July 28, 2008
Greg Long, P.E.
Principal Engineer- Transportation Planning
Department of Transportation & Engineering
City Hall, Room 450
801 Plum Street
Cincinnati, Ohio 45202-1947

Re: HAM IR 71-3.5
ODOT PID #77628

Dear Mr. Long:

HDR Engineering, Inc. (HDR) is pleased to submit a response to the RFQ for the above subject project. From the information provided herein, it will be demonstrated that the HDR Team is well positioned and immediately available to undertake this challenging urban interstate access improvement project. Our innovative approach will set the stage for a project which not only improves local vehicular mobility and access, but also establishes a multi-modal and community vision.

To provide the City, Uptown Implementation Partners, and other stakeholders with the greatest expertise and highest value possible across all disciplines, HDR has brought together a diverse team comprised of highly skilled practitioners in their fields. A team where the sum of its parts, working together under the unified direction of our Project Manager Mr. Steve Bergman and the Task Managers, provides a dynamic environment that would otherwise not be available.

1. List the types of services for which your firm is currently prequalified by the Ohio Department of Transportation.

HDR has been providing quality transportation engineering services to various local, county and state agencies across the United States throughout our 91-year history, including the City of Cincinnati. Founded in 1917, we are an employee-owned, multi-disciplined consulting firm offering the combined resources of more than 7,000 engineers, planners, scientists, technicians, and support personnel in more than 150 offices across the country, including our established Cincinnati office. HDR combines a wide range of services with the depth of experience and the commitment of employee owners. We bring knowledge and innovation to transportation projects to create a lasting impact and strive to exceed client expectations through a focus on quality. As an example, HDR has completed numerous transportation projects to date for the Ohio Department of Transportation (ODOT), including interchange feasibility studies, and has an average consultant evaluation rating of 85%, nearly 8 percentage points above the statewide average.

Development of a strong local production staff has been an integral part of HDR’s transportation engineering commitment to the Cincinnati region and its clients. The diverse specialties of the local transportation group enhance the ability of HDR to meet a variety of client needs and deliver a premium product. HDR’s Cincinnati office transportation disciplines include: highway design, traffic engineering, geotechnical engineering, transportation planning, transit planning, structural engineering, railroad engineering, stormwater management and hydrology/drainage design. In addition, HDR has successfully

HDR National Rankings
No. 16 among the top 500 design firms in the nation
No. 8 among the top 20 transportation design firms
No. 12 among the top 25 bridge design firms
No. 8 among the top 25 highway engineering firms
No. 10 among the top 20 in mass transit and rail
established a business model that encourages the use of national experts to meet any specialized needs of our clients, which can be extremely beneficial in response to unique challenges, such as the recently completed Cincinnati Streetcar Feasibility Study.

Serving our clients from strong local production offices and utilizing national specialty expertise when required is a key value of the company. **HDR’s Cincinnati office houses nearly 60 engineers, architects, designers, technicians and support staff, of which 22 are assigned to the transportation group.** The Cincinnati office has grown through ongoing work with established clients and a dedication to quality, including successful projects with ODOT Districts 2, 7, 8, 9, 10, 11 and Central Office, City of Cincinnati, City of Columbus, City of Lebanon, Allen County, WESTCO Port Authority, CSX and NS railroads, regional short line railroads and others. Over the past few years, the Ohio transportation group has grown primarily through projects encompassing multimodal planning and design and has been structured to offer diverse disciplines associated with highway improvements. We pride ourselves as a firm focused on exceeding client expectations, working in partnership with our clients to achieve their goals and have consistently delivered innovative and cost effective solutions to address transportation deficiencies.

**HDR ODOT Prequalification**

HDR has built a diverse staff of specialists in Ohio and is prequalified with ODOT to perform the following transportation and environmental related services:

<table>
<thead>
<tr>
<th>Non-Complex Roadway Design</th>
<th>Geotechnical Engineering Services</th>
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<tbody>
<tr>
<td>Complex Roadway Design</td>
<td>Environmental Document Preparation-EA/EIS</td>
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<tr>
<td>Level 1 Bridge Design</td>
<td>Environmental Document Preparation-CE</td>
</tr>
<tr>
<td>Level 2 Bridge Design</td>
<td>Air Quality Analyses</td>
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<tr>
<td>Basic Traffic Signal Design</td>
<td>Noise Analyses and Abatement Design</td>
</tr>
<tr>
<td>Interchange Justification/Modification Studies</td>
<td>Archaeological Investigations</td>
</tr>
<tr>
<td>Minor Bridge Inspection</td>
<td>ESA Screening, Phase I ESA and Phase II ESA</td>
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<tr>
<td>Safety Study</td>
<td>Ecological Survey</td>
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<tr>
<td>Major Bridge Inspection</td>
<td>History/Architectural Investigations</td>
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**HDR Economic Analysis Qualifications**

HDR has been a principal contributor to the national dialogue in the establishment of transportation development benefit analyses. In addition to being a contributor to FHWA’s STEAM model, which facilitates detailed corridor and system wide analysis, HDR has authored several of the primary benefit analysis software packages used by planners to evaluate transportation benefits, including: HighwayDec, TransDec, StratBenCost, RailDec, GradeDec and others. **HDR is nationally recognized as an authority on transportation economics** and has evaluated transportation benefits for State DOTs and MPOs across the country including WSDOT Columbia River Crossing Project, the Houston Beltway, the National Beltway in Washington DC, state-wide transportation benefits evaluations in Wisconsin and Virginia, Cincinnati Streetcar and many more. HDR is regularly called upon by the US DOT Office of the Secretary of Transportation to conduct economic evaluations and provide policy guidance.

2. **List significant subconsultants, their current prequalification categories and DBE status, and the percentage of work to be performed by each subconsultant**

HDR has assembled a proven and highly qualified team to undertake this complex urban project. The advantage of our team is it will be led by a local Project Manager and primarily local firms supplemented by Ohio firms with a proven history of successfully managing vitally important public involvement and public relations components. The team will address the diverse nature of the project and our vision of more than
just a highway improvement project. Firms have been brought together to capture their specialized experience and abilities and will share a common goal of delivering an improved interstate access and community plan addressing multiple needs. A percentage breakdown of each firm’s participation is listed in the adjacent table and clearly demonstrates our commitment to exceeding the DBE goal established by the City.

<table>
<thead>
<tr>
<th>Subconsultant</th>
<th>DBE</th>
<th>Percentage Committed</th>
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</thead>
<tbody>
<tr>
<td>Burgess &amp; Niple, Inc.</td>
<td>N/A</td>
<td>35%</td>
</tr>
<tr>
<td>Barr &amp; Prevost, Inc.</td>
<td>Yes</td>
<td>10%</td>
</tr>
<tr>
<td>Engage Public Affairs, LLC</td>
<td>Yes</td>
<td>5%</td>
</tr>
<tr>
<td>Performance Consulting Services</td>
<td>Yes</td>
<td>2%</td>
</tr>
<tr>
<td>Property Advisors, Inc.</td>
<td>N/A</td>
<td>3%</td>
</tr>
<tr>
<td>Vivian Llambi &amp; Associates</td>
<td>Yes</td>
<td>3%</td>
</tr>
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</table>

Brief descriptions of the subconsultant firms proposed for this team are provided below and demonstrate a high level of experience and ability to accomplish project goals:

