



Master Design Services

# UNIVERSITY LAKES PROJECT

Baton Rouge, Louisiana

Technical Proposal

swa

CARBO  
LANDSCAPE ARCHITECTURE

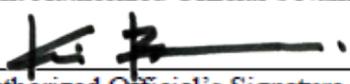
**1. PROPOSER COVER SHEET  
(INCLUDE AS PART OF RESPONSE UNDER TAB 1)**

**Section A. Proposer Information**

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<b>Type of Entity (check all that apply):</b> <input checked="" type="checkbox"/> Private-for-Profit Entity <input type="checkbox"/> Nonprofit	

**Section B. Certification of Accuracy and Compliance**

I do hereby certify that all facts, figures, and representations made in the Proposal Response(s) are true and correct. Furthermore, all applicable statutes, terms, conditions, regulations, and procedures for program compliance and fiscal control, including but not limited to, those contained in the Proposal Package will be implemented to ensure proper accountability of contracts. I have been duly authorized to act as the representative for this Proposal.

Kinder Baumgardner  
 \_\_\_\_\_  
**Print Authorized Official's Name**  
  
 \_\_\_\_\_  
**Authorized Official's Signature**

Managing Principal  
 \_\_\_\_\_  
**Authorized Official's Title**  
 19 November 2020  
 \_\_\_\_\_  
**Date**

Figure 1

19 November 2020

University Lakes LLC  
Selection Committee Board

**RE: Request for Proposals for Master Design Services**

Dear Selection Committee,

The University Lakes project is a tremendous opportunity to restore a declining ecological jewel, while providing a dynamic potential park space for the surrounding Baton Rouge and LSU communities and the Lake's many visitors. Located in the heart of the city, this important project has the potential to become a beacon of responsible, equitable, and sustainable community design that serves as a preeminent benchmark for other communities around the country. The Lakes project is more than a simple restoration and flood mitigation project. While these aspects are important tenets of what this project hopes to achieve, there are greater social, ecological and environmental impacts that the University Lakes restoration can and should provide.

The SWA+CARBO team has unique experience and unparalleled knowledge. We are prepared and highly motivated to help the University Lakes realize their full potential. Having worked together to develop the 2016 Master Plan and ultimate vision for the restoration of the Lakes, this team possesses invaluable insights. The assembled team brings back many of the key players involved in the Master Plan, supplementing their knowledge with new partners that have specialized talents suited specifically for the implementation of this project.

Our approach begins where the master plan stopped. Given the time between now and the conclusion of the Master Plan project, we feel it is important to begin this next phase by re-engaging the community and stakeholders that were so instrumental in shaping the initial master plan design. We look forward to re-invigorating this collaborative spirit and now realizing everyone's collective vision.

The SWA+CARBO team is tremendously enthusiastic and invested in this project. Several of our core team members have strong ties to Baton Rouge and LSU with many fond memories of the Lakes. This is a special opportunity and it would be an honor for us to be a part of shaping something that is so meaningful to us, our friends, family and fellow community members. This project will begin a new transformative era in the history of the Lakes and will represent the highest aspirations of the City of Baton Rouge and LSU.

Sincerely,



**Kinder Baumgardner**  
Principal In Charge, SWA  
E: kbaumgardner@swagroup.com



**Jeffrey Carbo**  
Founding Principal, CARBO  
E: jcarbo@carbo-LA.com

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# Vision to Reality

The University Lakes project is simple in its ambition: Foster the iconic beauty of the University Lake System while adapting to the evolving ecological and cultural needs of the region. OUR ambition is equally straightforward: utilize our decades of innovative project experience to restore and enhance this landscape that has given tremendous meaning to our professional and personal lives.

## Project Understanding

When construction of the lake system started with City Park Lake in 1929, the City's goal was fairly clear. Cut down a swamp, flood it, and create an open space amenity for the people of Baton Rouge. Almost immediately upon its construction a variety of problems emerged including fish kills, algae blooms, and colonization by invasive species. Almost a century later these same issues still plague the Lake System, but are further aggravated by the added complexity of conflicts between resident and visitor, pedestrian and automobile, city and nature, flood control and beauty, tradition and innovation.

While much attention has rightfully been placed on resolving the water quality issues associated with the Lakes, this is only part of the story. A rare opportunity exists to holistically address multiple facets of the Lakes to create an iconic "central park" with the Lakes as its essential feature. This newly defined park will cater to the needs of LSU students and staff, the diverse neighborhoods that surround the Lakes, and people from around the region who will rediscover the Lakes as a cultural centerpiece.

## Holistic Design

During our master planning work, we recognized that while beautiful, the Lakes were never designed to accommodate the myriad of uses that have been imposed upon them over the years. As the water quality improves, and as a redefined central park is realized, resolution of existing conflicts will take on an ever-higher level of importance.

We will build on the recommendations that were developed in the master plan by creating space for each unique user group, while also being respectful of the residents that surround the Lakes. Our ultimate goal is to maintain the integrity of the Lake System while using design to mitigate conflicts, correct ecological imbalances, and set the Lakes on a successful path to long-term viability.

## World Class Destination

Our passion for creating "place" combined with our experience as prime consultants for the Baton Rouge Lakes Master Plan uniquely qualifies us to take the University Lakes project into detailed design. We look forward to creating an enduring world class destination for the people of Louisiana.

# Organizational Background & Overview

## Principal Design Team

To execute the University Lakes project to the highest level, we have assembled a highly regarded design team of professional experts that includes specialty design, engineering, and research components.

The “Principal Design Team” is comprised of SWA, CARBO, and HNTB. This team will lead and be responsible for all aspects of the project. SWA and CARBO will set aesthetic design direction, manage the project team, liaise with the contract managers and Client Team, and execute the detailed design of the project. HNTB will bring enthusiasm and their national and local expertise to mobility, civil, water quality, structural, electrical, geotechnical and bridge design work.

## Technical, Specialty, & Research

The Principal Design Team is augmented by Technical, Specialty, and Research teams. Each team member has been vetted by SWA to ensure that their expertise, culture and familiarity with the Lakes System is an ideal fit for implementing the master plan vision.

The “Technical Design Team” includes core contributions from minority and woman owned businesses; each will provide detailed engineering expertise during the design development and construction document phases of work under the direction of HNTB.

The “Specialty Design Team” will work under the direction of SWA and CARBO providing expertise with regard to unique design and sustainability aspects of the work; this expertise includes ecology, branding, wayfinding, irrigation, and arboriculture.

The “Research Team” will be directed by the Principal Design Team and will provide high level data and research to inform detailed design decisions and to ensure Client goals are met. Specific research will be conducted for history and cultural landscape, ornithology, and soils.

## SWA + CARBO Consortium

As the master planners for the Baton Rouge Lakes project, SWA + CARBO are uniquely qualified to move the project into the detailed design stages of work. We will require minimal start up time, have already successfully worked with key constituents, and bring a deep understanding of the concerns of the surrounding residents and communities that have a vested interest in the Lakes.

