local conditions, and geared to budget control. As construction managers, we know that estimating is step one to cost control, and we prepare estimates that lead to an integrated cost schedule program. Through the course of the development of the project design we will perform periodic estimates to help guide the design process within budgetary parameters.

**Cost Estimating:** Our cost database incorporates local labor markets and material pricing and provides full documentation with easily understood back-up information. We adapt our methods to suit the estimates' purpose and the level of detail desired. We can typically provide a variety of computerized summaries and supporting reports, such as man-hours by craft, crew types and burdened and unburdened estimates for sub-areas within a project.

**Value Engineering:** Best applied as a design phase practice, Value Engineering (VE) is an organized analysis of project requirements geared toward ensuring that essential functions are procured at the lowest lifecycle cost, and that these costs are consistent with our clients' standards of performance, quality, reliability, aesthetics, safety and operations. Typical value engineering includes analyses and selection of the most economical project elements on both initial and projected maintenance cost.

**Constructability Reviews:** Constructability review is not a single event, but an ongoing part of a bi-weekly design review process throughout the Construction Contract Document development phase of the project. This effort begins with a thorough understanding of the project scope at completion of the development phase and agreement on the most cost effective contract packaging that current market conditions can support. Market conditions and scope must be considered together to determine the appropriate contracts beyond the basic prime contracts that may be required. We recommend additional contract development only when competition and a clearly defined scope serve to add increased value to the project. Regular and thorough design reviews for the constructability and clarity of scope will not only produce favorable bid results, but will serve to eliminate costly design changes and delays to the project during construction.

**Logistics Planning:** A thorough understanding of Town Park Community and any activities that may affect the construction schedule, help drive an effective site



logistics plan. Safe site access for staff and the public must be maintained at all times. Certain considerations may cause cost or schedule impacts and must be identified and minimized early in the design phases of the project. Logistic plans must be tested throughout design process to validate the plan and to identify effective movement and access needs for the community.

## 21. Procurement and Bidding Process Assistance

AECOM will assist the LFUCG in the bidding process for these proposed capital improvement projects in a number of ways:

- We monitor conditions in the construction market to identify factors which may affect project costs and schedule, such as availability of labor, materials and equipment.
- We make recommendations with respect to long-lead procurement, sequencing of work and use of alternative materials, equipment or methods.
- We establish an active program to stimulate the interest of qualified contractors to bid the work.
- We work with you and the design team to evaluate options regarding bid packages and sequential timing.
- We assist you and the designer in conducting preconstruction conferences.
- We respond to contractors' questions and monitor the bid process to ensure responsible and responsive bidders. We understand that questions inappropriately answered may make a bid noncompetitive and the client vulnerable to bid protests or later contractor claims.
- We assist in evaluating bids and moving into the project's construction phase.
- We will recommend acceptance or rejection of bids.
- We will evaluate bids for completeness and compliance with all bid conditions.
- We make certain that bid documents are complete and easy to understand, and that bid packages are comprehensive and coordinated with one another.

## 22. Construction Phase

During construction phase, AECOM's Program Management team continues to be responsible for the schedule control, cost control, quality control and reporting systems that make up our basic project control system. Accurate and readable financial and progress reports are produced monthly or on a schedule established by the LFUCG. We regularly convene meetings to coordinate the efforts of the designer, the contractor and other consultants and to monitor contract compliance. In the field, we perform quality control and inspection audits, contract administration, change order administration,

disputes and claims management, occupancy and acceptance procedures, and safety monitoring. We also carry out programs to achieve smooth labor and community relations. At notice-to-proceed for construction, an Owner needs project control systems in place that keep pace with construction and guide the progress of the project. AECOM develops and customizes these systems. Our seasoned construction personnel utilize these controls and reporting systems to document guide and control the progress and cost of the project.

Construction Phase Services provided by AECOM include the following:

- Contractor Scheduling and Coordination
- Cost Control
- Field Services
- Construction Meetings
- Monthly Project Reports
- Closeout
- Contractor Disputes / Claims Resolutions
- Start-Up / Occupancy / Acceptance

**Contractor Scheduling and Coordination:** The key to schedule control during construction is a computerized critical path method (CPM) construction schedule that combines all activities related to approval, delivery, inspection, installation and testing. Linked to these activities are the cost, labor hours and equipment resources needed to conduct the work. The master CPM network identifies and monitors major project milestones and activities for every team member and prime contractor. This becomes a detailed construction schedule that all parties use, which establishes project accountability.

AECOM's approach to Construction Management centers on a team approach. AECOM develops and maintains a computerized CPM construction schedule that combines all activities related to cost, delivery, approval, inspection, testing, manpower and construction. This master network is used as the framework for identifying and monitoring major project milestones. Each individual contractor's schedule is integrated into this network to create the detailed construction schedule that all parties sign, establishing accountability for the project duration. During construction, our project team will monitor and update the CPM schedule monthly, analyze and implement recovery schedules in the event of changes and delays, and ensure that all parties on the critical path are aware of their responsibilities. We can produce several types of schedule reports, including cost-loaded CPM, summary bar chart, CPM network, contract control, submittal control and change order control, as well as summary narratives that highlight current or anticipated problems. We recommend that within 20 days following

Award of Contracts, all prime contractors are to have submitted to AECOM an initial construction schedule that will meet all contractual milestones and provide a realistic plan to successfully execute their respective scopes of work. AECOM will review, comment and note exceptions taken to the contractors' schedule submittals. We typically will perform this activity within ten days following receipt of submittals. Exceptions to the submittals will be clearly documented and the contractors will be advised of required actions. Once the initial schedule is approved, it will be incorporated into the master schedule that will become the Baseline Schedule to which future progress will be measured. We recommend that the baseline schedule be signed by all parties to demonstrate commitment and be incorporated into the construction contract documents. The contractors' monthly schedule submittals will undergo the same review and approval process, and will be incorporated into the master schedule by AECOM. Variance corrections and means of required remediation will be identified. We will assist the contractor in its coordination efforts to assure that they are practicable and responsible. AECOM also understands the impact that this construction project can have on the day-to-day business and operations of the facility. We will be watchful and will attempt to minimize impacts wherever possible. To help address this issue, AECOM will incorporate school activities into the construction schedule so that considerations will be made and proper planning will be performed to minimize disruptions.

**Cost Control:** A cost and financial system from which the client can accurately review and track costs is important to a project's success. AECOM' cost reporting system provides budget analysis, forecasts and financial records for the project. As construction evolves, cost elements typically include revised estimates, contingency tracking and incurred costs corresponding to authorized payments. AECOM identifies and quantifies cost trends resulting from design or field changes and incorporates them into the cost-to-complete forecast.

**Construction Meetings:** After contracts have been awarded, AECOM will coordinate the project kick-off meeting with all contractors, the LFUCG, and the designer. We can prepare and issue standards for methods of communication, documentation, and coordination that will be expected by all parties involved. To ensure open communications and cooperation among parties involved in the project. We will prepare agendas and minutes and chair construction meetings with project stakeholders and contractors. Our minutes will be prepared in an "action" format that will include the issue or action to be taken, the responsible party and dates when results are expected. We will distribute all minutes

to all attendees and all others as authorized. These meetings are intended to communicate progress, solve problems, define expected progress and identify areas of responsibility for action.

**Monthly Project Reports:** We will prepare monthly forecast of anticipated costs at completion including pending changes and allowances for unforeseen conditions. We have adapted a full complement of cost reports that detail:

- Executive Summary
- Previous Month's Progress
- Proposed Work for Next Month
- Outstanding Issues
- Project Schedule with Analysis
- Project Budget with Analysis
- Change Order Log
- Request for Information (RFI) Log
- Submittal Log
- Progress Photographs

All of our reports are available at summary and detail levels, and we focus on changes in financial position during the monthly reporting period to allow managers to quickly focus on new activity and forecasts. We also define exception thresholds so that any unfavorable trends are highlighted quickly and allow managers to focus on these areas.

### 23. Field Services

The AECOM can oversee the field services staff on behalf of the owner so that completion is accomplished in accordance with contractual requirements. AECOM provides for clarification of discrepancies and resolution of questions of fact, monitors the inspector's performance, and serves as the focal point of utility and agency construction interfaces. We take a comprehensive and aggressive approach to mastering the interrelationships of details inherent in a major construction effort.