**Burgess & Niple, Inc.** (B&N) was established in 1912 and today is an Ohio-based nationally recognized architectural and engineering firm. They have served more than 5,000 clients in the U.S. and abroad – including federal, state, and local governments; improvement districts; and a wide variety of private-sector industries. The firm is currently ranked 131st in Engineering News Record’s Top 500 Design Firms. B&N employs 612 personnel nationwide with offices located in Akron, Cleveland, Cincinnati, Columbus, and Painesville, Ohio. B&N has an excellent reputation for quality and integrity in engineering service in a wide range of disciplines, including landscape architecture, planning, biology, ecology, hydrology and surveying, in addition to professionals with expertise in civil, sanitary, bridge, transportation, traffic, and structural engineering. Their large professional staff, effective project management and relationships with local, state and federal regulatory agencies help streamline project delivery. B&N has a history of working on regionally significant projects, including: I-75 Brent Spence Bridge Project; Fort Washington Way Project; Waldvogel Viaduct; Central Riverfront Street grid for the Banks Project; and Cincinnati/Northern Kentucky Light Rail PE/EIS. B&N will lead the transportation planning and environmental process, as well as work in conjunction with HDR on specific design elements. The firm’s ODOT prequalification status is as follows:

- Non-Complex Roadway Design
- Complex Roadway Design
- Level 1 Bridge Design
- Level 2 Bridge Design
- Basic Traffic Signal Design
- Interchange Justification/Modification Studies
- Minor Bridge Inspection
- Safety Study
- Major Bridge Inspection
- ROW Plan Development
- Signal Systems
- Environmental Document 4(f)
- Geotechnical Engineering Services
- Environmental Document Preparation-EA/EIS
- Environmental Document Preparation-CE
- Air Quality Analyses
- Noise Analyses and Abatement Design
- Waterway Permit
- ESA Screening, Phase I ESA and Phase II ESA
- Ecological Survey
- ESA Remedial
- Limited Highway Lighting
- Complex Highway Lighting
- Wetland Mitigation
Barr & Prevost (Barr) is a highly skilled professional firm providing services in structural engineering, geotechnical engineering, materials testing, geotechnical drilling, surveying and construction inspection. Founded in 1992, the firm has experienced steady growth through the completion of civil engineering services on projects completed for diverse clients. The assembled senior staff of Barr has applied their unique experiences to a broad range of assignments within the public, private and commercial sectors and coalesced those skills into an impressive ability to act and consistently deliver quality services.

Barr's local client list includes: City of Cincinnati; Metropolitan Sewer District of Greater Cincinnati; Warren County; and ODOT. Barr is an SBE (City of Cincinnati and Hamilton County), EDGE, DBE, MBE, SDB and SBA certified 8(a) program participant. Barr will lead the Survey, Right of Way and geotechnical drilling and testing. The firm’s ODOT prequalification status is as follows:

- Non-Complex Roadway Design
- Complex Roadway Design
- Level 1 Bridge Design
- Level 2 Bridge Design
- Basic Traffic Signal Design
- Interchange Justification/Modification Studies
- Minor Bridge Inspection
- Safety Study
- Geotechnical Engineering Services
- Limited Highway Lighting
- Complex Highway Lighting
- Signal Systems
- Geotechnical Testing Lab
- ROW Plan Development
- Major Bridge Inspection

ENGAGE Public Affairs, LLC (Engage), provides facilitation, community involvement, visioning, advocacy and media relations counsel to organizations tackling complex issues and seeking a positive community profile. Led by Marie S. Keister, APR, AICP, Engage specializes in informed decision-making in the public policy arena. Ms. Keister, a skilled facilitator, has developed and taught coursework in decision-making, public speaking, media relations, meeting facilitation and public involvement, is accredited in public relations by the Public Relations Society of America (APR) and certified as a professional planner by the American Institute of Certified Planners (AICP). She is a published author, accomplished public speaker and has won numerous local and national communication awards. ENGAGE is EDGE certified and a Disadvantaged Business Enterprise (DBE) with ODOT. Engage will manage the public involvement and public relations components of the project. Other firms will assist in public meetings and the proposed speaker’s bureau.

Performance Consulting Services’ (PCS) mission is to assist individuals, groups and organizations in identifying development tools, concepts and strategies that will allow them to empower themselves in their pursuit of self actualization. PCS designs, develops and customizes training programs and community relations initiatives to address the specific and general needs of the individual, groups, teams, organizations and neighborhoods. They are frequently called upon to facilitate and run high profile meetings for public and private sector groups and organizations. They partner with clients in all markets, including education, city, state and federal government, as well as small business and corporate environments. Additionally, they have conducted over 10,000 training sessions over the past 14 years. PCS is an Equal Employment Opportunity employer and is certified by the State of Ohio as a Minority Business Enterprise. They are registered with the South Central Ohio Minority Business Council, the City of Columbus – Equal Business Opportunity Center, ODOT and the State of Ohio’s Encouraging, Growth, Diversity and Quality Business Development Program. PCS will work with Engage and be responsible for leading the Community Relations component of the project.
Property Advisors (PA) provides partners and clients with the expertise needed to make sustainable real estate decisions. They believe that community development should embrace higher quality, thoughtfully bold, environmentally sensitive designs, as this promotes connectivity in a diverse, walkable environment. Fifteen years of experience in private sector real estate and financial advisory adds relevance to their work, allowing opportunities to uncover the best residential and commercial solutions for clients and partners. The Property Advisors approach to development is not conventional. They believe that the community, the developer and the tenant/owner strive for the same goals: an economically accretive, socially responsible, sustainable development. They create the platform that aligns those goals, ensuring success for all. Their purpose, “Making Place Matter” lies at the heart of the company and their unique processes, deep knowledge and world-class people have proven invaluable to any team. PA will lead the Community Development Planning effort, and with assistance from the rest of the team, will work cooperatively with local leaders and stakeholders in the establishment of a redevelopment and enhancement plan.

Vivian Llambi and Associates, Inc. (VLA) offers uniquely integrated services in the areas of environmental design, landscape architecture, urban design and civil engineering. Since its inception in 1984, VLA’s body of work has included design solutions inspired by environmental, social, historical, architectural and cultural opportunities. Every project is enriched when diversity of thoughts and ideas are explored collaboratively among clients, user groups, consultants and construction managers. As landscape architects, urban designers, planners and civil engineers, the people of VLA believe their role in the design process is to add to the quality of the landscape environment while working closely with clients to meet goals. VLA has participated on numerous comprehensive planning projects where responsibilities have included the inventory of existing facilities; interviews and surveys; site analyses for environmental and planning assessments; socioeconomic studies; feasibility studies; annexation and zoning issues; land use studies; and development guidelines for airports, municipalities, county agencies and private clients. VLA’s current staff includes senior level landscape architects, urban designers, planners, a civil engineer, project managers and CADD-proficient designers. VLA will be the primary landscape architecture firm and detail aesthetic improvements in the design. VLA will also be active in the public involvement and work cooperatively with local stakeholders in the design process and provide input into the community redevelopment plan.

3. List the Project Manager and other key staff members, including key subconsultant staff. Include project engineers for important disciplines and staff members that will be responsible for the work. Address the experience of the key staff members on similar projects, and the staff qualifications relative to the selection subfactors noted.

HDR project personnel possess a wide range of multimodal transportation system planning, public involvement, highway engineering and environmental planning and analysis experience. This includes a multitude of projects completed for federal, state and local governments across the country. We have consistently provided clients with efficient and economical designs, which minimize impacts, provide optimal operating efficiencies and enhance the environment. The benefit of selecting a national engineering firm with a substantial local presence will be apparent from the quality of services provided. HDR has established a business model which encourages the sharing of national resources and experts to support individual offices and support complex and diverse projects. This model enables the Project Manager to assemble a team consisting of individuals with proven capabilities and a history of exceeding client expectations and high performance.
Our Project Manager, Mr. Steven R. Bergman, P.E., not only brings ODOT and FHWA experience, but is also familiar with the area through his work with Good Samaritan Hospital, as well as managing the development of a study to justify bus transit express service from the Clifton area to downtown Cincinnati and involvement in the Cincinnati Streetcar Feasibility Study.