To best leverage the full expertise of both firms, we have joined forces as a consortium that will jointly execute all aspects of the work. This consortium approach will result in equal doses of national and local expertise, big ideas and a personal touch that neither firm can provide alone.

### SWA

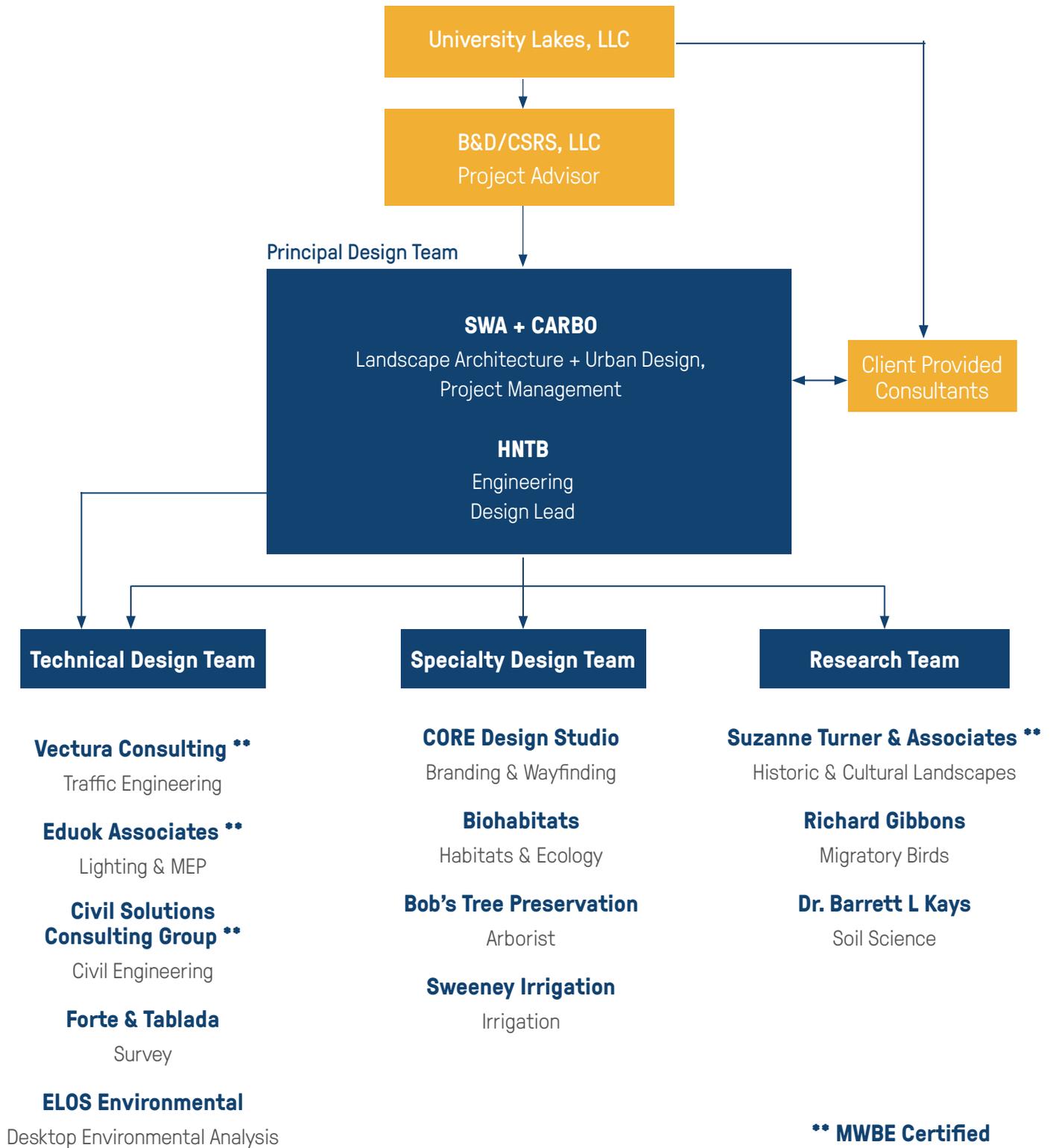
As the prime consultant SWA will administer the project and provide a global perspective. SWA will serve as lead master designer, directing the efforts of the SWA+CARBO Team as well as the Flood Risk Reduction Consultant assembled by the Client Team.

### CARBO

As design partner, CARBO will provide significant design input into all steps of work and will be responsible for the majority of the construction documentation. CARBO’s close proximity to the project site also affords the opportunity for a more substantial presence during critical site assessments and detailed design coordination.

## HNTB Engineering Lead

As engineering design lead, HNTB will set the tone and ambition for all engineering aspects of the project. They will work closely with all engineering team members to ensure that technical concepts meet the highest standards, regulatory compliance is achieved and construction needs are clearly communicated to all team and stakeholder members. While HNTB will be engaged in all steps of the design process, their efforts will be focused toward the early steps of work and will be a valued backstop to ensure project success for all entities.



# Firm Experience



## Principal Design Team

### SWA Group ●●

As the lead planners for the Baton Rouge Lakes Master Planning project, SWA is the only firm that can bring the continuity of leadership and design thinking that will result in the rigorous execution of the master plan. As the project moves into the detailed design steps of work, the intensity of collaboration and design thinking will increase exponentially as more layers of risk and opportunity are addressed.

### Experience

Over multiple decades and often within the Gulf Coast region, SWA has shown an ability to thrive when tasked with complex water-based design challenges. Our work on Buffalo Bayou in Houston was designed to withstand intense flood forces while providing a resilient urban park in the heart of the City. Recently, this project was historically tested by Hurricane Harvey and SWA's carefully crafted design features performed at a high level of resilience. The park reopened in a matter of days and subsequently won a myriad of national and international design awards.

We also have significant expertise with the design of aquatic systems that promote biodiversity, habitat, water

quality, and human interaction. In Houston alone we have created over 60+ open space lake systems.

For example, at Cross Creek Ranch we devised a series of lakes and wetlands that now attract roseate spoonbills, white pelicans, and other migratory birds seasonally. At the Audubon Society's High Island Sanctuary, we recently completed a complex system of tree canopy walkways and observation platforms that access protected habitat without affecting wildlife and migratory bird patterns.

Along the East River in New York, our Hunter's Point South Park not only provides beautiful recreational opportunities for the diverse neighborhoods of Queens and Brooklyn, but is also a key resilience component of New York's recovery and rebuilding policies developed after Hurricane Sandy.

We have the knowledge, expertise, and ambition to see the University Lakes project through to construction and adoption by the people of Baton Rouge as well as its avian, terrestrial, and aquatic residents. We look forward to helping the next generations of people and wildlife strongly embrace this reinvigorated cultural landscape.