Simply put, AECOM manages the big picture and the details in the field, including:

- Quality control and inspection
- Contract administration
- Change order administration
- Disputes and claims management
- Occupancy and acceptance procedures
- Safety, labor relations and community relations

## 24. Closeout

Our closeout program will begin during the construction contract document phase of design with the development of a submittal and warranty log that will be included in the project manual. The log will clearly state the requirements for all material and equipment submittals and warranties that are to be provided by the contractors. Once reviewed and approved by the designer, copies of the manuals and warranties will be circulated to the LFUCG for review. Required training will be scheduled one month prior to completion to illustrate operation and maintenance requirements. Warranty information will be clearly organized relating to the specific warranty period, maintenance record requirements, and vendor contact information. The warranty period will begin once the installation is accepted by the Owner, designer, and CM, as meeting the construction contract documents. We will work to coordinate this date as closely as possible to the completion date of the project.

**Substantial and Final Inspections:** AECOM will bring meaning to these inspections by beginning the punch list process as each area of the contractors' work is completed. AECOM uses a formal checklist and sign-off process that will recognize completion of the work and will also require the contractor to maintain responsibility for protection of the work with the installing contractor until acceptance. Generally, two weeks prior to completion, a final inspection will be conducted with the Owner and the designer. The Contractor will be required to complete all work needed to support occupancy and operations by the Owner, by the required occupancy date.

## Project Understanding & Design Observations

Downtown Lexington is experiencing a renaissance, with dramatic new investment in civic, residential and commercial development. Lexington is also among the many cities that have recently discovered it is time to celebrate their origins rather than turn their back to them. In 1775, the City was founded on the banks of Town Branch Creek. Over years of industrialization and development, the creek was placed in a culvert under the City, where it has long been out of sight and out of mind for most. In the last ten years, through the efforts of citizen leadership around McConnell Springs and Town Branch Trail amongst others, attention has been directed back at the potential of Town Branch to form the civic spine of the city. Efforts were bolstered in 2012 by Mayor Jim Gray's Arena, Arts & Entertainment District Task Force that highlighted the Lexington Center and Town Branch Commons as the defining public space for a forward-looking University City.

Currently, Town Branch flows underground from its historic springs near East End to the Cox Street Lot behind Rupp Arena, where it is daylit and travels

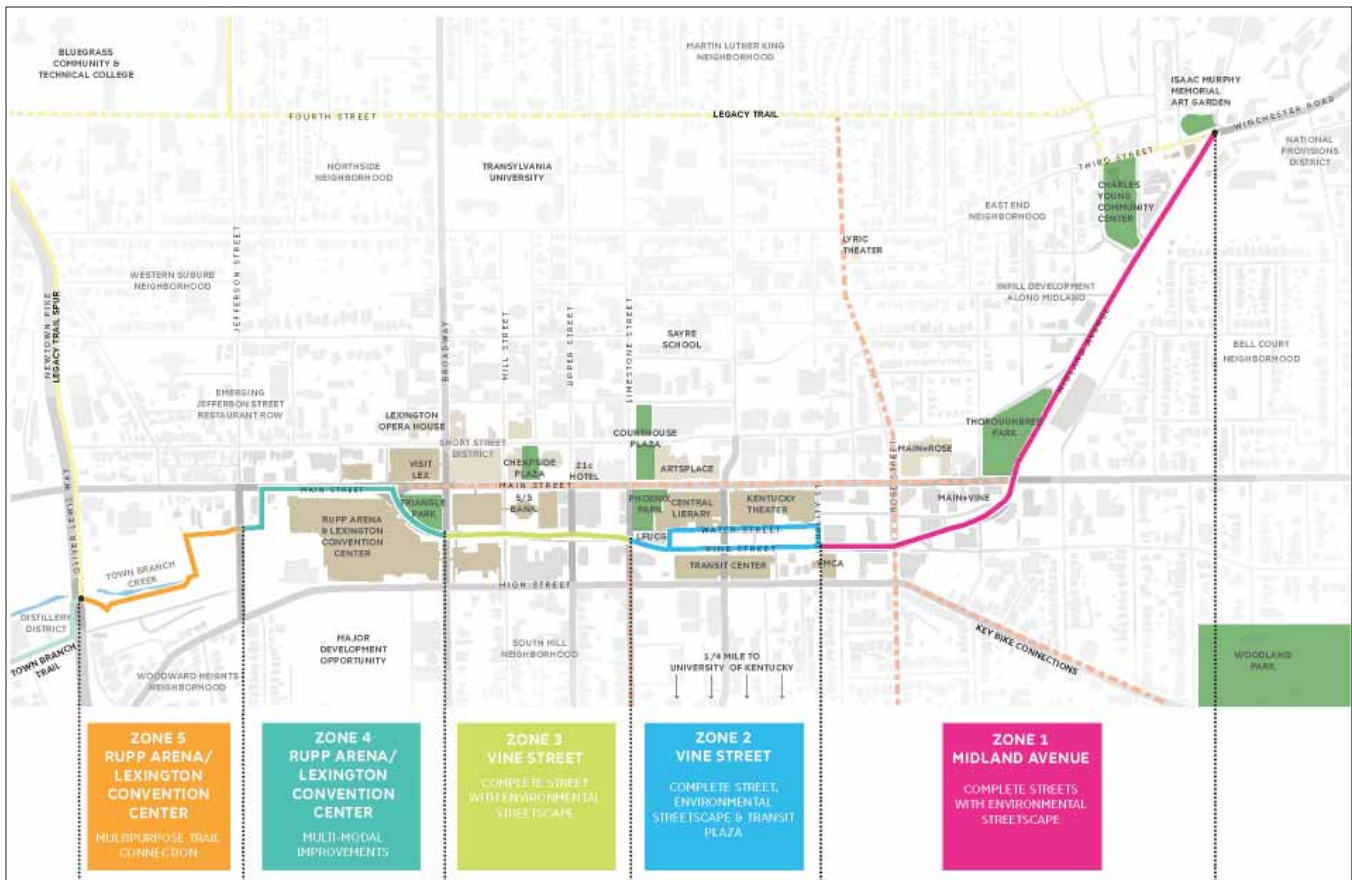
westward through the Distillery District. It traverses the entire Central Business District below Midland Avenue and Vine Street and offers potential connections to existing parks and intown neighborhoods to the north and south, as well as to educational anchors at the University of Kentucky, Transylvania University and Bluegrass Community & Technical College.



SCAPE Landscape Architects' winning entry for the Town Branch Commons Design Competition in 2013 took an innovative approach by basing their design on the natural processes of water movement through the native Karst Geology, with spaces like Town Branch Park, Karst Commons, and the Eastern Headwaters. Their entry celebrates the Town Branch Commons through a series of parks, gathering spaces, improved streetscapes, and the continuation of the Legacy and Town Branch multi-use trail systems, with a firm underpinning in highlighting the natural ecology of the region.

Recent efforts have included a conceptual Feasibility Study of alignment, general design and conceptual cost estimates and a business plan developed in collaboration with 21st Century Parks in Louisville. The Bluegrass Community Foundation and community leadership, led by the Lexington Downtown Development Authority and Lexington-Fayette Urban County Government, has identified and pursued both public and private funding opportunities for this transformative project. Public awareness has been generated by the Town Branch Water Walk and associated podcasts.

Members of the AECOM Team have played a significant role in many of past studies and steps that have advanced Town Branch Commons to this point. We are excited to build on our deep and unique public/private program management experience to take this innovative vision forward into phased funding, design/engineering, regulatory approval and construction! These efforts will build upon the strong foundation already laid and continue to grow broad-reaching collaborations between area stakeholders, public entities, private developers and non-profit supporters.