Although this project could be assumed to be a simple transportation planning and design project, HDR’s vision provides for a more integrated and comprehensive community enhancement opportunity. As such, HDR has delivered a team to address the complicated and diverse issues with the project, and provides the following comprehensive make up:

- **Transportation Planning Manager**: Neil P. Chase, AICP
- **Public Involvement/Public Relations Manager**: Marie Keister, APR, AICP
- **Highway Design Manager**: J. Bradford Hyre, P.E.
- **Environmental Manager**: Richard G. Fitch
  - **Utilities**: Jeffrey S. Olsen, P.E.
  - **Geometrics**: Paul W. Dorothy, P.E., Ph.D.
  - **Geotechnical**: Douglas M. Voegels, P.E.
  - **Traffic**: Lori B. Deemell, P.E.
  - **Drainage**: Kathryn A. Gruber
  - **Structures**: Christian H. Nyberg, P.E.
  - **Aesthetics/Streetscapes**: Vivian Llambi
  - **Survey/ROW**: Frank Blair, P.S.
  - **Geotechnical Drilling/Testing**: Enoch Chipukaizor
  
  **Financial Planning**: Peter Bass
  **Community Development Planning**: J. Scott Golan
  **Multimodal Planning**: Devid M. Taylor
  **Economic Analysis**: Khalid Bekka, Ph.D.
  **Travel Demand Forecasting**: Jamie L. Snow
  **Green Highways**: Jerry Smith, ASLA, LEED-AP
  
  **HDR Engineering, Inc.**
  **Burgess & Niple, Inc.**
  **Barr & Prevost, Inc.** (DBE)
  **Engage Public Affairs, LLC (DBE)**
  **Performance Consulting Services (DBE)**
  **Property Advisors, Inc.**
  **Vivian Llambi & Associates, Inc.** (DBE)
Key Team Leaders

Project Manager - Steven R. Bergman, P.E.

Mr. Bergman is a Vice President/Project Manager/Senior Transportation Engineer at HDR with over 22 years experience in transportation engineering and planning. His background includes: transportation planning; traffic engineering; traffic safety analysis; interchange modification/justification study and design; ITS planning and design; traffic simulation modeling; capacity analysis; transit planning and geometric design. As the ODOT District 2 Traffic Engineer, he was responsible for overseeing the Highway Safety Program, prioritizing maintenance projects and ensuring conformance with the OMTUTCD, ORC and traffic standards. As the District 2 Planning Engineer he was responsible for managing the District's planning, highway safety, and environmental programs, as well as providing oversight and management of large scale highway improvement projects. Mr. Bergman joined HDR from the FHWA, where he served as the Planning Engineer for the Ohio Division and the ITS Specialist for the Pennsylvania Division. At FHWA in Ohio, Mr. Bergman authorized projects for funding, reviewed various MPOs' planning processes and programs and participated in Major Investment Studies (MIS), including the OKI I-71 and Eastern Corridor studies in the Cincinnati Region.

Mr. Bergman’s select HDR Project Management experience includes:

**BEL-70-Mall Road Interchange, ODOT District 11, OH** - Under the management of Mr. Bergman, HDR is in the final stages of completing the PDP for Major Projects Steps 1 through 4 for ODOT District 11. The project scope included identifying roadway deficiencies within the existing highly commercialized roadway network, including the I-70 and Mall Road interchange and developing short and long term improvements to improve congestion and safety and enhance local economic development opportunities. HDR has worked collaboratively with a locally established stakeholder group to develop objectives, goals, measures and over 11 conceptual alternatives. Traffic analysis tools included VISSIM and SYNCHRO modeling and HCS analysis. The Red Flag Summary, Draft Purpose and Need, and Existing and Future Conditions Reports have been submitted for review and filing at the District. Based on preliminary results and study, HDR recommended a substantially lower cost, but extremely effective improvement to mitigate deficiencies and submitted a Summary of Findings to ODOT, thus finalizing the work to date.

**I-471/KY 8 Interchange Modification Project, KYTC District 6, KY** - For the Kentucky Transportation Cabinet (KYTC), HDR’s Cincinnati office, under the direction of Mr. Bergman, is completing operational and safety analyses to assess current and future deficiencies at this interchange location. HDR’s ultimate goal is to develop viable alternatives to improve access and mobility in the highly commercialized and residentially developed northern Kentucky region, specifically at the I-471/KY 8 interchange and local roadway network. HDR’s ongoing work includes evaluating conceptual alternatives through use of VISSIM, SYNCHRO and HCS and statistically documenting safety related trends in Ohio and Kentucky for the purpose of identifying local “hotspots” and viable and cost effective corrective measures. HDR is working collaboratively with local stakeholder groups and the Cabinet and expects selection of a preferred alternative this fall.

**SR 123/63 Connector, City of Lebanon, OH** - Mr. Bergman is the Project Manager on this LPA project, which includes the planning and design of a new 4,500’ three lane roadway connecting SR 123 and SR 63 on the west side of the City. This new alignment will be designated as SR 123 and existing SR 123 through town renamed. The connector would enable traffic to utilize SR 63 as the primary commercial and direct route through the City, thus bypassing a historic and residential area. The project includes the planning, environmental studies, and preliminary and final design according to ODOT and the City of Lebanon requirements and standards. The nearly one-mile facility will feature three-lanes with a center turn-lane and intersection improvements at the two end connections along with curb and gutter, signals, eight foot wide...
sidewalk/bikeway, and a utility corridor for water and sewer lines. Future access along the corridor will be predetermined to allow for planned commercial growth once completed, along with a new connection to the existing industrial park. Work on this project is expected to be completed first quarter 2009.

HAM-50-32.14, ODOT District 8, OH - Under the direction of Mr. Bergman, HDR completed design services for a roadway rehabilitation and slope stability project along a section of US 50 (Wooster Pike) in Hamilton County under ODOT's PDP for Minor Projects. Work included the development of drainage alternatives to improve existing flooding and slope failure conditions along Old Wooster Pike and the Newtown Road intersection area, pavement rehabilitation along Old Wooster Pike, and a small structure replacement on Old Wooster Pike. Work included multiple field investigations with and without ODOT technical staff, meetings with property owners, coordination with another ongoing and overlapping ODOT project, coordination with ODNR on an overlapping project, coordination with Hamilton County and Columbia Township, coordination with ODOT District 8 Environmental Staff and completion of required documentation including the Preliminary Engineering Study, and Stage 1, Stage 3 and right of way plans. The final plans, specifications and estimate have been completed and the project is scheduled to begin construction in the fourth quarter 2008. HDR received an overall consultant evaluation rating of 81% from ODOT for our work on HDR's first comprehensive ODOT design project. In addition, the successful low bid came in at $638,761 versus HDR's engineering estimate of $640,000, a less than 1/10th of a percent difference.

City of Columbus Streetcar Financing Plan, City of Columbus, OH - As Project Manager, Mr. Bergman, in partnership with City staff and local stakeholders, completed the development of a financing plan to fund a streetcar starter route planned from the OSU campus to just south of the Capital complex near I-71. Work included the review of previous stakeholder working group recommendations, establishment of the most beneficial starter route in terms of economic development opportunities and ridership, examination of funding mechanisms and resources and recommendations of a final capital and operating funding plan. A proposed funding scenario was presented to the public in April 2008. HDR has been recently rehired by the City to continue our financing work, provide a transit integration plan, analyze transit operations, quantify parking impacts and continue stakeholder/public outreach.