## CARBO ●●●

During the master planning process, CARBO provided local landscape architectural design services in association with SWA and also led the design of key components of the plan. CARBO will bring that same level of engagement and passion to the detailed design steps of work. Their knowledge of the master plan and the user groups that helped shape it will be used to get the consultant team quickly assimilated into the project.

### Experience

Recent work at the St. Landry Visitor Center highlights their understanding of South Louisiana ecosystems. That knowledge will be used to help ground design and engineering solutions across the entire project team. Their award-winning work at Shangri La Botanical Gardens illustrates how beauty and design can bring clarity to natural spaces that operate on a deeply ecological and human level, balanced and contrasting. CARBO also has significant experience working with Louisiana State University and BREC – two of the important funding entities that form the Client Team. They will use this experience to help the entire design team understand the ambitions and goals of our Clients.

## HNTB ●●

As a preeminent transportation infrastructure firm in the United States and with offices in Baton Rouge, HNTB has brought national expertise with mobility, infrastructure, and civil engineering to the region for more than 55 years.

### Experience

SWA and HNTB are collaborating on a 3-billion-dollar mobility and infrastructure project in Downtown Houston that combines urban open space, highway infrastructure and water quality issues to create new public amenities for the City. Closer to home, HNTB is developing stormwater infrastructure plans for the City of Baton Rouge and designing public transportation and mobility upgrades in Baton Rouge and New Orleans. In addition to this expertise, they know the key stakeholders well and could not be more enthusiastic about the success of the project.

### Local Connections

- Baton Rouge Office
- Baton Rouge Lakes Master Plan Team
- MWBE Certified Firm
- Louisiana Born and/or LSU Alum

# Resilience: Strength through Diversity

To ameliorate a history where the lakes have continued to test the limits of ecological collapse, we will implement a multi-faceted approach to resilience. In ecological terms, resilient landscapes are best achieved through a strong matrix of diverse species and systems. Similarly, we propose to use the concept of “diversity” to create strength and to frame our approach to all aspects of the project. We will build a robust framework that is flexible in nature, inclusive, technically advanced and does not rely on a singular focus to solve problems.

## Diversity in Engagement

During the master planning process our team embraced the concerns of all groups that use and visit the University Lakes. We found common ground by identifying unifying themes between diverse voices and points of view. This resilient approach to engagement will continue to inform our detailed design work and result in a collaborative open space system for LSU, BREC, and the City of Baton Rouge.

## Diversity in Consultant Team

In crafting our consultant team, we have sought to match the diversity of project requirements with a diversity of professional skills, backgrounds, and cultures. Firms bringing national expertise will be paired with those that bring an expansive local design presence. Our emphasis on minority and woman owned firms will provide representation for essential voices and perspectives. Design solutions will embody ideas and expertise from a healthy cross section of people and capabilities.

## Diversity in Design

Our comprehensive team will ensure a resilient, thorough, and pragmatic approach to all facets of implementation. While employing best practices, we will also build practical redundancy into each problem we solve. For example, we will use both engineered and natural approaches to improving water quality to maximize benefit and to build greater resilience. Our solutions will not be calibrated to merely meet minimums but to create the best long term solutions. We understand park use will continue to evolve over time and will develop recommendations that address today’s uses while also providing future flexibility.

## Technical Design Team

### Vectura Consulting ●●●●

#### Traffic Engineering

Transportation engineering is the backbone for Vectura, a Baton Rouge-based firm led by two veteran Louisiana transportation engineers who have unique expertise in providing traffic engineering services from the early planning stages of a project to the development of design plans and through overseeing final construction in the field.

### Civil Solutions Consulting Group ●●●●

#### Civil Engineering

Civil Solutions is a Baton Rouge-based civil engineering consulting firm that assists public and private clients with the planning, design, and management of municipal transportation, infrastructure, and disaster recovery projects and programs. They have worked on many pedestrian projects over the years in the Green Light Plan and currently in the MOVEBR Program.

### Forte & Tablada ●●

#### Survey

Forte & Tablada is one of Baton Rouge’s premier engineering and land surveying firms with a reputation for fast and dependable service since it was founded in 1961 and has performed more than 20,000 individual surveys. One of the firm’s leaders is in the LSU College of Engineering’s Hall of Distinction.

### Eduok Associates, LLC ●●●●

#### Lighting & MEP

Eduok Associates is a lighting and electrical engineering consulting firm serving as a resource for clients in the public and private sectors based in Baton Rouge.

### ELOS Environmental ●

#### Desktop Environmental Analysis

ELOS has been a leader in environmental consulting in Louisiana, representing clients with environmental regulatory compliance and habitat restoration efforts. The majority of ELOS’ scientific staff were educated in Southeastern Louisiana and have a great familiarity with the University Lake system from their time as residents or students in Baton Rouge.

## Specialty Design Team

### Biohabitats ●

#### Habitat & Ecology

Since 1982, Biohabitats has focused on conservation planning, ecological restoration, and sustainable design. Biohabitats team of ecologists, water resource engineers and scientists has the expertise to address the various components of ecological restoration planning and design projects. Using a whole systems framework and a living systems approach, Biohabitats has been working nationwide to regenerate ecological processes, economic resiliency, and cultural vibrancy.

### CORE Design Studio

#### Branding & Wayfinding

For over 25 years, CORE Design Studio has fused professional insight with a playful spirit to create meaningful design. CORE has integrated and enhanced user experiences through a variety of means including branding, signage, wayfinding, and interpretive graphics. The majority of their projects are related to water and historic waterways.

### Frank Thibodeaux, Bob's Tree Preservation ●

#### Arborist

Bob's Tree Preservation provides arborist services for the Louisiana area and are dedicated to the preservation of trees for future generations. Through their preservation and consultation for trees on the LSU campus, Bob's Tree Preservation understands the University Lakes context. One of the firm's leaders is in the LSU College of Engineering's Hall of Distinction.

### Sweeney & Associates

#### Irrigation

Sweeney & Associates, Inc. is an irrigation consulting firm specializing in system design, master planning, and water management. Founded in 1990, the company has evolved

## Research Team

### Suzanne Turner Associates ●●●●

#### Historic & Cultural Landscapes

Suzanne Turner Associates has focused a large portion of their practice on providing nationally renowned design firms with in-depth cultural & historic research that informs design master plans for major municipal and community projects.

### Richard Gibbons, Audubon Society ●

#### Ornithology

Richard Gibbons is the Conservation Director for Houston Audubon and a Research Associate of the LSU Museum of Natural Science. He has worked as an ornithologist for more than two decades on the Gulf Coast and throughout the Americas. Richard works with the Houston Audubon team to manage and enhance Houston Audubon's nature sanctuaries for wildlife and people, develops engaging content for various media, and works in a diverse community of practice.