Map Graphic Referenced from Town Branch Commons 2015 TIGER VII Discretionary Grant Applications

**Design & Planning Issues**

**Midland Avenue:** The area along Midland Avenue, which is generally bookended by Isaac Murphy Park and Thoroughbred Park is the only portion of the Commons which presently runs alongside a two-way street. Although Midland Avenue has recently gone through a road diet which included the addition of a dedicated bike lane, the pedestrian zone is still unwelcoming and needs improvement. There is sufficient right-of-way in this area to achieve the ideal section of the multi-use trail, and, if the utility easement on the west side can be utilized, the only major operational hurdles come at the major intersections of Midland and Main, and Midland and Third (circled in red). There is also a lack of development to help form firm edges and the project will need to account for likely redevelopment (shown in red). Along those lines, the program manager should constantly take into account the necessary connection between the East End neighborhood and the potential future connection to Bell Court, which is cut off by a length of unused rail. Three parks are located along this stretch of Town Branch: Thoroughbred Park, Charles Young, and the recently completed Isaac Murphy Memorial Art Garden. Thoroughbred Park is the most heavily used and has become a popular place for families to bring their children to play in the fountain. As the recent Gehl Studio's Public

Space Public Life Study suggested the use of Thoroughbred Park for unauthorized play in the fountains points out the need for a more family-oriented park in the neighborhood. They suggested a playground and splash pad located in a series of vacant lots just behind where the park is today. The challenge at Charles Young Park will be in improving the park through the Town Branch efforts while maintaining the need for large areas of open space for festivals and community gatherings. Finally, there is the opportunity to create a small open space gateway at Midland and Main associated with planned mixed use development at Main & Vine.

**Vine Street:** The portion of Town Branch Commons that runs the length of Vine Street is dominated by cars, both in feel and construction, as it is both a major connector through Downtown and a state road. The biggest challenge faced within this zone are the number of buildings that have their backs turned towards Vine, and the narrow and uninteresting pedestrian zones. This is particularly true past the Transit Center, behind the YMCA, all the way to Rose Street. This block also happens to be the chokepoint for the right-of-way width. The Phoenix Parking Lot, is plagued with the same issue of having the majority of the buildings that border it with their back door or no door at all onto what is planned to become the Karst Commons Park. On the opposite side of

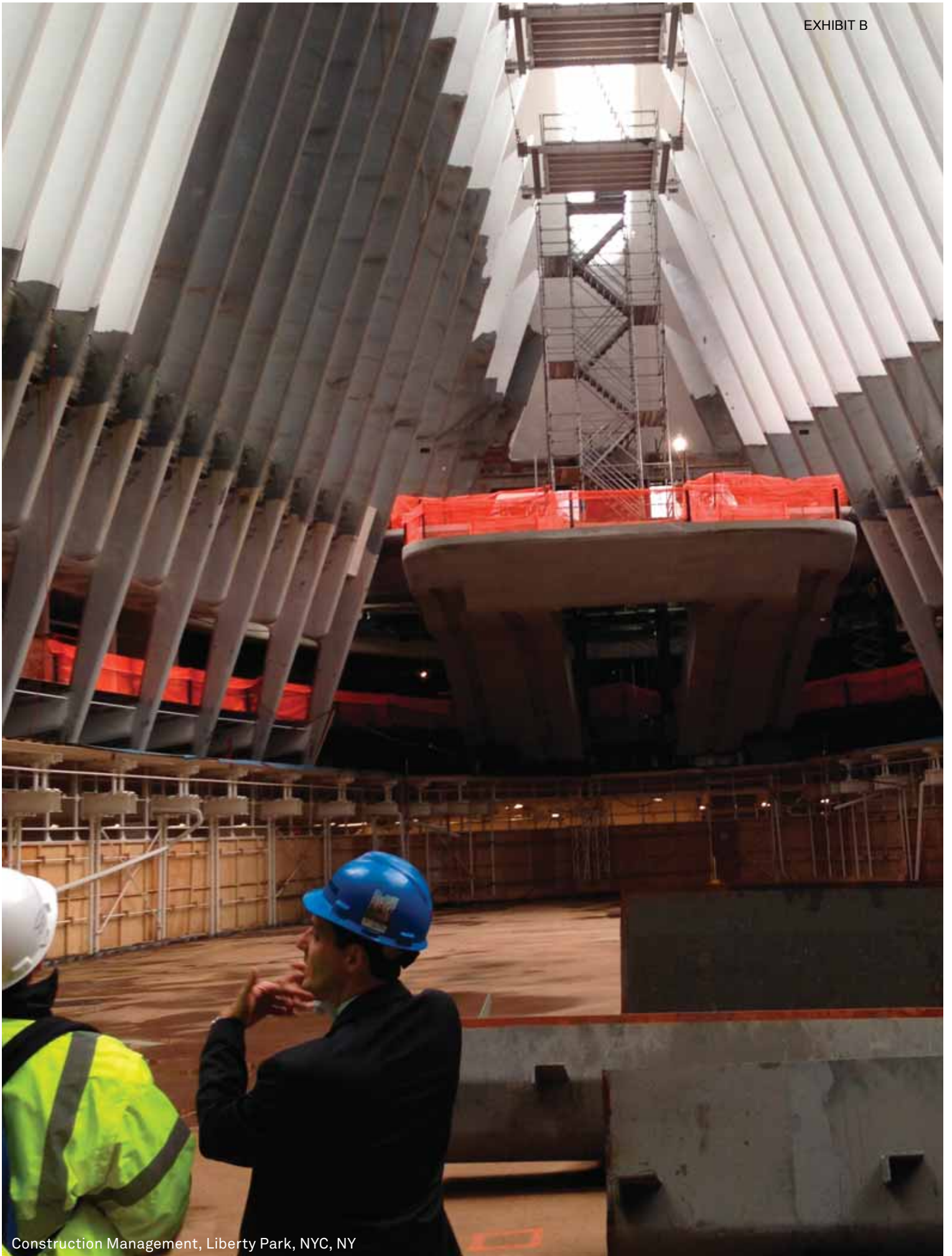
the street to the future site of the Karst Commons is the Transit Center. The Gehl Study also called out this area for a major facelift and a change of perception to make it into a transit hub that invites people, connects to the park across the street, and doesn't marginalize its riders. Other items to consider along Vine are several major intersections along this stretch including Main and Midland, Vine and Rose, Vine and Limestone, and Vine and Broadway. There will be a need to coordinate with the YMCA as they embark on a reinvestment in the High Street YMCA, to establish a better connection down to the trail and park. The Centerpointe site will be an ongoing challenge on multiple fronts. If they begin redevelopment in the near future the Program Manager will have to coordinate with them on their Vine Street frontage, whereas if the project remains as it is today a secondary plan will need to be created to shift the multi-use trail from one side of Vine Street to the other, which has implications all the way to Broadway. A linkage up to Phoenix Park and the Library will also need to be made and will somewhat be determined by what becomes of the Centerpointe site.

**Rupp District:** The portion of the site from Broadway to Oliver Lewis Way, which includes Triangle Park, a portion of Main Street, and the Cox Street Parking Lot behind Rupp Arena will be both the most transformative and the most complicated piece of the entire project. The majority of the coordination will be done with the Lexington Center Corporation who owns most of the land. A plan for the re-envisioned Lexington Center calls for a new Convention Center, the "Cat Walk", an expanded and renovated Rupp Arena and a new open space at Lincoln Plaza and the 9-acre Town Branch Park. Much of the work will be driven and constrained by the architecture. For instance, a new access drive parallel to Manchester and the removal of the Jefferson Street viaduct may be needed to reach a proposed parking deck behind the arena. Another challenge will be how to connect the activity around Triangle Park to the trail without breaking the length of continuous fountain. Operationally, the areas requiring the most thought are the intersection at Broadway, where the trail has to come diagonally to tuck up against the Lexington Center, and how to skirt the trail in the narrow space along Main Street. The AECOM Team can build on its relationships and experience in serving as planning and design consultant for the Rupp District Plan.

**A New Civic Spine:** Also on the list of overarching design and planning issues the program management team suggests the development of a refined package of Design Standards. These could be developed upfront to guide multiple efforts in terms of desired cross-sections, standard details, amenities and materials. Town Branch Commons also must be conceived as the centerpiece of a city-wide trails and open space system. The connection to the Legacy and Town Branch Multi-Use Trails as they enter town, in terms of both where and how they connect to the Town Branch Commons is something the team should plan to future proof by planning ahead for possible connection points and trailheads.

### Phasing

One important aspect of the design work will be establishing phasing for their individual work areas. Phasing will need to respond to practical issues related to the construction of roads and utilities as well as financial issues. Project funding is expected to come from multiple sources and grant timing may dictate construction starts and completion requirements.



# 05 LOCAL EMPLOYMENT

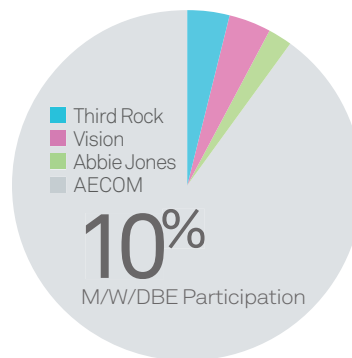
## Business opportunity program participation - Our commitment to helping Lexington and Fayette County's M/W/DBE community grow.