Transportation Planning Manager – Neil P. Chase, AICP

Mr. Chase is a Senior Transportation Planner with more than 37 years experience in transportation, and economic, environmental and community planning. He is a certified planner by trade and experienced in comprehensive transportation and community planning, with emphasis on preparation of NEPA documents, economic and social impact analysis, fiscal analysis, and alternative selection methodology, especially in urban areas. He has recent applicable experience addressing environmental justice issues, aesthetics analysis and the historic analysis process. He has been responsible for preparing over 20 CE, EA and EIS level environmental documents, including new freeway segments with interchanges (e.g., Eastern Corridor), the addition of new interchanges to existing facilities and the modification of existing interchanges. He holds a Master of Arts degree in Urban Economics and a Bachelor in Business Administration from Cleveland State University. He is a former planner/economist for the Cleveland MPO (NOACA) and Assistant Director for economic development for the City of Cleveland.
Mr. Chase’s select Project Management experience includes:

**Cleveland Innerbelt (I-90) EIS, ODOT District 12, OH -** Mr. Chase was the Deputy Project Manager responsible for completing Major PDP Steps 1 through 8 on the I-90 improvement project through downtown Cleveland. Mr. Chase was responsible for assisting in overall project management and involved in all phases of the study, with primary responsibility for the completion of the EIS (multiple project NEPA documents). He was also responsible for leading the development of goals and objectives, performance measures and extensive coordination with 15 Community Development Corporations. Key issues addressed included environmental justice and neighborhood impacts, impacts to historic resources, access to large key development sites and replacement of a 1,600-foot bridge/viaduct leading into downtown.

**Four-lane Super-2 Facility on New Right-of-Way (US 33/SR 124), ODOT District 10, OH -** Mr. Chase was the Environmental Project Manager responsible for the preparation of an EIS for a new 16-mile, four-lane facility through this Appalachian county. The project involved mitigating impacts to natural resources, wetland replacement and extensive stream mitigation (innovative culvert and in-stream designs). The project Purpose and Need was not based upon a travel demand, but upon the need for providing and improving accessibility and mobility in a county with limited access and freeway type facilities.

Public Involvement/Public Relations Manager - Marie Keister, APR, AICP

Ms. Keister of Engage Public Affairs, LLC brings over two decades of experience bringing diverse stakeholders together to implement complex public and private sector projects. She has facilitated numerous local and national conferences, presentation panels, strategic planning sessions, advisory committees and community meetings. In a previous role, Ms. Keister created and led CH2MHILL’s National Public Involvement Community Practice and advised project managers across the U.S. on community involvement and media outreach strategies. She has successfully mobilized grassroots support and positive media coverage that resulted in passage of ballot issues and is a published author of numerous articles on successful community engagement and media outreach techniques. Accolades include the Washington State Department of Transportation “Wall of Fame”, Women’s Transportation Seminar, Columbus chapter, “Member of the Year” recipient and winner of numerous local and national awards for communication and public outreach efforts, including a Silver Anvil Commendation of Achievement from the Public Relations Society of America.

Ms. Keister’s most recent experience includes work on the following:

**US 50 Access Management Study, OKI Regional Council of Governments, IN -** Ms. Keister was the primary facilitator and public involvement lead on this project. She facilitated public and agency involvement efforts to gain informed input on techniques to improve mobility and roadway access. Efforts included designing and managing a survey of businesses in the corridor, facilitating community meetings, coordinating with multiple jurisdictions and transportation agencies and aggressive grassroots outreach and media relations effort.

**Downtown Columbus Streetcar Project, City of Columbus, OH -** Ms. Keister’s role was to provide oversight of the public involvement effort and staff community-based advisory and funding steering committees. Efforts included aggressive media relations, e-newsletter, website and public meetings.

**Corridor of the Future I-70 Tier 2 Supplemental Environmental Impact Statement, Missouri DOT, MO -** Ms. Keister was the Public Involvement Advisor on this project. She provided oversight on the public involvement efforts for proposed truck-only lanes on this 200-mile segment of I-70. Efforts included use of community-based Advisory Groups, videos on YouTube, interactive website, numerous public meetings and aggressive media relations.
Highway Design Manager - J. Bradford Hyre, P.E.

An HDR Vice President/Project Manager/Senior Transportation Engineer in HDR's Cincinnati office with over 17 years experience, Mr. Hyre brings diverse experience gained from managing and working on successful large multi-disciplined transportation projects for various DOT clients. His background includes traffic planning and impact study preparation, preliminary and final roadway geometric design, interchange modification/justification study and design, hydraulics/drainage design, bicycle path design, and plan preparation. His work includes the management, planning, design and rehabilitation of urban and rural interstate/expressways, arterials, collectors and local road projects in Ohio and across the eastern U.S.

Mr. Hyre’s select HDR experience includes:

**LUC-75-6.70, ODOT District 2, OH** - Project Manager and Senior Engineer for this ODOT District 2 Major PDP Project (Steps 1 through 8) that involved the investigation and recommendation of safety and operational improvements for a 1.5 mile section of I-75 between Lagrange Street and I-280 in Toledo, Lucas County, including the Expressway Drive interchange. This interchange serves the DaimlerChrysler assembly plant and is the gateway to the diverse Lagrange neighborhood of Toledo. This section of I-75 carries nearly 87,000 vehicles per day with over 23% of the volume attributed to trucks. HDR completed the Planning Study Report (ODOT PDP Step 4), which included various alternatives for upgrading the interstate, interchange, and associated local roads. Public involvement and numerous stakeholder meetings were held as part of the project and provided valuable insight into the development of alternatives and impacts. As an ODOT Tier II project, this project has been placed on hold. An internally conducted HDR customer satisfaction survey completed by the ODOT District Project Manager indicated a rating of 5 out of 5 on propensity to rehire HDR for District work, a clear indication of performance.

**SCI-823-0.00/6.80 (Portsmouth Bypass Phase I & III), ODOT District 9, OH** - Project Manager and Senior Engineer for HDR's contract with ODOT District 9 to complete Stage 2, Stage 3 and Final Design Plans on an approximately $200 million, ten-mile portion of a proposed four-lane divided highway on new alignment around the City of Portsmouth. To date, HDR is in the process of preparing Stage 2 design plans for Phase I of the project, which includes two interchanges along a proposed three mile section.

**I-285/Memorial Drive Interchange Reconstruction, GDOT, GA** - Served as a Senior Engineer and Project Manager for the design of the reconstruction of a one mile segment of Memorial Drive (100,000 vpd), including a new eight-lane bridge over I-285 (330,000 vpd), the complete reconstruction (realigning, widening and extension) of all interchange ramps, and realignment of nearby local roads in a developed urban environment. Work performed on this complex multi-disciplined project in Atlanta included all aspects of design, final right-of-way plans, and serving as project liaison with GDOT. The purpose of this project was to enhance the safety and operations of Memorial Drive and the I-285 interchange, which were capacity constrained, and to provide an improved gateway to the dense urban neighborhood through the inclusion of streetscape design elements.

Environmental Manager – Richard G. Fitch

Mr. Fitch joined Burgess & Niple in 2000 as Chief Transportation Environmental Specialist with extensive experience in environmental assessments and transportation planning issues as they relate to the environment. He has managed environmental projects in Ohio, Michigan, Iowa and Illinois. He has conducted studies and documents following NEPA criteria that have ranged from CEs to full EISs. Prior to joining B&N, Mr. Fitch spent nine years with OEPA preparing EAs for federally funded projects and 15 years in environmental consulting for public and private clients throughout the Midwest. His project experience includes: I-71 Light Rail Preliminary Engineering EIS, Cincinnati; I-270 North Outerbelt Noise Abatement Study, Columbus; and I-71 Noise Barrier Evaluation, Cuyahoga County. He holds a Bachelor of Science degree in Natural Resources/Resource Development from The Ohio State University. He has
completed ODOT courses “Managing the Environmental and Transportation Development Process” and “Categorical Exclusion Training.”