### Dr. Barrett Kays, Landis, PLLC

#### Soil Science

Dr. Kays specializes in Soil, Hydrologic, Groundwater, Wetland Science and their application to the design of landscape architectural projects across North America. He has provided expertise for Central Park Conservancy and Battery Park City Authority in New York. Similar to LSU Lakes, Dr. Kays has worked on drainage and water management for Pocosin Lakes National Wildlife Refuge in Eastern North Carolina. His work on the Upper Mississippi and Upper Missouri Rivers involved soils, sedimentation, drainage, water management, and flooding frequency.

### Local Connections

- Baton Rouge Office
- Baton Rouge Lakes Master Plan Team
- MWBE Certified Firm
- Louisiana Born and/or LSU Alum

Our project team specializes in creating and leading ambitious master plans from vision to constructed reality. Our successes have been defined by core themes that give meaning to place and create a seamless working framework. Thoughtful consideration of these topics will guide our team and help realize the full potential of the Baton Rouge Lakes Master Plan. The adjoining table illustrates how our team is constructed to address each of these important topics. It is then followed by award winning projects informed by all these topics as well as case studies that have transformed local, regional, and national identities.

 <p><b>Resilience through Diversity</b></p>	<p>Enduring projects are a product of an integrated design approach that considers a broad range of environmental, social, and economic factors. Appropriate diversification and flexibility within each system leads to a stronger overall matrix and greater resilience. All projects will experience inevitable forces of disruption but their ability to absorb, adapt, and recalibrate leads to long term success.</p>
 <p><b>Design with Water</b></p>	<p>Water is the foundational element of all life. Highly dependent on context and broader watershed patterns, careful consideration is necessary at a variety of scales to maximize benefits and mitigate potential challenges. Pristine water can stir one's soul for a lifetime or transition to an unsightly green memory if lacking scientific rigor or proper management planning. Placid water can be part of one's daily rituals or quickly become hazardous when missing sound hydrological underpinnings. Design with water is a commitment to the art and science of landscape. When well executed it is a celebration of life.</p>
 <p><b>Mobility &amp; Connectivity</b></p>	<p>Perceptions of place are informed by how we move to, around, and within spaces. In order to accommodate a variety of users, multiple forms of transit must be considered and a strong hierarchy established. Safety should be recognized as a first priority and all technical criteria met. A second priority is to create a sequence of entries and throughway experiences that showcase site identity.</p>
 <p><b>Stakeholder Engagement</b></p>	<p>Collaborative design is not limited to only the design team. Local and regional stakeholders are essential knowledge partners and project champions. Each project has a unique history to be respected and engaged citizens who can share relevant life experiences. A clear articulation of ideas, pending challenges, and management of expectations should be consistently communicated to all parties involved.</p>
 <p><b>Innovative Infrastructure</b></p>	<p>Often highly visible or rarely seen, infrastructure considerations can positively or negatively shape space. Strict adherence to technical requirements and regulatory needs are a given, but complicated sites require more than a one size fits all solution to best accommodate multiple priorities. Well-designed infrastructure shall consider longevity and maintenance needs without sacrificing aesthetic goals or impeding natural and social function.</p>
 <p><b>Earth Shaping</b></p>	<p>Careful calibration of the earth forms the canvas upon which all-natural processes and social spaces are built. Whether guiding water, creating habitat, or accommodating recreation interests, the preservation or relocation of soil requires thoughtful engineering informed by a vision for the future. As an initial step in the construction process, strong management and technical earth moving experience sets up a project up for near and long-term success.</p>
 <p><b>People Places</b></p>	<p>While the physical characteristics of open space can vary greatly, meaning is often given by creating an emotional or functional connection between people and place. Whether highly active, passive, or natural, each provides an opportunity to occupy an essential quality of life role for all citizens. Successful parks accommodate a diversity of users that are comfortable and drawn to legacy places and programming.</p>
 <p><b>Habitat &amp; Biodiversity</b></p>	<p>The highest valued open space systems are those that most effectively balance places for people with places of nature. Ideally each contributes to the presence of the other and seeks equilibrium between recreation and function. Nature provides valuable ecosystem services while people protect and advocate for necessary biodiversity. Design experience and sound research necessarily create a baseline for successful habitats that are amplified overtime.</p>

## Why our Team?

- In depth Master Plan knowledge and continuity
- Experience with earthwork that places an emphasis on aquatic systems
- Recognized leadership for successfully delivering high profile projects
- Blend of local, national, and international expertise
- Vast experience delivering phased projects with diverse funding sources
- Authority on the implementation of multi-modal circulation systems
- Constructed restoration work focused on habitat and people
- Committed to the creation and advocacy of project learning opportunities
- Diverse team and commitment to MWBE goals
- Fully invested in the Lakes project and excited to begin

SWA Group	CARBO	HNTB	Vectura Consulting	Civil Solutions Consulting	Forte & Tablada	Eduok Associates	Sweeney & Associates	CORE Design Studio	ELOS Environmental	Bob's Tree Preservation	Suzanne Turner Assoc	Richard Gibbons	Biohabitats	Dr. Barrett Keys
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California Academy of Sciences



Exploration Green



Willow Waterhole

## Resilience through Diversity



### Relevant Projects

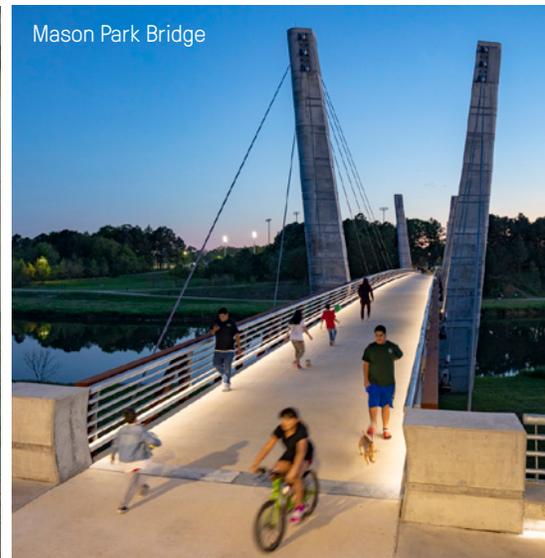
- **Buffalo Bayou Park.** Houston, Texas. SWA
- **Mirabeau Water Garden.** New Orleans, Louisiana. CARBO
- **Exploration Green.** Houston, Texas. SWA
- **Buffalo Bend Nature Park.** Houston, Texas. SWA
- **UC Davis Net Zero West Village.** Davis, California. SWA
- **Baltimore Green Network Plan** Baltimore, MD. Biohabitats
- **Chattahoochee Riverland.** Atlanta, GA. Biohabitats
- **Willow Waterhole.** Houston, Texas. SWA
- **Gretna Resilience District Project.** Gretna, LA. CARBO.
- **California Academy of Sciences.** San Francisco, CA. SWA
- **Milton Street Park.** Los Angeles, CA. SWA
- **Ricardo Lara Linear Park.** Lynwood, CA. SWA
- **Changsha Baxi Island.** Changsha, China. SWA