AECOM shares the Lexington-Fayette Urban County Government's commitment to providing meaningful growth opportunities for M/W/DBE firms on program assignments. We are committed to providing significant subcontracting opportunities for diverse suppliers, including S/M/WBE firms on a local, regional, and national level.

The M/W/DBE firms comprising our overall team are local, well respected, and highly skilled firms with previous experience on other local, regional or similar AECOM led projects. AECOM has established relationships with these firms. We call on their experience and expertise, time and again, to complement our project teams on LFUCG projects and projects across the region.

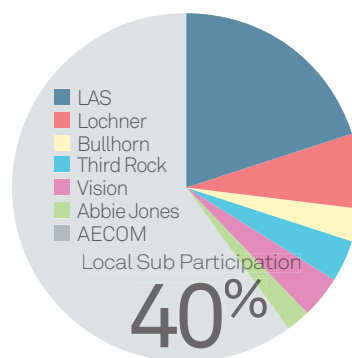
### Percentage Breakdown:

Lord Aeck Sargent.....	20%
Lochner .....	7%
Bullhorn.....	3%
Third Rock Consultants .....	4%
Vision Engineering .....	4%
Abbie Jones Consultants .....	2%



*Our proposed team includes a total of five local subcontractors. Three of which are DBE sub contractors, of which all three qualify as MBE and two qualify as MBE/WBE.*

*Together, the DBE firms make up the 10% of the work that the LFUCG is looking to achieve.*



*The three additional subcontractors are not DBE, but are local to the Lexington area. They will make up 30% of the work over the course of the program.*

# LORD AECK SARGENT

## Community Outreach, Landscape Architecture



Lord Aeck Sargent is an award-winning architecture and urban design firm with six offices across the country. Our mission of responsive design is dedicated to the creation of enduring places. Our staff includes registered architects, urban planners, landscape architects, materials specialists, preservationists, cost estimators and zoning specialists. With a focus on the design of walkable, livable urban communities, we approach the built environment of each community as a “collage” of its unique people, politics and place. We believe in the principles of good urbanism – diversity, connectivity, sustainability. We are known for our strengths in public involvement, graphic communication and implementation strategies.

### Our work is varied in scale and includes:

- Buildings & Sites
- Streets & Parks
- Campuses & Schools
- Neighborhoods & Districts
- Corridors & Centers
- Cities & Towns

With six offices, our firm has seven practice areas that share a common mission of providing responsive design, technological expertise and exceptional service in order to provide our clients with the best possible facilities and places that will serve them well into the future.

Our portfolio includes museums, arts centers, multifamily housing and mixed-use projects, government buildings, laboratories, corporate headquarters, education and conference facilities, and downtown and neighborhood plans. Our services range from master planning and programming to design, construction administration and facility management support.

The design staff at LAS represents a broad range of experiences in design and construction. Our staff includes registered architects, interior designers, urban designers, materials specialists, land planners, cost estimators and zoning specialists.

Our projects have been awarded more than 200 awards including national distinctions such as three R&D Magazine Laboratory of the Year and Special Mentions Awards as well as multiple AIA Honor Awards for Excellence in Architecture for our work with a wide variety of clients.

At LAS, our goal is to create buildings that have a restorative, positive impact on the building’s inhabitants and to reduce the negative impact of construction on the environment. We have practiced sustainability since the early 1990s and believe in using an analytical approach to optimizing building performance. Additionally, LAS has become one of the first architecture firms in the country to adopt The 2030 Challenge, an initiative that calls on the global building sector to immediately reduce energy usage by 50 percent in new buildings and major renovations in order to avoid hazardous climate change.

### Key Information:

#### 130+

College and University clients across the county

#### 50+

LEED-Accredited professionals

#### 50+

LEED-certified projects

#### 350+

Planning projects

#### 2030

LAS was one of the first architecture firms in the country to adopt The 2030 Challenge

### Contact:

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# LOCHNER

## NEPA, Right-of-Way Services



Lochner is a transportation-focused civil engineering firm that provides in-house services ranging from roadway design and traffic engineering to environmental planning and right of way acquisition.

With an office in Lexington since 1977, Lochner has served LFUCG and other municipalities with projects ranging in size and scope.

### Recent LFUCG Projects:

- Clays Mill Road Section 2C (Structures)
- Clays Mill Road Section 2B (Structures)
- Clays Mill Road Section 2A (Structures)
- Newtown Pike Extension (Right of Way Acquisition/ Environmental Planning)\*
- Grime Mill Bridge Replacement (Prime)

### Recent Nearby Municipal Projects:

- Berea Bypass (Right of Way Acquisition & Structures)
- Wilmore Streetscape and Ped Mall (Prime)
- Fulton Road Extension/City of Winchester (Right of Way)

\* Phil Logsdon provided environmental services on this project while employed with KYTC.

### Key Information:

Years in Business: 72, Lexington Office since 1977  
 Number of Staff in Lexington: 35  
 Licensed Engineers: 10  
 Roadway and Traffic Staff: 9  
 Structures Staff: 4  
 Environmental Staff: 2  
 Right of Way Acquisition Staff: 9  
 Construction Engineering Inspectors: 8  
 Administrative/Management: 3

### Prequalified:

Rural Roadway  
 Urban Roadway  
 Structure Design (spans under 500')  
 Traffic Engineering  
 Traffic Signal Services  
 Roadway Lighting Services  
 Construction Project Supervision  
 Highway Planning  
 Transportation Corridor & Systems Planning  
 Traffic Data Collection  
 Traffic Forecasting  
 Travel Demand and Simulation Modeling  
 Pedestrian and Bicycle Facility Planning/Design  
 Right of Way Acquisition  
 Right of Way Relocation  
 In-Depth Structure Inspection  
 Air Quality Analysis  
 Socioeconomic  
 EIS Writing and Coordination

### Contact:

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# BULLHORN

## Public Relations

# Bullhorn

Bullhorn is a brand design firm, headquartered in Lexington, KY. Our clients look to us to help think through the way they present themselves to the world. We establish verbal and visual foundations that channel the distinct values that guide our client's business. Once a foundation is set, we bring brands to life. We search for meaningful ways to connect people to brands and brands to people. We create content that conveys what brands stand for and why. And we do it all with the understanding that what we did yesterday probably won't work today - because, just like people, brands must evolve.

Our clients work in a variety of areas including public works initiatives, higher education, consumer goods, and service industries. In each area, good design and creative brand communication has helped our clients meet their unique set of challenges and opportunities. Our work has come in the form of capital campaigns, awareness campaigns, rebranding efforts, civic branding, and product design.

### Services

- Identity Design
- Digital Design and Development
- Social Media Strategy
- Collateral Design
- Video Production
- Photography
- Experiential Design

### Notable Clients

- City of Lexington (Spring 2012 - present) Brand implementation
- Eastern Kentucky University (Winter 2015 - present) - Rebrand design and ongoing implementation
- Texas Central Railway (Winter 2011 - present) Brand design and ongoing implementation

### Bullhorn works for Lexington - both formally & informally.

Formally, we are working with the City of Lexington to implement its new identity. In collaboration with city officials, we're executing a design strategy that cohesively weaves the identity throughout all internal and external communication platforms.

In addition, we are working with the Lexington Police Department to retool their recruitment initiatives. This effort will highlight the overlooked aspects of the job - aspects that involve sharp thinking, decision-making, and community service - and entice like-minded recruits with the unique quality of life found in Lexington.

While our formal connection to Lexington is strong, our informal connection is stronger. We understand the culture of our city. Our network extends from those making the important decisions for our city, to those impacted by them. This ability to understand causes and effects in Lexington gives us a unique context in which to work.

### Project Leads

Adam Kuhn, Partner & Creative Director

Creativity can be boiled down to pairings. As Creative Director at Bullhorn, Adam connects divergent ideas. Four years ago, he took a gamble, left his secure job as Lead Interface Designer at Lexmark to join Griffin and Brad on the frontier highway. It started as a challenge, and now he finds his rewards every day on Loudon and Limestone, in an environment where whatever he did yesterday will never be as good as what he'll accomplish tomorrow.