Mr. Fitch’s select experience includes:

I-71 Light Rail Transit EIS, OKI Regional Council of Governments, OH - Mr. Fitch was principal author and manager for the Affected Environment and Impact Assessment sections contained within the overall EIS document for a proposed Light Rail System along I-71. All ecological, social, hazardous materials and cultural resources attributes were identified within the corridor and an impact analysis conducted for those attributes that were located within the proposed alignment after completion of preliminary engineering.

I-80/74 and I-280 Interchange Expansion EA, IDOT, IL - Mr. Fitch was the Project Manager responsible for the completion of an EA for expansion and conversion of an existing major interchange to a more operationally efficient multilevel, directional facility. Work included analysis of impacts on wetlands, ecological systems and wildlife habitat and evaluation of sociological, economic and air quality and noise impacts. Mr. Fitch developed mitigation plans for construction and participated in an extensive public involvement program. The EA was prepared according to FHWA and IDOT requirements and was subsequently approved.

Key Support Team Members

Financing Leader - Peter L. Bass, P.E.

Mr. Bass is Director of HDR’s Urban Development Advisory Services. His experience includes work on public-private partnerships (P3s), commercial district revitalization, planning and implementation of community and transit oriented development and large scale mixed use real estate projects. He brings 30 years of experience in forming, leading and managing multi-disciplinary large scale planning and development projects and programs; and in feasibility analysis, transactions and program implementation. His experience and his professional inclinations lead him to specialize in finding solutions to problems that require multidisciplinary approaches and input from both private and public sector viewpoints. Mr. Bass has worked as advisor, manager and principal on projects and programs in over 60 cities in 10 countries. These projects included the San Antonio Riverwalk extensions and Alamo Plaza area improvements; and de novo new communities such as Irvine, California and Flower Mound, Texas. His present interests include innovating improved strategies for balanced urban infill and placemaking, especially by adding residential development into downtown parking lots, suburban strips and office parks and converting them into truly mixed use, transit oriented, walkable communities. He is particularly well versed and interested in meshing the economic and financial feasibility aspects of urban development with planning and urban design criteria and codes to insure realistic implementation probabilities. Mr. Bass was the primary author and analyst on the recently completed City of Columbus Streetcar Finance Plan.

Community Redevelopment Planning Leader - J. Scott Golan

Having joined Property Advisors in March of 2005, Mr. Golan leads the firm’s consulting services for community redevelopment, helping to create sustainable, walkable neighborhoods. Through the use of tools that include market forecasts, residential fit analysis, financial advisory, tax incentives (specializing in New Markets Tax Credits and Tax Increment Financing), public/private partnerships and real estate valuation, Mr. Golan and his team are able to help clients and partners achieve success. Prior to joining Property Advisors, Mr. Golan was the Tax Managing Partner of the Cincinnati and Dayton offices of Deloitte & Touche, the largest Big Four accounting, tax and consulting firm in southwestern Ohio. He has over 23 years experience in public accounting, specializing in real estate tax consulting and structuring of real estate transactions.
Multi Modal Planning Leader - David M. Taylor
As a consultant for the past 30 years, Mr. Taylor has practiced nationally in a wide variety of public and private planning assignments. Having worked for both small and large organizations, his experience allows him to match appropriate solutions to perceived needs. His professional interests are in strategic planning, project positioning, town planning and innovative urban design. Currently, serving as a National Transit Oriented Design (TOD) Principal for HDR, Mr. Taylor identifies and defines opportunities for transit work around the country that combines principles of good planning and land use patterns with transit oriented development and urban design. Mr. Taylor's work in Charlotte, Atlanta, Miami, Tampa and other areas have made him an expert in defining good TOD practices with better planning and development to sustain the growth occurring in these regions. His professional interests are in strategic planning, project positioning, town planning and innovative urban design. The ability to bring a national perspective to work is one of his significant contributions. His experience includes: Project Manager on the Community Redevelopment Plan, Pinellas Park, FL; Project Manager on the Community Redevelopment Plan, Winter Park, FL; and Project Manager for the Ashley Bridge District Plan, Charleston, SC.

Economic Analysis Leader - Khalid Bekka, Ph.D.
Dr. Bekka is an applied economist with HDR with diverse skills in research, program/project management, regulations and risk analysis. Over the past 17 years, he has developed several economic and financial assessment frameworks for major transportation investment projects, including models to assess transit, highway, railroad and airport investments in the U.S. and Canada. He has managed dozens of financial, economic and risk analysis, transportation and planning projects for federal, state, and local agencies, including the OKI I-71 MIS, Cincinnati, OH.

Travel Demand Forecaster - Jamie L. Snow
Ms. Snow has over 14 years of progressive experience and joined B&N in 2003 as a Transportation Planner/Engineer. Her experience includes Travel Demand Forecasting, long range planning, air quality analysis, model development, Traffic Impact Studies, Corridor Travel Delay Studies, High Accident Location Studies, Signal Warrant Analysis, Incident Management and Traffic Control Design. She was Lead Travel Demand Modeler responsible for running the base year, no build and several alternatives to produce design year traffic for the I-75 Corridor Study in Hamilton County. She also was lead travel demand modeler responsible for coding and testing six different alternatives for the Brent Spence Bridge Study and completed portions of the bridge crossing study and a truck diversion study. She is knowledgeable in the use of pertinent software packages including TranPlan, TP+, TransCAD, Highway Capacity Software, Quick Response System II, General Network Editor, AutoCAD and Micro Station.

Green Initiatives Leader - Jerry Smith, ASLA, LEED-AP
Mr. Smith will serve as the local Project Coordinator and will draw from both local and national staff for the HDR Team. He has over 20 years experience as a landscape architect and is our national team Sustainable Sites Manager, based in our Cincinnati office. As the Sustainable Sites Manager for HDR's Sustainable Design Solutions Group, he leads HDR's national landscape architecture group in sustainable Best Practices. Mr. Smith also serves on the Technical Advisory Committee of the Sustainable Sites Initiative, the Building Environments Committee of the Global Health & Safety Initiative, the Steering Committee of the Green Guide for Health Care and the Environmental Standards Council of The Center for Health Design. His work has involved the development of sustainable rating systems, such as the Green Guide for Health Care and the Sustainable Sites Initiative, as well as the Environment of Care chapter of the AIA Guidelines for Design & Construction of Healthcare Facilities.
Community Relations Leader - James A. White Sr.

Mr. White is a Senior Master Training Management Consultant, Facilitator and Executive Coach. With over 25 years of corporate, education and government experience, Mr. White is committed to the training and development of individuals and organizations. As owner and operator of PCS, a business performance training, development and consulting firm in Ohio, Mr. White is dedicated to sharing his commitment, energy and insight with all people. Believing that “once you put your mind to it, with the appropriate tools and skills, you can overcome anything” Mr. White overcame many education and socioeconomic inner city obstacles, as a 17-year-old high school drop out. He received his G.E.D, graduated from Capital University, and has acquired the majority of the needed hours towards his joint Masters Degree in Social Work and Cities and Regional Planning. James is currently pursing a Doctorate in Human Performance from Union Institute in Cincinnati. He has acquired corporate certification of delivery in over 30 corporate training programs and has accumulated tens of thousands of hours of platform delivery experience in corporate classroom environments. He is currently in the completion stage of his first two books on the subject of Self Empowerment and Diversity Integrity. Mr. White has facilitated public meetings and outreach for Columbus Children’s Hospital and Columbus Public Schools, as well as others.