Katy Trail



Buffalo Bayou Promenade



Mason Park Bridge

## Mobility & Connectivity



### Relevant Projects

- **MOVEBR.** Baton Rouge, LA. HNTB.
- **Bayou Greenways 2020.** Houston, TX. SWA
- **LSU Mobility Phase 1.** Baton Rouge, LA. CARBO
- **Nicholson Gateway.** Baton Rouge, LA. HNTB
- **Atlanta Urban Ecology Framework.** Atlanta, GA. Biohabitats.
- **Chattahoochee Riverlands.** Atlanta, GA. Biohabitats.
- **Katy Trail.** Dallas, TX. SWA + HNTB
- **Buffalo Bayou Smith to Travis.** Houston, TX. SWA
- **Mason Park Bridge.** Houston, TX. SWA
- **Rosemont Bridge.** Houston, TX. SWA
- **Baltimore Green Network Plan.** Baltimore, MD. Biohabitats.



**Design with Water**

## Relevant Projects

- Baton Rouge Stormwater Master Plan.** Baton Rouge, LA. HNTB
- Hunter's Point South Waterfront Park.** Queens, NY. SWA
- St. Landry Parish Visitor Center.** St. Landry Parish, LA. CARBO
- Atchafalaya Water Heritage Trail.** Atchafalaya National Heritage Area, LA. CARBO
- Rue Beauport Riverfront.** Natchitoches, LA. CARBO
- Cross Creek.** Fulshear, TX. SWA
- Flewellen Creek.** Fulshear, TX. SWA + Biohabitats
- CCR Water Quality Basin.** Fulshear, TX. SWA
- Lake Houston Wilderness Park.** Houston, TX. SWA
- Washington Avenue Green.** Philadelphia, PA. Biohabitats
- Wastewater infrastructure at Harveston Development.** East Baton Rouge, LA. Biohabitats



**Stakeholder Engagement**

## Relevant Projects

- Baton Rouge Lakes Master Plan.** Baton Rouge, LA. SWA, CARBO, Biohabitats, Suzanne Turner Associates
- Freedom Park.** Atlanta, GA. SWA
- Orange Riverfront Boardwalk.** Orange, TX. CARBO
- Evelyn's Park.** Bellaire, TX. SWA
- Fort Wayne Riverfront.** Fort Wayne, IN. SWA
- Rue Beauport Riverfront.** Natchitoches, LA. CARBO
- Ricardo Lara Linear Park.** Lynwood, CA. SWA
- Halls Bayou "Halls Ahead" Study.** Houston, TX. SWA
- Bienville Square Master Plan.** Mobile, AL. CARBO
- Willow Waterhole Master Plan.** Houston, TX. SWA
- Memorial Park.** Siloam Springs, AR. CARBO



## Relevant Projects

- **Plank Road-Nicholson Bus Rapid Transit Project.** Baton Rouge, LA. HNTB.
- **Baton Rouge Passenger Rail Station Master Plan.** Baton Rouge, LA. HNTB.
- **Plank Road Master Plan.** Baton Rouge, LA. HNTB.
- **Iowa City Gateway Park Road Bridge & Dubuque Street.** Iowa City, IA. HNTB
- **MOVEBR.** Baton Rouge, LA. HNTB.
- **Baton Rouge Stormwater Master Plan.** Baton Rouge, LA. HNTB.
- **General Meyers Avenue Corridor.** New Orleans, LA. HNTB
- **Katy Trail Extension Signature Bridge.** Dallas, TX. HNTB
- **Sylvan Avenue Bridge, Trinity River.** Dallas, TX. HNTB



## Relevant Projects

- **Shangri La Botanical Gardens and Nature Center.** Orange, TX. CARBO
- **Pacific Plaza.** Dallas, TX. SWA
- **Milton Avenue Streetscape.** Los Angeles, CA. SWA
- **Guthrie Green.** Tulsa. OK. SWA
- **Memorial Park.** Siloam Springs, AR. CARBO
- **Avenida Houston Plaza & Streetscape.** Houston, TX. SWA
- **San Jacinto Plaza.** El Paso, TX. SWA
- **Dallas Arboretum: A Tasteful Plaza.** Dallas, TX. SWA
- **Katy Trail Plan & Detailed Design.** Dallas, TX. SWA
- **Shekou Promenade.** Shenzhen, China. SWA



## Habitat & Biodiversity

### Relevant Projects

- **LSU Burden Center Campus Master Plan**, Baton Rouge, LA. Biohabitats **Cross Creek Water Quality Basin**. Fulshear, TX. Biohabitats and SWA
- **Acacia Reservation Ecological and Stream Restoration**, Cleveland, OH. Biohabitats
- **Battle Grove UNC Regenerative Stormwater Conveyance**. Chapel Hill, NC. Biohabitats
- **Lake Houston Wilderness Park**. Houston, TX. SWA
- **Louisiana Children’s Museum**. New Orleans, LA. Biohabitats
- **Jean LaFitte National Historic Park & Preserve Wetland Restoration**. NPS, LA. Biohabitats
- **Big Cypress National Preserve**: Restoration at 50 Mile Bend, Collier County, FL. Biohabitats
- **Shangri La Botanical Garden & Nature Center**. Orange, TX. CARBO

Flewellen Creek Restoration



Lost Lake



Lake Holcomb



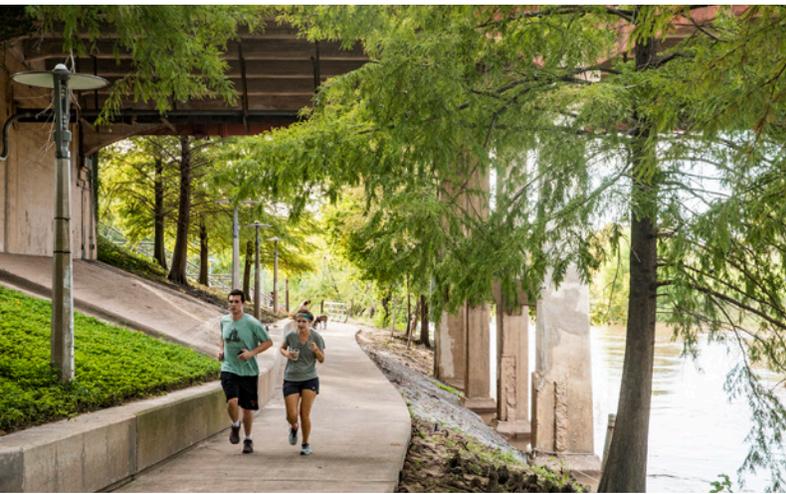
## Earth Shaping

### Relevant Projects

- **Lake Holcomb Recreation Area**. Houston, TX. SWA
- **Flewellen Creek Restoration**. Fulshear, TX. SWA and Biohabitats
- **Pocosin Lakes National Wildlife Refuge**. Eastern North Carolina. Dr. Barrett Kays
- **Lost Lake**. Houston, TX. SWA
- **Great Lawn in Central Park**. Sustainable Soils Strategy, New York, NY. Dr. Barrett Kay.
- **Hill at Sims**. Houston, TX. SWA
- **Art Storey Detention Park**. Houston, TX. SWA
- **Woodson’s Reserve**. North Houston, TX. SWA