Brad Flowers, Founding Partner

Brad Flowers co-founded Bullhorn in 2008. He oversees all Bullhorn operations. He is civically involved, also, serving as a founding board member of Broke Spoke, a non-profit community bike shop, a founder of Easy Rider Cycling, a group that produces bicycle races, and a board member of the Kentucky College of Art and Design and the Chamber Music Festival of Lexington, and the YMCA of Central Kentucky. Brad earned his Bachelor's degree in Literature from the University of North Texas.

### Contact:

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brad@bullhorncreative.com  
www.bullhorncreative.com



# THIRD ROCK CONSULTANTS

**MBE, WBE:** Environmental Review, Permitting & Community Outreach

Third Rock Consultants, LLC (Third Rock) was established in the fall of 2000 in response to the increased need for innovative, yet professional environmental consulting services. Third Rock is recognized as a leading environmental firm in our region, achieving this distinction through a combination of superior technical skills and commitment to meeting our clients' needs. Our services have long included environmental engineering design, biological and ecological analyses, environmental permitting and mitigation, and NEPA documentation. Third Rock serves a wide range of private and public clients, including industry and government agencies, who are faced with challenges that demand environmental experience and technical expertise.

As both Prime and Subconsultant, Third Rock has worked with LFUCG staff on multiple projects ranging from transportation NEPA studies to stormwater management services. Some of these include:

- EIS/ROD, Newtown Pike Extension; Hazardous Materials Corrective Action Plan; Hazardous Materials Inspection (KYTC Item 7-593)
- CE, New Circle Road Widening (KYTC Item 7-311)
- CE, New Circle Road/Leestown Road Interchanges (KYTC Item 7-266)
- Distillery District Feasibility Study – Environmental Constraints
- Stormwater Program Management Services (2004-present)
- Phase I ESAs, EA3
- Sanitary Sewer Remedial Measures (ecology, stream and wetland impacts, Phase I ESAs)

## Key Information:

Years in Business: 15  
 Lexington Office Since: 2000  
 Number of Lexington Staff: 20  
 Licensed Engineers: 2  
 Licensed Geologists: 2  
 Environmental Staff: 9  
 Technical Staff: 4  
 Administrative/Management: 3

## Prequalified:

Fisheries  
 Macroinvertebrates  
 Water Quality  
 Botany  
 Zoology  
 Wetlands  
 Highway Noise  
 Air Quality  
 Stream Mitigation  
 Socioeconomic Analysis  
 EIS Writing and Coordination  
 UST & HAZMAT Site Analysis  
 Preliminary Site Assessment  
 Site Recon./Sampling  
 Leak Detection/Monitoring  
 Tank Removal/Disposal  
 Remediation Services

## Contact:

Molly Foree Cummins  
 President  
 2526 Regency Road, Suite 180  
 Lexington, Kentucky 40503  
 (859) 977-2000  
[mforee@thirdrockconsultants.com](mailto:mforee@thirdrockconsultants.com)

# VISION ENGINEERING

**MBE:** Civil Engineering, Green Infrastructure, Utility Coordination



Vision Engineering is a local DBE firm, as an experienced consultant in water and environmental management provide the following services as a part of its main objective to serve the economic and environmental development for the State of Kentucky.

Part of our service covers watershed management, water resources, site development and new urbanism, geotechnical investigation, and land surveying.

With an office in Lexington since 2003, Vision Engineering has served LFUCG, other municipalities, and private developer with projects ranging in size and scope.

## Recent LFUCG Projects:

- Town Branch Floodplain Study
- Wellington Park Pedestrian Bridge Replacement
- Idle Hour Sanitary Sewer rehabilitation \*
- Century Hill Sanitary Sewer Improvement\*
- Woodhill Sanitary Sewer Improvement\*
- East Lake Sanitary Sewer rehabilitation\*

## Public Improvement Funded through Private development:

- Widening of Red Mile Road.
- Multi use / Bicycle lane Red Mile Road.
- Pump Station and Force Main Red Mile Development.
- Regional stormwater Management/ Green Infrastructure facilities, Brighton Tributary.

\*Vision conducting on-site inspection on behalf of LFUCG.

## Key Information:

Years in Business: 12  
 Lexington Office Since: 2003  
 Number of Lexington Staff: 14  
 Licensed Engineers: 3  
 Licensed Landscape Architect: 1  
 Licensed Land Surveyor: 2  
 Water Resources Staff: 2  
 Site Development Staff: 4  
 Geotechnical Engineer Staff: 1  
 Surveying Staff: 4  
 Construction Engineering Inspectors: 2  
 Administrative: 1

## Prequalified:

Rural Roadway  
 Urban Roadway  
 Surveying

## Contact:

Jihad Hallany, PE  
 President  
 3939 Tates Creek Road, Suite 130  
 Lexington, Kentucky 40502  
 (859) 559-0516  
 Jhallany@visionengr.com

# ABBIE JONES CONSULTING

**MBE, WBE:** Traffic Engineering, Surveying, Design Reviews



Abbie Jones Consulting specializes in land surveying, traffic counts, and civil engineering. Ms. Abbie Jones, PE, PLS, started the firm from scratch in 2011.

AJC provides mapping, boundary, topographic, aerial control, airfield, subsurface utility engineering (SUE), geodetic control, inspections, asbuilts, ALTA/ACSM, and construction staking land survey services. Our engineering services include site design, transportation engineering, sanitary & storm system design, and permitting. Our CAD technicians are skilled in both AutoCAD and Microstation.

Ms. Jones has personally been involved in developing survey standards and training classes for DOT staff and Planning Commissions.

## Statewide On-Demand Contracts

KYTC Surveying (2)  
 KYTC Traffic Forecasting (2)  
 KYTC Traffic Planning (1)  
 KYTC Aviation (1)

## LFUCG DWQ On-Demand Contracts

Storm Improvements (3)  
 City Hall Parking Lot, Georgetown, KY  
 Annex Parking Garage, Lexington, KY  
 East Hickman WWTP, Lexington, KY  
 Gainsway Bike Trail, Lexington, KY  
 Coldstream Park, Lexington, KY  
 Bluelicks Battlefield State Resort Park, Nicholas Co, KY

## Equipment:

Leica TS02 Total Station  
 Trimble R-8-2 GPS  
 Video, Tube, Radar Traffic Counting Cameras  
 Survey & Inspection Drones

## Key Information:

Years in Business: 4  
 Number of Staff: 5  
 Licensed Engineers: 1  
 Licensed Surveyors: 2  
 Licensed Certified Floodplain Managers: 1  
 Certified Drone Operators: 1