Geometrics Design Leader - Paul W. Dorothy, P.E., PHD

Dr. Dorothy is Director of Geometrics for the Surface Transportation Group. He joined B&N in 1998 with five years of previous professional experience. He specializes in highway design and operation, simulation modeling, highway safety, traffic engineering and transportation planning. He has worked extensively with the ODOT Office of Roadway Services through his involvement in a multitude of high profile and complex urban design projects across the state. His experience also includes research focused on interstate and interchange design, arterial design and operation, freeway operations, simulation modeling, crash analysis, truck safety and speed limits. He has conducted operational modeling and assisted in the conceptual designs associated with the following projects: Thru The Valley (HAM-75-10.10), ODOT, Cincinnati; Brent Spence Bridge (HAM-75-0.00), ODOT, Cincinnati; Mill Creek Expressway (HAM-75-2.30), ODOT, Cincinnati; and Fort Washington Way Interchange Justification Study Modification, OKI, Cincinnati. Dr. Dorothy holds a PhD in Civil Engineering from Michigan State University, an MS in Civil Engineering from Michigan State University, and a BS in Civil Engineering from The Ohio State University.

Utility Coordination and Design Leader - Jeffrey S. Olsen, P.E.

Mr. Olsen serves as the Cincinnati water and wastewater Project Manager for HDR and leads the local utility planning and design group. Previously, Mr. Olsen spent five years as Deputy Engineer for the Clermont County Water and Sewer District. In his current role, Mr. Olsen served as the Project Manager for several water and sewer projects within the region, including: Glen Este Withamsville water transmission main; North Afton Sewer project; Sanitation District No. 1 Western Regional Conveyance Tunnel; SR 28 Water Main Replacement Project and Sewer Extension Projects; and the SR 28 Interconnection with Milford and the Milford CSO Elimination Project.

Traffic Engineer Leader - Lori B. Dearnell, P.E.

Ms. Dearnell is a Transportation and Traffic Engineer at HDR. Her background includes completing traffic and planning projects, namely traffic impact studies, interchange justification studies, signal design, capacity and progression analyses, signing and pavement marking design, geometric design, cost estimating and other transportation engineering activities. Having been recently employed by the City of Cincinnati DOTE Traffic Division, Ms. Dearnell is familiar with the local urban design process and standards and is proficient in the use of SYNCHRO and HCS. Select project experience includes: Beechmont Avenue signal system improvement project, Cincinnati; Rapid Run Road signal improvements, Cincinnati;
LED Conversion, Cincinnati; S.R. 73 design, ODOT District 8; Interchange Justification Study for the I-275 and S.R. 32 Interchange, Clermont County; and Portsmouth Bypass Project, ODOT District 9.

Structures Design Leader - Christian H. Nyberg, P.E.

Mr. Nyberg is a Senior Bridge Engineer at HDR and Manager of Ohio’s Bridge Group with over 21 years of bridge/structural design and project management experience; including 14 years with the City of Cincinnati where he progressed to Bridge Program Manager. His background includes bridge program management, bridge inspection, analysis and design of existing and new bridge structures, retaining wall and landslide remediation and construction management. While with the City of Cincinnati, Mr. Nyberg has experience managing large local projects, including the Waldvogel Memorial Viaduct Replacement and the Central Riverfront Street Grid that provides multimodal transportation infrastructure supporting Cincinnati’s two new stadiums and riverfront development. At HDR, Mr. Nyberg has served as the Project Manager/Senior Engineer on the ODOT District 7 AUG-66-17.30 and AUG-501-5.08/5.34 bridge replacement projects, as well as lead structural engineer for the design of 17 bridges on the SCI-823 (Portsmouth Bypass) project in ODOT District 9 and numerous CSX bridge replacement and rehabilitation projects in Ohio, Illinois and Kentucky.

Aesthetics and Streetscape Leader - Vivian Llambi

Throughout her years of experience as a Landscape Architect, Planner and Project Manager, Ms. Llambi has worked on a wide range of project types, at various scales, for a diverse mix of clients and user groups. Among them are businesses, public and private institutions, health care providers, and federal, state and local government entities. Reflected in her work is a determination to meet the needs of development while mitigating its impacts on the environment. With sensitivity towards preserving and enhancing natural elements, she strives to provide creative design solutions that address project requirements and adhere to budgets. Often, she draws upon existing site features as well as local history, architecture and ecology for inspiration. As Principal-in-charge, Vivian will be responsible for overseeing her firm's responsibilities, for being the liaison with team members and for delivering the maximum expert input at every step of the project. She will collaborate on the development of concepts, oversee design and monitor the work for quality control.

4. Address your firm’s Cost Containment practices by listing your current overhead rate and the firm’s overall costs containment practices for controlling indirect costs.

HDR current overhead rate = 153.22% (effective June 2, 2008). This is HDR’s base overhead rate and reflects the FAR rate without the technology charge, which is tracked in a separate cost center and equals 10.28%. Over the past five years, HDR's overhead rate has dropped progressively, with the FAR rate decreasing over 10% during the period. Our containment of indirect costs has been realized by becoming more efficient in everyday business practices, with a focus on production and quality control. Money spent on the correction of errors and quality issues becomes a part of a company's indirect costs, and therefore directly impacts a company's overhead; by focusing on quality and continuous improvement practices, these overhead-raising costs can be minimized or eliminated. HDR's practice of building strong local and independent production centers, such as our Cincinnati and Columbus offices, also has a positive impact on the overhead rate.

In addition, HDR recognizes the challenges our clients face with limited budgets and has strived to use our size advantage to negotiate affordable healthcare rates and reduced prices with vendors, such as office suppliers. By controlling these costs, HDR is able to pass along the savings to our clients through a lower overhead rate.
Statement Of Compliance

HDR is in substantial compliance with the Terms and Conditions presented in Section III of the RFQ. As per the RFQ, any issues related to the Terms and Conditions will be handled as part of the final contract negotiation process if applicable.

5. Describe the capacity of your staff and their ability to perform the work in a timely manner, relative to present workload, and the availability of the assigned staff.

This project is regionally significant and will have a lasting affect on the economics of the region and sustainability of the area. The project will be a priority for the stakeholders, and as such will be a priority for the HDR Team. HDR understands that this project will begin in March 2009. At that time and based on anticipated workload, the Team will be available to undertake this significant project. Management staff and their availability are summarized in the table below:

<table>
<thead>
<tr>
<th>Staff Person/Project Role</th>
<th>Committed Projects</th>
<th>Percentage Committed</th>
<th>Percentage Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steven R. Bergman, P.E.</td>
<td>SR 123/SR 63 Connector, Columbus Streetcars</td>
<td>10%</td>
<td>80%</td>
</tr>
<tr>
<td>Project Manager/Lead Engineer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neil P. Chase, AICP</td>
<td>Smith Road Roundabout CE, Summit County RTA Park and Ride</td>
<td>10%</td>
<td>70%</td>
</tr>
<tr>
<td>Transportation Planning Manager</td>
<td>Cleveland Innerbelt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marie Keister, APR, AICP</td>
<td>Columbus Streetcars</td>
<td>25%</td>
<td>65%</td>
</tr>
<tr>
<td>PI/PR Manager</td>
<td>Other Projects</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>J. Bradford Hyre, P.E.</td>
<td>Portsmouth Bypass</td>
<td>30%</td>
<td>70%</td>
</tr>
<tr>
<td>Highway Design Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richard G. Fitch</td>
<td>Town/Rich Street Bridge</td>
<td>20%</td>
<td>65%</td>
</tr>
<tr>
<td>Environmental Manager</td>
<td>Illiana Feasibility Study</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Olentangy Rd./Linworth Rd. Int.</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

Upon selection, Mr. Bergman will be dedicated to this project. The Task Managers identified, including, Mr. Chase, Ms. Keister, Mr. Hyre and Mr. Fitch, will also be dedicated to ensure that the stakeholders needs are met and the project is successfully implemented. Other leaders identified within the team will also be on average 75% available at that time and will be extensively involved in the project. The Team anticipates being proactive in its mission of delivering a multimodal project which addresses the needs of the local stakeholders and region, and promotes the concepts of Community, Mobility and the Environment.