## Buffalo Bayou Park. Houston, TX



### Overview:

The renewed 160-acre Buffalo Bayou Park is a critical urban green space that has been tested by three major floods since its opening in 2015, including by Hurricane Harvey. The park sets a new precedent for resilient open-space design, planning, and operations in climate-sensitive and flood-prone coastal areas. Over 15 miles of pedestrian and bike paths, including four pedestrian bridges, offer opportunities to explore the restored ecology of the bayou while promoting healthy activities for Houston's growing population. Large event lawns, protected gardens, nature play areas, and flexible plazas provide the infrastructure to support year-round events.

### Client:

Buffalo Bayou Partnership  
(Reference Information on Page 30)

### Select Awards:

Urban Land Institute Global Award of Excellence. 2017  
Rudy Bruner Award for Urban Excellence, Finalist. 2019

Team: SWA + CORE Design Studio



## Hunter's Point South Waterfront Park. New York City, NY



### Overview:

Hunter's Point South Waterfront Park stands as a global model for social, cultural, and ecological resiliency. An aspirational and innovative blending of landscape, architecture and infrastructure has transformed this contaminated rail site into a verdant parkland teeming with community life and its restored riverain habitat. The design embraces its diverse heritage with a “soft” approach to floodwater defense, leveraging the site's topography with a sculpture grassland park which boasts a dramatic cantilevered overlook, sunset promontory, island sanctuary, and unique tidal marsh with trails that meander in the shadow of Manhattan.

### Client:

Port Authority

### Select Awards:

ULI, Excellence in Civic Development Award  
ASLA Honor Award, General Design, 2019  
Chicago Athenaeum, Green Good Design Award

**Team:** SWA



## Shangri La Botanical Gardens & Nature Center. Orange, TX.



### **Overview:**

Shangri La Botanical Gardens and Nature Center is an example of responsible environmental stewardship in its mission, design, construction, and operations. It was the first LEED Platinum-NC project in Texas and one of the first 50 Platinum projects in the world. The 252-acre site in southeast Texas is a hub of environmental awareness and education about regional landscapes and animal habitats. Shangri La's design and programming make visible the life processes of many species of wildlife within the context of a native landscape, recreated botanical gardens, and innovative center for environmental education.

### **Client:**

The Nelda C. and H. J. Lutcher Stark Foundation  
(Reference Information on Page 30)

### **Select Awards:**

National ASLA Honor Award, 2012  
2009 LCASLA Honor Award, 2009  
Water Front Center Honor Award, 2008  
LEED Platinum-NC, 2008

**Team:** CARBO + Bob's Tree Preservation



## High Island Bird Sanctuary Canopy Walkway, High Island, TX



### Overview:

The Kathrine G. McGovern Canopy Walkway creates a destination experience for area residents and the international birdwatching community. A 700 foot long, 18 foot high, elevated boardwalk gracefully meanders through a layered tree canopy. It leads visitors to freshwater ponds where egret, spoonbill, and cormorant populations establish their nesting homes each year and neotropical migrants temporarily rest during their arduous cross-continental migration. Mindful integration of birding facilities at the geologically unique site supports habitat while providing a fascinating birding experience. To accommodate an increase in birders, a 1930s-era brick pump house was reused as a visitor pavilion and new restrooms were also added.

### Client:

Houston Audubon Society  
(Reference Information on Page 30)

### Select Awards:

H-GAC Parks and Natural Areas, Special Recognition

Team: SWA + Richard Gibbons

# Key Staff Experience

Key staff that will be assigned to the project have a passion and depth of expertise that is directly related to the University Lakes project. Our team includes proud professionals that live in the Baton Rouge area, attended LSU, or were engaged in the Baton Rouge Lakes Master Planning process and are often nationally recognized as innovative experts in their field. We have also worked hard to create a project team that is inclusive and diverse. We know through experience that bringing a variety of voices to the work will not only generate more creative ideas, but will also result in a more successful place that is embraced by a diversity of users, and communities.

## Principal Design Team



### **Kinder Baumgardner. Landscape Architect. Principal In Charge. SWA Group**

Over the span of 30 years, his collaborative mindset and awareness of the effect of historical and contemporary culture is the foundation for his design work. While much of his work is focused on the urban design of cities, Mr. Baumgardner cherishes his projects that provide the opportunity to explore the regional cultures and landscapes that define who we are and how we live. As lead author of the Baton Rouge Lakes Master Plan, he looks forward to realizing the final design and creating a world-class destination in his hometown.

#### **Additional Key Personnel:**

Matt Baumgarten, Landscape & Natural Systems  
Darren Sharkey, Conceptual & Schematic Design

#### **Relevant Projects:**

- Baton Rouge Lakes Master Plan, Baton Rouge, LA
- Houston Green Loop Trails. Houston, TX
- San Antonio Spirit Reach. San Antonio, TX
- Brackenridge Park. San Antonio, TX
- Avenida Houston Public Realm. Houston, TX



### **Jeffrey Carbo, PLA, FASLA. Landscape Architect. CARBO Landscape Architecture**

Jeffrey Carbo is the founding principal of CARBO with over 35 years experience in professional practice. The range and scope of his concerns include environmental conservation, the historical and cultural context of local and regional projects, and attention to detail in the numerous gardens and places he has helped create. In his role as Principal, Jeff provides leadership in client relations, conceptual design, budget development, design criticism, project management, and construction observation.

#### **Additional Key Personnel:**

Shannon Blakemen. Project Coordinator and Construction Document Project Manager  
Zach Broussard, Site Administration

#### **Relevant Projects:**

- Baton Rouge Lakes Master Plan, Baton Rouge, LA
- Shangri La Botanical Garden, Orange, TX
- Mirabeau Water Garden, New Orleans, LA
- St. Landry Parish Visitor Center, St. Landry Parish, LA
- Orange Riverfront Boardwalk and Pavilion, Orange, TX



### **Bryan Jones. Engineering Lead Support. HNTB**

Bryan Jones is HNTB's Gulf Coast deputy office leader who is based in the firm's Baton Rouge office. He services infrastructure programs and projects of all modes. Mr. Jones manages a variety of transportation planning projects and leads the development and implementation of stakeholder outreach programs on major infrastructure programs. As local leader, he serves as a manager of HNTB's national resources deployed on complex local projects.