## Prequalified:

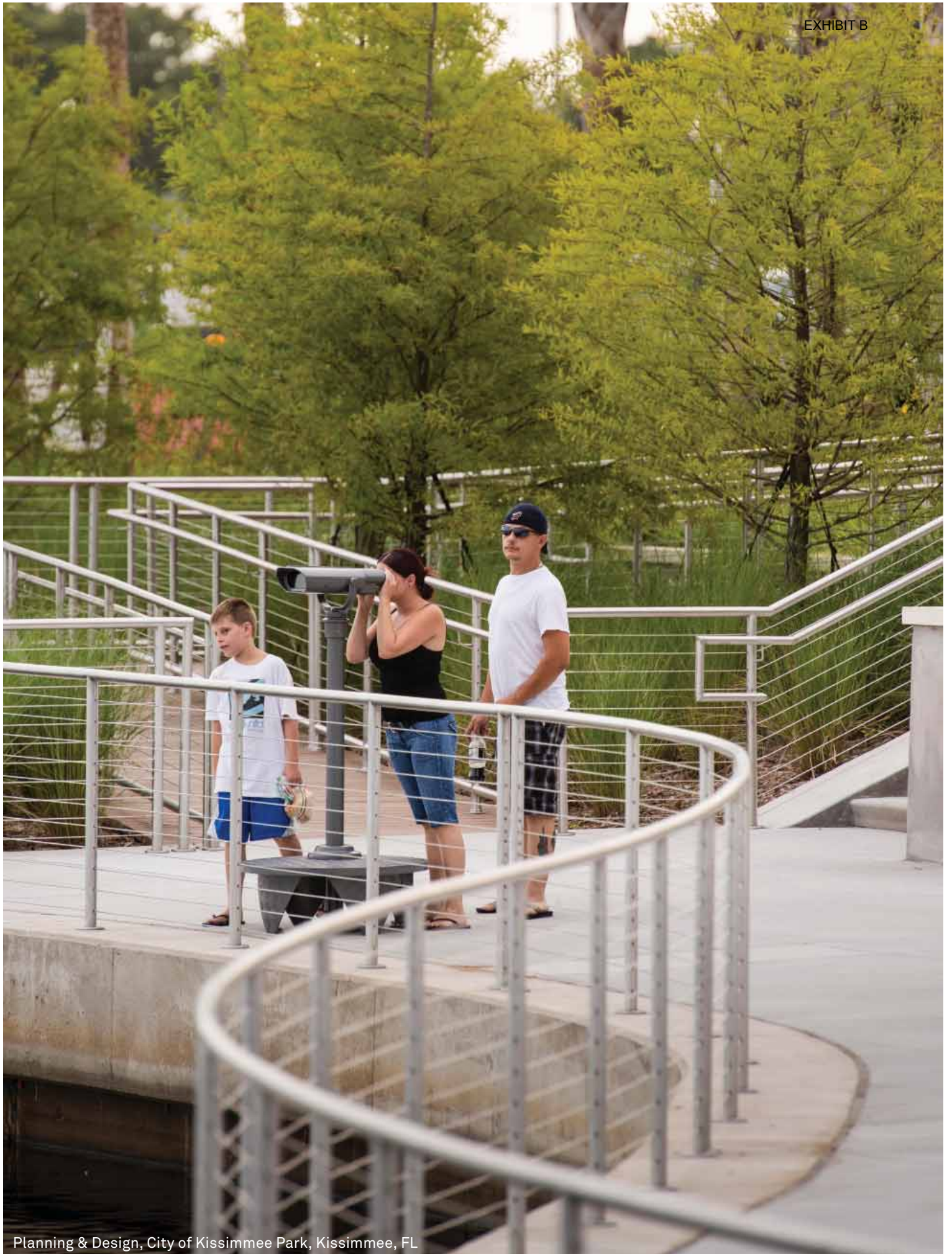
Land Surveying  
 Traffic Counts  
 Urban Roadway Design  
 Rural Roadway Design  
 Bike Ped Design  
 Additional categories submitted

## Certifications:

Economically Disadvantaged  
 Woman Owned Small Business (EDWOSB)  
 Woman Owned (NWBOC)  
 KYTC & TDOT Disadvantaged Business (DBE)  
 Hazwoper 40 & Rad Worker Trained  
 FAA 333 Exemption# 12057

## Contact:

Abbie Jones, PE, PLS  
 President  
 1022 Fontaine Rd  
 Lexington, KY 40502  
 (859) 559-3443  
 abbie@abbie-jones.com  
 www.abbie-jones.com



# 06 REQUIRED FORMS

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This section contains all of the required forms and addendum acknowledgements as required by the RFP.

**AFFIDAVIT**

Comes the Affiant, Gregory T. Groves, PE, and after being first duly sworn, states under penalty of perjury as follows:

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

**Continued on next page**



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

Further, Affiant sayeth naught.

\_\_\_\_\_

STATE OF: Kentucky

COUNTY OF: Jefferson

The foregoing instrument was subscribed, sworn to and acknowledged before me by Gregory T. Groves on this the 15th day of October, 2015.

My Commission expires: My Commission Expires November 22, 2015

*Cynthia P. Esteele*

NOTARY PUBLIC, STATE AT LARGE

### EQUAL OPPORTUNITY AGREEMENT

#### The Law

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

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

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

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


\*\*\*\*\*

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

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

#### Bidders

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

  
 \_\_\_\_\_  
 Signature

AECOM Technical Services, Inc.  
 \_\_\_\_\_  
 Name of Business

**WORKFORCE ANALYSIS FORM**

Name of Organization: **AECOM Technical Services, Inc.** Date:

Categories	Total	White		Latino		Black		Other		Total	
		M	F	M	F	M	F	M	F	M	F
Administrators											
Professionals											
Superintendents											
Supervisors											
Foremen											
Technicians											
Protective Service											
Para-Professionals											
Office/Clerical											
Skilled Craft											
Service/Maintenance											
<b>Total:</b>											

*Prepared by: Gregory T. Groves, PE, Vice President, Louisville Site Manager*

*Name & Title*

**DIRECTOR, DIVISION OF CENTRAL PURCHASING  
LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT  
200 EAST MAIN STREET  
LEXINGTON, KENTUCKY 40507**

**NOTICE OF REQUIREMENT FOR AFFIRMATIVE ACTION TO ENSURE EQUAL  
EMPLOYMENT OPPORTUNITIES AND DBE CONTRACT PARTICIPATION**

Notice of requirement for Affirmative Action to ensure Equal Employment Opportunities and Disadvantaged Business Enterprises (DBE) Contract participation. Disadvantaged Business Enterprises (DBE) consists of Minority-Owned Business Enterprises (MBE) and Woman-Owned Business Enterprises (WBE).

The Lexington-Fayette Urban County Government has set a goal that not less than ten percent (10%) of the total value of this Contract be subcontracted to Disadvantaged Business Enterprises, which is made up of MBEs and WBEs. The goal for the utilization of Disadvantaged Business Enterprises as subcontractors is a recommended goal. Contractor(s) who fail to meet such goal will be expected to provide written explanations to the Director of the Division of Purchasing of efforts they have made to accomplish the recommended goal, and the extent to which they are successful in accomplishing the recommended goal will be a consideration in the procurement process. Depending on the funding source, other DBE goals may apply.

For assistance in locating MBE/WBE Subcontractors contact Marilyn Clark at 859/258-3320 or by writing the address listed below:

Marilyn Clark, Division of Central Purchasing  
Lexington-Fayette Urban County Government  
200 East Main Street – Room 338  
Lexington, Kentucky 40507  
[mclark@lexingtonky.gov](mailto:mclark@lexingtonky.gov)

Firm Submitting Proposal: AECOM Technical Services, Inc.

Complete Address: 500 West Jefferson St, Suite 1600, Louisville, KY 40202

Street

City

Zip

Contact Name: Gregory T. Groves Title: VP, Louisville Site Manager

Telephone Number: (502) 569-2301 Fax Number: (502) 569-2304

Email address: [greg.groves@aecom.com](mailto:greg.groves@aecom.com)



## MINORITY BUSINESS ENTERPRISE PROGRAM

Marilyn Clark  
Minority Business Enterprise Liaison  
Division of Central Purchasing  
Lexington-Fayette Urban County Government  
200 East Main Street  
Lexington, KY 40507  
[mclark@lexingtonky.gov](mailto:mclark@lexingtonky.gov)  
859-258-3323

**OUR MISSION:** The mission of the Minority Business Enterprise Program is to facilitate the full participation of minority and women 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 the city council adopted and implemented resolution 167-91—Disadvantaged Business Enterprise (DBE) 10% Goal Plan in July of 1991. The resolution states in part (a full copy is available in Central Purchasing):

*"A Resolution supporting adoption of the administrative plan for a ten percent (10%) Minimum goal for disadvantaged business enterprise participation in Lexington-Fayette Urban County Government construction and professional services contracts; Providing that as part of their bids on LFUCG construction contracts, general Contractors shall make a good faith effort to award at least ten percent (10%) of All subcontracts to disadvantaged business enterprises; providing that divisions of LFUCG shall make a good faith effort to award at least ten percent of their Professional services and other contracts to disadvantaged business enterprises..."*

A Disadvantaged Business Enterprise is defined as a business that has been certified as being at least 51% owned, operated and managed by a U.S. Citizen of the following groups:

- African-American
- Hispanic-American
- Asian/Pacific Islander
- Native American/Native Alaskan
- Non-Minority Female
- Economically and Socially Disadvantaged

## EXHIBIT B

We have compiled the list below to help you locate certified MBE, WBE, and DBE certified businesses. Below is a listing of contacts for LFUCG Certified MWDBEs in Economic Engine (<https://lfucg.economicengine.com>)