HDR looks forward to working with the Implementation Partners on this potentially historic project. Please do not hesitate to contact me if you have any questions at (513) 984-7500.

Sincerely,

HDR ENGINEERING, INC.

Steven R. Bergman, P.E.
Vice President/Project Manager
6. Project Approach

The MLK Interchange will be located in an area rich in history and character and will serve major employment, residential, commercial, educational, healthcare and event destinations. The diversity of the area will demand careful considerations to ensure that a sense of place is accomplished. The design strategy utilized must incorporate and create an appropriate urban design approach, which establishes a clear sense of arrival, quality of place and environment. In addition to operations, the design strategy must look at gateways, streetscape, way-finding and architectural treatments. Pedestrian, vehicular, and cyclists must be accommodated safely with clear delineations for all. The associated streets should be “pedestrian friendly and lively” with wide sidewalks, shade, accommodations for outdoor dining, street vendors, etc., as appropriate.

HDR’s philosophy is founded on the belief that the built and natural environments are interrelated. Our services and proposed approach to this project will form an integrated strategy for creating new connections, communities and neighborhoods, revitalizing and building upon the momentum created in the Uptown area and completed Study, expanding modal choices and protecting and enhancing the natural and man made environments while developing the most efficient and cost effective interstate access. Our approach to this project will be holistic and comprehensive, promoting the concepts of Community, Mobility and Environment within the context of the ODOT Major PDP process.

Community

While it is clearly understood that this project will follow the ODOT Major PDP Steps 5 through 8, many of the non-traditional highway project components must be approached through a less mechanical and structured process. The Uptown area is defined by a wide range of social, economic and cultural diversity. It contains numerous commercial properties, educational facilities, governmental buildings, hospitals and healthcare facilities, and historic residential properties and neighborhoods that will be directly impacted by the development of a preferred alternative and preliminary design, which must meet or exceed current engineering standards. The success of the project will be directly related to the success and implementation of an effective and well executed Public Involvement Plan (PIP). HDR proposes to interlace throughout the analysis of conceptual and preferred alternatives and preliminary design, an extensive public involvement process and public relations initiative to encourage productive and active interaction, solicit feedback and offer a forum to exchange ideas and disseminate information. In addition to the public involvement meetings required during the PDP process, we propose utilizing design charrettes, establishing focus and neighborhood groups, developing an interactive website, producing quarterly newsletters and establishing a speaker’s bureau to name a few. The success of this program will have a measurable affect on the success of the project.

As with many of these longer term improvement projects, people’s lives can be left in limbo throughout the often lengthy PDP. It will not only be critical to develop open communication with the public, but to also meet regularly to provide information on the progress and schedule of the project to ensure that the community can react and make decisions as necessary. HDR will cooperatively develop a PIP with the Implementation Partners to ensure that the local needs are met. Marie Keister, APR, AICP, of Engage will be responsible for implementing the PIP and leading this effort with support from Jim White of PCS, Vivian Llambi of VLA and Scott Golan of PA. We fully expect that the plan will need to be reevaluated and revised during the 42 month schedule to ensure accomplishment of community goals and needs during the process.
With any large scale urban project that significantly affects the community, there comes opportunities. It is HDR’s vision to facilitate and work with the community in the development of a comprehensive redevelopment or community enhancement plan as part of this project. Although the community will dictate the limits of the plan, we envision a document which sets forth and establishes a future vision for the community and guides development in an environmentally and modal friendly way. The plan would encompass the limits of the project and could set forth guidance on the development, including the improved access from I-71, or conversion of future properties, including zoning, composition and mix of uses, building configurations, orientation and placement, parking type, location and circulation, pedestrian, bicycle and transit access and amenities, open space, buffering and landscape design, green initiatives, lighting, wayfinding, residential and commercial property densities, access management principles, architectural design features, etc. within a newly established “District”. In response to the project, neighborhoods would have the opportunity to reinvent themselves based on an achievable framework as guidance. This may also provide an opportunity to work directly with the University of Cincinnati College of Design, Architecture, Art and Planning (DAAP) and utilize their resources and expertise during the process.

This plan will not only guide responsible growth, but will also ensure that the economic development vision is established, mobility options are enhanced and planned for, the transportation system works in harmony with the goals of the community, and livability is achieved. In addition, from the environmental justice standpoint, this plan and its implementation either in the short or long term may negate the perceived disproportionate high or adverse impacts associated with an exclusive interchange design project.

In terms of incorporating green initiatives, HDR’s Cincinnati office lead green designer Mr. Jerry Smith will be involved in the identification and development of building and natural environment strategies to be included in the proposed comprehensive redevelopment or community enhancement plan. Features may include as an example locating the driveways and entrances on the south side as practical to minimize snow and ice buildup in the winter, consideration of orienting buildings with the long side in line with the east-west axis which allows for the highest winter solar gains and lowest summer solar gains, recommendations on native vegetation and tress for cooling purposes and to improve the landscape, recommendations on the use of porous pavement surfaces and identification of stormwater reuse opportunities to name a few.

**Mobility**

The benefit of selecting a firm not directly involved in the initial planning stages of the project is two-fold. First, HDR will provide a fresh perspective on the work completed to date and review the completed conceptual designs in the context of ensuring that design standards are met or exceeded, the right of way and community impacts are minimized, and the most operationally efficient and effective designs are provided. Secondly, this will provide an opportunity to reaffirm work completed and offer an independent perspective on the proposed designs and configurations.

Understanding that a significant amount of work has been accomplished and the development of conceptual alternatives detailed, HDR will begin by holding a kick off meeting or design charrette with the design review agencies to review the conceptual alternatives proposed. The outcome of this effort will be to review current designs and configurations, investigate any efficiencies or opportunities to minimize footprints, capture design parameters, gain consensus on any enhanced or potentially new creative designs, and document agency concerns and needs as the preferred alternative is developed.
At this point, a number of alternatives have been developed in the Uptown Transportation Study: Two-Way Service Road (Alternative S-2a); Directional Service Roads (Alternative S-3); Braided Ramps (Alternative BR-1); Offset Diamond (Alternative MLK-2) and Folded Diamond (Alternative MLK-6a). Interchange addition and modification projects within a dense urban environment can be inherently complex and complicated. In this case, HDR foresees a number of concerns or critical challenges:

- Operations will be a major component guiding selection of the preferred alternative. Since ODOT and ultimately FHWA need to approve the interstate access, it will be vitally important to demonstrate that the configuration does not degrade the operation of the interstate. In addition, the design must meet access needs to the community and maximize the efficiencies of the local roadway network well into the future. HDR and B&N will work in concert to develop a travel demand forecasting model to determine future/design year volumes based on the alternative and a micro-simulation model, namely VISSIM to provide a visual operational representation of the network. VISSIM can not only be used to provide a side-by-side operational comparison of the alternatives, but has proven to be extremely effective in communicating with the public in an easily understood visual format. This program can also be built in three dimensions if needed to provide a more realistic video model. Other models and analysis tools, including SYNCHRO and HCS will be used in the final report to verify and demonstrate operational characteristics to oversight agencies.