#### **Additional Key Personnel:**

Todd "Dusty" Bastion, PE. Bridge  
Brandi Crawford, PLA, LEED AP BD+C, Mobility  
C. Rick Hathaway, CCM. Roadway  
Jesse Miguel, AIA, NCARB, Bridge Aesthetics.  
Brian Powell, PE. Geotechnical  
John Schallert, PE. Lighting

#### **Relevant Projects:**

- Plank-Nicholson Bus Rapid Transit, Baton Rouge, LA
- Plank Road Corridor Master Plan, Baton Rouge, LA
- Florida Boulevard Corridor Planning, Baton Rouge, LA
- Capital Area Transit System (CATS) Transit Development Plan, Baton Rouge, LA
- Baton Rouge Stormwater Management Plan, Baton Rouge, LA



**Kahli Cohran, PE. Civil Engineer. Civil Solution Consulting Group**

Over the past ten years, Mr. Cohran has successfully delivered a diverse program of civil engineering work. His experience includes managing the firm’s functional roles on large programs such as Restore Louisiana, Green Light Program, MOVEBR, and the Sanitary Sewer Overflow Program. In addition, Mr. Cohran is the lead engineer on all of the firm’s civil-site design and roadway design projects.

**Additional Key Personnel:**

Michael Todd Richard

**Relevant Projects:**

- MOVEBR Programs, Baton Rouge, LA
- Ardenwood Village Phase 1, Baton Rouge, LA
- EBR Parish Stormwater Master Plan, Baton Rouge, LA
- Green Light Plan Program, Baton Rouge, LA



**Gerald Middleton. Surveyor. Forte Tablada**

Mr. Middleton has extensive experience in performing topographic, boundary surveys, and construction stakeout. Over the years, Mr. Middleton has acquired experience with the layout of project survey control baselines/ centerlines for road, levees, sewers, and bridge projects.

**Additional Key Personnel:**

Russel “Joey” Coco, Jr. PE, MBA, Principal

**Relevant Projects:**

- Palmetto Co. Canal Bridge, St. Landry Parish, LA
- Coursey Boulevard Extension– East Baton Rouge Parish, LA
- Baton Rouge Stormwater Management Plan, Baton Rouge, LA



**S. Brin Ferlito, PE. Transportation Engineer. Vectura Consulting Services**

Brin has performed traffic engineering services for over the past 30 years. Her services include traffic data collection, traffic signal warrants, traffic impact studies, Stage 0 studies, traffic improvement and safety studies for roads and intersections, traffic simulation modeling, sequence of construction design, road and traffic signal design, highway sign design, and Intelligent Transportation Systems (ITS) design.

**Additional Key Personnel:**

Laurence Lambert, PE, PTOE, PTP.  
Transportation Engineer.

**Relevant Projects:**

- N. Sherwood Forest Dr. Widening Project Baton Rouge, LA
- CE&I for EBR Traffic Signal Systems. Baton Rouge, LA.
- CE&I for EBR Traffic Signal Systems Phase IV. Baton Rouge, LA.



**Uyuho Eduok. Electrical Engineer. Eduok Associates**

Ms. Eduok, a resident of Baton Rouge, utilizes the LSU Lakes frequently for running and cycling and appreciates the lake’s current appeal and future potential. As someone with a personal connection to the lakes, Ms. Eduok would bring meaningful and dedicated involvement to the project. Eduok’s 13 years’ experience has allowed her to work with multiple public agencies throughout Louisiana, including the Port of New Orleans, Army Corps of Engineers, and East Baton Rouge Parish for 6 years.

**Additional Key Personnel:**

Orien Butler, PE. Senior Project Engineer

**Relevant Projects:**

- EBR Green Light Program
- East Baton Rouge Department of Public Works Lighting Analysis
- EBR Parish School Board University Terrace Elementary School



**Brian Fortson. Environmental Scientist & Ecologist. ELOS Environmental**

Mr. Fortson has over 25 years of experience in federal, state, and local environmental regulatory processes involved with road, bridge, and drainage civil works infrastructure. Mr. Fortson utilizes his extensive background and experience in the environmental consulting and compliance industry to assist clients at every level of government, as well as clients in the private sector.

**Relevant Projects:**

- Reimers Pollard Branch Mitigation Bank, Tangipahoa Parish, LA
- Alligator Bayou Environmental Review, Iberville Parish, LA



**Alan Krathaus. Branding & Wayfinding. CORE Design Studio**

Alan, a designer, artist, environmentalist and founding partner in CORE Design Studio focuses on issues related to water, ecology, history and culture through a broad array of material interactions. With a background in sculpture he leads CORE's design/build studio on a variety of project types. He believes water-based nature experiences connects humans to a deep understanding of the source of all life through the ages.

**Relevant Projects:**

- Laredo Water Museum, Laredo, TX
- Buffalo Bayou Park. Houston, TX
- Water Museum, Oeiras, Portugal
- South America's Pantanal Exhibit, Houston Zoo, Houston, TX



**Jennifer Dowdell, LEED AP. Ecological Designer. Biohabitats**

Ms. Dowdell has over 15 years of experience in landscape ecology and sustainable design. She integrates landscape ecological principles with innovative stormwater and landscape management for site design and master planning initiatives. She is eager to implement the habitat initiatives outlined in the master plan including enhanced habitat function, improved water quality and broader ecological benefits.

**Additional Key Personnel:**

Kevin Nunnery, Senior Ecologist & Technical Lead

**Relevant Projects:**

- Baton Rouge Lakes Master Plan, Baton Rouge, LA
- Gulf State Park Master Plan, Gulf Shores, AL
- Chattahoochee RiverLands, Atlanta, GA



**Suzanne Turner, FASLA. Historic & Cultural Landscapes. Suzanne Turner & Associates.**

Growing up about a quarter-mile from the Stanford Avenue lake, Suzanne learned about water and nature from playing in the woodlands and wetlands nearby. But for eight of her 70 years, all has been spent in Baton Rouge, teaching at LSU for 27, practicing landscape architecture, and being a leader in community projects, serving on Build Baton Rouge, and as former board member and executive committee of the Baton Rouge Area Foundation. Suzanne will be a research resource, spokesperson, and internal design critic for the design's development.

**Relevant Projects:**

- Baton Rouge Lakes MP. Baton Rouge, LA
- CLR, Brackenridge Park, San Antonio, TX
- Dix Park Master Plan, Raleigh, NC
- Memorial Park Master Plan, Houston, TX



**Richard Gibbons. Ornithology. Houston Audubon Society**

Richard is an Ornithologist and the Conservation Director for Houston Audubon. Before moving to Houston, Richard was a Baton Rouge resident and PhD student in LSU's Department of Biological Sciences. Richard ran the Louisiana Bird Resource Center at the LSU Museum of Natural Science where he coordinated community science projects. Perhaps most relevant, is his love for the study site and the birds and other wildlife found at the Lakes.