<b>Business</b>	<b>Contact</b>	<b>Email Address</b>	<b>Phone</b>
<b>LFUCG</b>	Marilyn Clark	<a href="mailto:mclark@lexingtonky.gov">mclark@lexingtonky.gov</a>	859-258-3323
<b>Commerce Lexington – Minority Business Development</b>	Tyrone Tyra	<a href="mailto:ttyra@commercelexington.com">ttyra@commercelexington.com</a>	859-226-1625
<b>Tri-State Minority Supplier Diversity Council</b>	Sonya Brown	<a href="mailto:sbrown@tsmsdc.com">sbrown@tsmsdc.com</a>	502-625-0137
<b>Small Business Development Council</b>	Dee Dee Harbut UK SBDC	<a href="mailto:ddharbut@uky.edu">ddharbut@uky.edu</a>	
	Shiree Mack	<a href="mailto:smack@uky.edu">smack@uky.edu</a>	
<b>Community Ventures Corporation</b>	James Coles	<a href="mailto:jcoles@cycky.org">jcoles@cycky.org</a>	859-231-0054
<b>KY Department of Transportation</b>	Melvin Bynes	<a href="mailto:Melvin.bynes@ky.gov">Melvin.bynes@ky.gov</a>	502-564-3601
	Shella Eagle	<a href="mailto:Shella.Eagle@ky.gov">Shella.Eagle@ky.gov</a>	502-564-3601
<b>Ohio River Valley Women's Business Council (WBENC)</b>	Rea Waldon	<a href="mailto:rwaldon@gcul.org">rwaldon@gcul.org</a>	513-487-6534
<b>Kentucky MWBE Certification Program</b>	Yvette Smith, Kentucky Finance Cabinet	<a href="mailto:Yvette.Smith@ky.gov">Yvette.Smith@ky.gov</a>	502-564-8099
<b>National Women Business Owner's Council (NWBOC)</b>	Janet Harris-Lange	<a href="mailto:janet@nwbo.org">janet@nwbo.org</a>	800-675-5066
<b>Small Business Administration</b>	Robert Coffey	<a href="mailto:robertcoffey@sba.gov">robertcoffey@sba.gov</a>	502-582-5971
<b>LaVoz de Kentucky</b>	Andres Cruz	<a href="mailto:lavozekey@yahoo.com">lavozekey@yahoo.com</a>	859-621-2106
<b>The Key News Journal</b>	Patrice Muhammad	<a href="mailto:paatricem@keynewsjournal.com">paatricem@keynewsjournal.com</a>	859-373-9428



**LFUCG MWDBE PARTICIPATION FORM**  
**Bid/RFP/Quote Reference #: Town Branch Commons Project**

The MWDBE 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 Central Purchasing for approval immediately.

	<b>MWDBE Company, Name, Address, Phone, Email</b>	<b>Work to be Performed</b>	<b>Total Dollar Value of the Work</b>	<b>% Value of Total Contract</b>
1.	Vision Engineering, LLC 3399 Yates Creek Rd. Ste 130 Lexington, KY 40502 (859) 559-0516 visionengr.com MBE	Green Infrastructure Utility Coordination		4%
2.	Third Rock Consultants 2526 Regency Road, Ste 180 Lexington, KY, 40503 (859) 977-2000 thirdrockconsultants.com WBE & MBE	Environmental Review Permitting Community Outreach		4%
3.	Abbie Jones Consulting 1022 Fontaine Rd Lexington, KY, 40502 (859) 559-3443 abbie-jones.com WBE & MBE	Traffic Engineering Surveying Design Reviews		2%
4.				

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

Company: **AECOM Technical Services, Inc.**  
 10/15/15 \_\_\_\_\_ Date

Company Representative:  
  
 \_\_\_\_\_  
**Gregory J. Groves**

**Title: VP, Louisville Site Manager**





**MWDBE QUOTE SUMMARY FORM**

**Bid/RFP/Quote Reference: #47-2015 Program Management Services-Town Branch Commons**

**The undersigned acknowledges that the minority subcontractors listed on this form did submit a quote to participate on this project.**

Company Name: AECOM Technical Services, Inc.	Contact Person Gregory T. Groves
Address/Phone/Email 500 West Jefferson St. Suite 1600 greg.groves@aecom.com Louisville, KY 40202 (502) 569-2301	Bid Package / Bid Date #47-2015 Program Management Services-Town Branch Commons: 10/29/15

MWDBE Company Address	Contact Person	Contact Information (work phone, Email, cell)	Date Contacted	Services to be performed	Method of Communication (email, phone meeting, ad, event etc)	Total dollars \$\$ Do Not Leave Blank (Attach Documentation)	MBE * AA HA AS NA Female
Vision Engineering, LLC 3399 Tates Creek Rd. Ste 130 Lexington, KY 40502 MBE	Jihad Hallany President	(859) 559-0516 jhallany@visionengr.com	10/12/15	Civil Engineering Green Infrastructure Utility Coordination	Phone	TBD	MBE KYTC DBE AS
Third Rock Consultants 2526 Regency Road, Ste 180 Lexington, KY, 40503	Molly Forec Cummins President	(859) 977-2000 mforec@thirdrockconsultants.com	10/12/15	Environmental Review Permitting Community Outreach	Phone	TBD	WBE & MBE Female
Abbie Jones Consulting 1022 Fontaine Rd Lexington, KY, 40502	Abbie Jones President	(859) 559-3443 abbie@abbie-jones.com	10/12/15	Traffic Engineering Surveying Design Reviews	Phone	TBD	WBE & MBE Female

(MBE designation / AA=African American / HA= Hispanic American/AS = Asian American/Pacific Islander/ NA= Native American)

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

Company: AECOM Technical Services, Inc.

10/15/15

Date

Company Representative:

Gregory T. Groves  
Gregory T. Groves

Title: VP, Louisville Site Manager

**LFUCG STATEMENT OF GOOD FAITH EFFORTS**

**Bid/RFP/Quote #:** Town Branch Commons Project

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

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

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

\_\_\_\_\_ Attended LFUCG Central Purchasing Economic Inclusion Outreach event

\_\_\_\_\_ Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs of subcontracting opportunities

\_\_\_\_\_ Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms

\_\_\_\_\_ Requested a list of MWDBE subcontractors or suppliers from LFUCG Economic Engine and showed evidence of contacting the companies on the list(s).

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

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

✓ \_\_\_\_\_ Followed up initial solicitations by contacting MWDBEs to determine their level of interest.

- ✓ Provided the interested MWDBE firm with adequate and timely information about the plans, specifications, and requirements of the contract.
- ✓ Selected portions of the work to be performed by MWDBE firms in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items into economically feasible units to facilitate MWDBE participation, even when the prime contractor may otherwise perform these work items with its own workforce
- Negotiated in good faith with interested MWDBE firms not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.
- Included documentation of quotations received from interested MWDBE firms which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.
- Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE goals.
- Made an effort to offer assistance to or refer interested MWDBE firms to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal
- Made efforts to expand the search for MWBE firms beyond the usual geographic boundaries.
- Other - any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE participation.

Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement. Documentation of Good Faith Efforts are to be submitted with the Bid, if the participation Goal is not met.

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

**Company: AECOM Technical Services, Inc.**

10/15/15  
Date

**Company Representative:**

  
\_\_\_\_\_  
Gregory T. Groves

**Title: VP, Louisville Site Manager**

## 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, 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.

  
 \_\_\_\_\_  
 Signature

10/15/15  
 \_\_\_\_\_  
 Date





Lexington-Fayette Urban County Government  
DEPARTMENT OF FINANCE & ADMINISTRATION

Jim Gray  
Mayor

William O'Mara  
Commissioner

**ADDENDUM #1**

RFP Number: **#47-2015**

Date: October 8, 2015

Subject: Program Management Services Town  
Branch Commons

Address inquiries to:  
Sondra Stone  
(859) 258-3320

**TO ALL PROSPECTIVE SUBMITTERS:**

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

Pre-RFP conference sign-in sheet and hand out are attached.

Todd Slatin, Director  
Division of Central Purchasing

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

COMPANY NAME: AECOM Technical Services, Inc.

ADDRESS: 500 West Jefferson Street, Suite 1600, Louisville, Kentucky 40202

SIGNATURE OF BIDDER: \_\_\_\_\_



Lexington-Fayette Urban County Government  
DEPARTMENT OF FINANCE & ADMINISTRATION

Jim Gray  
Mayor

William O'Mara  
Commissioner

**ADDENDUM #2**

RFP Number: **#47-2015**

Date: October 9, 2015

Subject: Program Management Services Town  
Branch Commons

Address inquiries to:  
Sondra Stone  
(859) 258-3320

**TO ALL PROSPECTIVE SUBMITTERS:**

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

1. The Town Branch Commons Corridor project is proposed predominantly within the limits of the State right-of-way. Coordination with the Kentucky Transportation Cabinet will be required, including adherence to the Local Programs process.
2. A subsequent RFP will be issued for design services. See RFP scope of services item 8, 11-18.
3. Division of Parks & Recreation will be a stakeholder in the project but will not have a management or operational role.
4. See scope of services item 15. The Program Manager should develop scope of services for environmental documentation, as well as, determine the number of independent documents that will be required.