- The interstate is significantly lower than the surrounding community which complicates the design. This will require extensive geotechnical investigations and retaining wall systems to preserve properties. Although the geotechnical drilling and testing will be preformed by Barr, HDR Geotechnical Engineers housed in the Cincinnati office will verify soil conditions and work side by side with HDR structural and design engineers in the design of the retaining wall system and bridge substructures. It has been clearly demonstrated on complex projects completed in the past, that this relationship will ensure the most cost effective and capable design.

- The ODOT and AASHTO geometric standards of the preferred alternative will dictate the need and requirements for additional right of way. Our Team has extensive design experience, particularly in urbanized environments where right of way limitations require complex geometric considerations. While inherent to the project, the HDR Team will strive to minimize these impacts by utilizing a technical advisory and constructability team familiar with the design and implementation of complex urban design projects to ensure that the every attempt is made to minimize disruption to the neighborhoods. In addition, although the impacts can be viewed as a negative, there will be an opportunity for the communities to reinvent themselves through the comprehensive redevelopment or community enhancement plan previously discussed.

- HDR will take a multi-modal approach to this project and consider the potential for light rail, streetcar, expanded bus local bus service, interstate bus corridor and enhanced bicycle and pedestrian network. Based on the particular interchange configuration, HDR will ensure that the various modal opportunities are incorporated, or at the very least not precluded, in the design of a safe and acceptable plan.

- Maintaining traffic during construction will be critical to the success of the project. The Uptown area serves a number of destinations and attractions, including the Cincinnati Zoo and Botanical Gardens with an annual attendance of over 1 million visitors, University of Cincinnati with a faculty and student numbering near 80,000, Cincinnati State Technical and Community College with an annual enrollment of nearly 14,000 students and a number of world renowned Hospitals and related healthcare facilities. The design must be phased to allow access to the Uptown area at all times and ensure that the system operates efficiently and safely. In addition, the plan must account for through vehicle movements and the minimization of delays that could impact access to the downtown central business district.
Where desired, HDR can include financial and cash flow analyses into the assessment of cost and benefit of transportation enhancements. HDR approaches all benefit analyses using a risk-evaluation framework in order to understand and account for the uncertainty inherent in forecasting future outcomes. HDR’s approach to evaluating transportation benefits includes the identification of direct user benefits resulting from congestion relief, accounting for induced demand through the monetization of travel time savings, vehicle operating costs and accident reductions. While productivity and supply-chain enhancements are accounted for at a regional level, non-user benefits resulting from incremental economic development will also be evaluated, and where appropriate, included in the proposed economic analysis. Where improvements include transit enhancements, other user benefits are quantified relating to improved low income mobility and enhanced economic development.

Most importantly, based on the type of project identified or recommended, a funding mechanism should be investigated to facilitate construction, which may be challenging considering the magnitude of other regionally competing projects. A project of this scale, including its multi-modal nature as suggested by HDR’s approach, may provide an opportunity to capture non-traditional program funding and the identification of local revenue generating opportunities. Although it may be difficult to identify a direct benefit to the properties based on an interchange reconfiguration or improved access project, there may be other opportunities to at least partially fund the project. Federal funding sources would be a more obvious opportunity, but other matching funds could come from revenues generated from a TIF District, a property overbuying approach at the interchanges and/or a local district parking surcharge to name a few. This initiative will be led by HDR with assistance from Property Advisors.

Environment

In addition to the manmade environment, the natural environment will be studied to determine the impacts of the locally developed improvements. This will be accomplished in three stages, namely at the conceptual, feasible and preferred alternative stages of development. We understand that this project’s primary focus is to improve interstate access and associated economic enhancement opportunities. We also understand that there will be other modal improvements that may be enhanced through the implementation of the interstate access project. When we refer to the conceptual, feasible and preferred alternatives in later discussion, we are referring to a potential group of projects which could include bike, pedestrian, transit and local roadway network improvements. The guidelines and needs contained in the redevelopment or community enhancement plan previously discussed will provide a basis for identifying appropriate modal alternatives and strategies.

Our review and analysis of the study area reveals that this project will involve complex social and economic issues given the age, land use and makeup of the neighborhood, as well as the potential scope of the alternatives. We believe an EIS will be seen as the appropriate document with the possibility of having an EA as impacts are identified and quantified. Our approach therefore is to immediately begin those studies that will be on the public’s radar and may take the most time to resolve. Anticipating rather than reacting minimizes the effect of these issues on the schedule. These schedule risk issues include: Environmental Justice; Economic Development; Relocations; Noise; Aesthetics; and Historic and Cultural Resources. We do not anticipate major ecological impacts.
The Environmental “Process”

HDR’s approach is based on the ODOT PDP, with field studies conducted at the appropriate levels depending on the stage of alternative development, namely conceptual (screening) and feasible (refined studies) stages. Close coordination with ODOT District 8 and ODOT Central Office personnel will ensure that the most appropriate level of work is conducted at the right time, effectively contribute to refining and selecting alternatives, and clearly offer opportunities for avoidance, minimization and mitigation. Specifically in the conceptual alternative stage (PDP Step 5), ecological studies, cultural resource studies, environmental site assessments, environmental justice studies, section 4(f) determination and noise analysis will be completed. These studies will be completed at the appropriate level of detail to arrive at the determination of potential impacts and avoidance. This Step will also include the completion of the Relocation Assistance Program Conceptual Survey which will document the number of residential and commercial relocations within each alternative. The resulting document, the Conceptual Alternatives Study, will provide a summary of the information gathered and analysis completed to date, along with a narrative of the history of the project, purpose and need for the project, summary of the public involvement and agency coordination activities and summary of alternatives considered, including no-build. This information will be presented to the public for information and concurrence. The final document will include summaries of public input and will be presented to the Implementation Partners for concurrence on the selection of feasible alternatives to be studied in more detail in Step 6. Step 6 will include further detailed examination of the feasible alternatives. Refined environmental studies will be completed (as identified in Step 5) and another public involvement meeting(s), as per the PIP, scheduled to solicit feedback.

Again, the results of the study and public involvement meeting will be presented to the Implementation Partners for concurrence on a preferred alternative to be refined in Step 7. The preferred alternative will be further refined in Step 7, including more detailed environmental studies as needed and alignment designs. At the conclusion of Step 7 a DEIS will be prepared and submitted to ODOT and FHWA for review.

In Step 8, HDR will complete the EIS and resubmit to the oversight agencies. HDR will also complete the Stage 1 design plans according to ODOT’s requirements. The final deliverables in this Step will include the Stage 1 plans, establishment of right of way limits, value engineering study, cost estimates and Record of Decision (ROD). HDR will also prepare a detailed schedule for the remainder of project development to ensure that the Implementation Partners and local impacted community are aware of critical path items and are able to prepare. Although this process is geared to the development and implementation of a transportation improvement, HDR will focus on ensuring that the communities concerns are addressed and environmental resources preserved or enhanced beyond those required by statute as practical.

We recognize that the implementation and construction of the preferred alternative(s) will provide opportunities for community enhancement and green design. The Uptown area is clearly ripe for sustainable design at all levels. From a site/streetscape perspective, street trees, rain gardens, bioswales, and permeable pavements should be considered.

Summary

Understanding that this project is driven by the need to improve access to the economic stronghold of the region, HDR will work within the context of the ODOT PDP to deliver a preferred alternative that is operationally efficient and meets or exceeds design standards, balanced by the need to minimize community and environmental impacts. The experienced HDR Team will work with local stakeholders in the identification of multimodal improvements and community enhancements, and will deliver a project which fits in context with this developed local vision.