Todd Slatin, Director  
Division of Central Purchasing

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

COMPANY NAME: AECOM Technical Services, Inc.

ADDRESS: 500 West Jefferson Street, Suite 1600, Louisville, Kentucky 40202

SIGNATURE OF BIDDER: \_\_\_\_\_



Lexington-Fayette Urban County Government  
DEPARTMENT OF FINANCE & ADMINISTRATION

Jim Gray  
Mayor

William O'Mara  
Commissioner

**ADDENDUM #3**

RFP Number: **#47-2015**

Date: October 22, 2015

Subject: Program Management Services Town  
Branch Commons

Address inquiries to:  
Sondra Stone  
(859) 258-3320

**TO ALL PROSPECTIVE SUBMITTERS:**

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


1. Please advise as to who should sign the "MWDBE Quote Summary Form", the MWDBE or the proposer? A: The Proposer.
2. Please confirm that the "LFUCG SUBCONTRACTOR MONTHLY PAYMENT REPORT" is not required at this stage. A: No, it is not required at this stage.
3. Is there a link where all certified MWDBEs can be found? A: Certified MWDBEs with the Commonwealth of Kentucky can be found at <http://mwbe.ky.gov/Pages/default.aspx>.
4. Is there an anticipated structure for the consultant's team that LFUCG would prefer? A: No.
5. Please clarify whether it is required for the Program Manager to provide Construction Management services, or if a subsequent RFP will be issued for such services. A: See scope of services items 20-24.
6. RFP opening has been changed to October 29, 2015, 2:00 pm.

Todd Slatin, Director  
Division of Central Purchasing

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

COMPANY NAME: AECOM

ADDRESS: 500 West Jefferson Street, Suite 1600, Louisville, KY 40202

SIGNATURE OF BIDDER: 



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
1/1/2016 10/16/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Lockton Insurance Brokers, LLC 19800 MacArthur Blvd., Suite 1250 CA License #0F15767 Irvine 92612 949-252-4400	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): E-MAIL ADDRESS:	FAX (A/C, No):
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> 1389302 AECOM AECOM Technical Services, Inc. 1375 Euclid Ave., Ste. 600 Cleveland OH 44115	<b>INSURER A:</b> Insurance Company of the State of PA NAIC # 19429	
	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES** AECTE01 **CERTIFICATE NUMBER:** 13719769 **REVISION NUMBER:** XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX DAMAGE TO RENTED PREMISES (Ea occurrence) \$ XXXXXXXX MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ XXXXXXXX GENERAL AGGREGATE \$ XXXXXXXX PRODUCTS - COMP/OP AGG \$ XXXXXXXX \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			NOT APPLICABLE			COMBINED SINGLE LIMIT (Ea accident) \$ XXXXXXXX BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX \$ XXXXXXXX
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	SEE ATTACHED ACORD 101	1/1/2015	1/1/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 Notice of Cancellation applies per attached endorsement. Re: Project No. 0414635 Gen M&S, RFP #47-2015, Prog. Mgmt. Serv. Town Branch.

**CERTIFICATE HOLDER**

**CANCELLATION** See Attachments

13719769 Lexington Fayette Urban County Government 200 East Main Street Room 338, Government Center Lexington KY 40507	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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Insurer A: The Insurance Company of the State of Pennsylvania

The Workers' Compensation coverage shown does not apply in monopolistic states. In the State of ND, OH, WA, and WY Workers' Compensation coverage is provided by the State Fund. In those States, the above reference policies provide Stop-Gap Employers' Liability only. Workers' Compensation policies apply as indicated below:

AECOM

- WC 028328280 - CA
- WC 028328281 - FL
- WC 028328282 - MA,ND,OH,WA,WI,WY
- WC 028328283 - ME
- WC 028328284 - AK,AZ,VA
- WC 028328285 - IL,KY,NC,NH,UT,VT
- WC 028328286 - NJ, PA
- WC 028328287 - AL,AR,CO,CT,DC,DE,GA,HI,IA,ID,IN,KS,LA,MD,MI,MN,MO,MS,MT,NE,NM,NV,NY,OK,OR,RI,SC,SD,TN,TX,WV

URS Corporation

- WC 028328288 - CA
- WC 028328289 - FL
- WC 028328290 - MA,ND,OH,WA,WI,WY
- WC 028328291 - AL,AR,CO,CT,DC,DE,GA,HI,IA,ID,IN,KS,LA,MD,MI,MN,MO,MS,MT,NE,NM,NV,NY,OK,OR,RI,SC,SD,TN,TX,WV
- WC 028328292 - IL,KY,NC,NH,UT,VT
- WC 028328293 - NJ,PA
- WC 028328294 - AK,AZ,VA
- WC 028328295 - ME

ACORD 101



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/16/2015

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

<b>PRODUCER</b> Marsh Risk & Insurance Services CA License #0437153 777 South Figueroa Street Los Angeles, CA 90017 Attn: LosAngeles.CertRequest@Marsh.Com 06510 -AECOM--15-16      GLALP    1time	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): E-MAIL ADDRESS: FAX (A/C, No):  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A : Zurich American Insurance Company</td> <td style="text-align: center;">16535</td> </tr> <tr> <td>INSURER B : N/A</td> <td style="text-align: center;">N/A</td> </tr> <tr> <td>INSURER C : Illinois Union Insurance Co</td> <td style="text-align: center;">27960</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Zurich American Insurance Company	16535	INSURER B : N/A	N/A	INSURER C : Illinois Union Insurance Co	27960	INSURER D :		INSURER E :		INSURER F :	
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INSURER D :															
INSURER E :															
INSURER F :															
<b>INSURED</b> AECOM URS Corporation 1375 Euclid Ave., Suite 600 Cleveland, OH 44115-1808															

**COVERAGES      CERTIFICATE NUMBER:      LOS-001978546-01      REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			GLO 5965891 07	04/01/2015	04/01/2016	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS  <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS  <input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED      RETENTION \$			BAP 5965893 07	04/01/2015	04/01/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y <input type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
C	ARCHITECTS & ENG. PROFESSIONAL LIAB.			EON G21654693 ""CLAIMS MADE""	10/08/2014	04/01/2016	Per Claim/Agg 3,000,000 Defense Included

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**  
 Re: AECOM Project No. 0414635 Gen M&S; Client Reference No. RFP #47-2015 Prog Mgmt Serv Town Branch;  
 For RFP/RFQ Purposes.  
 Lexington Fayette Urban County Government (LFUCG) is named as additional insured for GL & AL coverages, but only as respects work performed by or on behalf of the named insured where required by written contract. This insurance is primary and non-contributory over any existing insurance and limited to liability arising out of the operations of the named insured and where required by written contract with respect to the GL coverage.

<b>CERTIFICATE HOLDER</b> Lexington Fayette Urban County Government Government Center 200 East Main Street, Room 338 Lexington, KY 40507	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE of Marsh Risk & Insurance Services David Denihan <i>David Denihan</i>
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AECOM is a premier, fully integrated professional and technical services firm positioned to design, build, finance and operate infrastructure assets around the world for public- and private-sector clients.

The firm's global staff — including architects, engineers, designers, planners, scientists and management and construction services professionals — serves clients in over 150 countries around the world, AECOM is ranked as the #1 engineering design firm by revenue in Engineering News-Record magazine's annual industry rankings, and has been recognized by Fortune magazine as a World's Most Admired Company.

The firm is a leader in all of the key markets that it serves, including transportation, facilities, environmental, energy, oil and gas, water, high-rise buildings and government. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering customized and creative solutions that meet the needs of clients' projects.

A Fortune 500 firm, AECOM companies, including URS Corporation and Hunt Construction Group, had revenue of approximately \$19 billion during the 12 months ended June 30, 2015.

**CONTACT**

**Gregory T. Groves, PE**  
Vice President, Louisville Site Manager  
(502) 217-1509  
greg.groves@aecom.com

**AECOM**

500 West Jefferson Street  
Suite 1600  
Louisville, KY 40202  
(502) 569-2301  
www.aecom.com