**Relevant Projects:**

- High Island Katherine G. McGovern Canopy Walkway. High Island, TX
- Birdfinding Guide to Louisiana publication with the American Birding Association



**Dr. Barrett L. Kays., Ph.D., RLA, LSS, CPSS, FASLA. Soil Science. Landis, PLLC**

Dr. Barrett L. Kays is an environmental scientist and landscape architect that specializes in analysis of natural resources, soils, watersheds, wetland, surface waters, groundwaters and contaminated sites. Dr Kays work on the Upper Mississippi and Upper Missouri Rivers involves soils, sedimentation, drainage, water management, and flooding frequency.

**Relevant Projects:**

- Great Lawn in Central Park, New York City
- Longwood Gardens Main Fountain Garden, Kennett Square, PA

The following table illustrates our commitment to diversity, world class knowledge leaders, and local expertise.

 Habitat & Biodiversity	 People Places	 Earth Shaping	 Innovative Infrastructure	 Stakeholder Engagement	 Mobility & Connectivity	 Design with Water	 Resilience through Diversity	
●	●	●	●	●	●	●	●	<b>SWA Group (Land Arch)</b>
●	●	●	●	●	●	●	●	Kinder Baumgardner
●	●	●	●	●	●	●	●	Matt Baumgarten
●	●	●	●	●	●	●	●	Darren Sharkey
●	●	●	●	●	●	●	●	<b>CARBO (Land Arch)</b>
●	●	●	●	●	●	●	●	Jeffrey Carbo
●	●	●	●	●	●	●	●	Shannon Blakemen
●	●	●	●	●	●	●	●	Zach Broussard
●	●	●	●	●	●	●	●	<b>HNTB (Engineering)</b>
●	●	●	●	●	●	●	●	Bryan Jones
●	●	●	●	●	●	●	●	Todd "Dusty" Bastone
●	●	●	●	●	●	●	●	C. Rick Hathaway
●	●	●	●	●	●	●	●	Jesse Miguel
●	●	●	●	●	●	●	●	<b>Civil Solutions (Civil)</b>
●	●	●	●	●	●	●	●	Kahli Cohran
●	●	●	●	●	●	●	●	Michael Todd Richard
●	●	●	●	●	●	●	●	<b>Forte Tablada (Survey)</b>
●	●	●	●	●	●	●	●	Gerald Middleton
●	●	●	●	●	●	●	●	Russel "Joey" Coco, Jr
●	●	●	●	●	●	●	●	<b>Vectura (Traffic)</b>
●	●	●	●	●	●	●	●	S. Brin Ferlito
●	●	●	●	●	●	●	●	Laurence Lambert
●	●	●	●	●	●	●	●	<b>Eduok Assoc. (MEP)</b>
●	●	●	●	●	●	●	●	Uyuho Eduok
●	●	●	●	●	●	●	●	Orien Butler
●	●	●	●	●	●	●	●	<b>CORE Design (Branding)</b>
●	●	●	●	●	●	●	●	Alan Krathaus
●	●	●	●	●	●	●	●	<b>ELOS (Environmental)</b>
●	●	●	●	●	●	●	●	Brian Fortson
●	●	●	●	●	●	●	●	<b>STA (Cultural Land)</b>
●	●	●	●	●	●	●	●	Suzanne Turner
●	●	●	●	●	●	●	●	<b>Richard Gibbons (Birds)</b>
●	●	●	●	●	●	●	●	Richard Gibbons
●	●	●	●	●	●	●	●	<b>Biohabitats (Habitats)</b>
●	●	●	●	●	●	●	●	Jennifer Dowdell
●	●	●	●	●	●	●	●	Kevin Nunnery
●	●	●	●	●	●	●	●	<b>Landis, PLLC (Soil)</b>
●	●	●	●	●	●	●	●	Dr. Barrett L. Kays

# Project Understanding & Work Plan

The University Lakes project is a tremendous opportunity to restore a declining ecological gem, while also providing an incredible open space for the entire Baton Rouge community and beyond. At the core of the master plan is the idea of connection – connecting ecological systems and people in a meaningful way that builds upon the history and beauty of the Lake System. Located in the heart of the city, this important project has the potential to become a beacon of responsible, equitable, and sustainable community design, setting the benchmark for other communities around the region and country.

As the Master Designers for the project, SWA+CARBO understands that we will serve as design lead for all aspects of the work. We will work closely with the Contract Management Team to ensure our scope of work meets their precise expectations, provide input into the public engagement process, set design direction for consultants procured directly by the Client Team, and create detailed design documentation for engineering, landscape architecture, and other specialties required by the scope of work. Our approach will be collaborative and solutions-based. We will be respectful of the expertise that all consultants engaged in the work will bring and our team will maintain a flexible position with regard to design concepts so that the expectations and goals of each of the funding entities are achieved. In short, we are excited to collaborate with Clients, consultants, and stakeholders who will bring the same passion to this step of the work that we brought to the master planning process.

We have reviewed the scope of work noted in the Request for Proposal and concur with the process and deliverables. The following is an outline of how we plan to execute the work:

## FOUNDATION

### Scope, Fee and Schedule Refinement:

The first step of beginning work will be to work with the Contract Managers and Client Team to develop the precise scope of work and project schedule. This will be achieved through a series of targeted workshops where SWA+CARBO will develop the scope and schedule, and respond to Client driven review comments. Fees will be derived from the finalized scope of work and the realities of funds available for design and engineering services. Because SWA+CARBO have worked closely with key members of the Client Team previously we are confident that this will be a thorough and quick process.

### Master Plan Validation:

The SWA+CARBO Team will begin the work by going through a master plan validation process. This process will be succinct while providing the Client Team and key stakeholders the opportunity to reflect on updates or changes that they feel are now warranted. We will ask hard questions to ensure that there is agreement on the design direction, and we will research new approaches or technologies that have become

available since the master plan was finalized. The Master Plan Validation workshop will be attended by the Client Team, and key stakeholders. We will immediately begin meaningful validation and quickly re-engage the next steps of design work.

### Expert Review Panel

(This is an optional component of our approach):

An Expert Review Panel will be assembled to provide peer review and assist with setting goals for ecology, habitat, ornithology, water quality, technology, health and wellness, and other programmatic opportunities. As a part of our project mobilization plan, the Expert Review Panel will meet to discuss the Validated Master Plan and formulate sustainability and resilience goals and ideas for the project. The disciplines that will form the Expert Review Panel will be developed by The Water Institute based upon their unique connections and access to world class researchers and consultants. All recommendations by the Expert Review Panel will be approved by the Client Team before being implemented.

## TASK 1 - PRE-DESIGN SERVICES

SWA+CARBO will begin Task 1 by engaging survey, inventory, and analysis consultants. In addition to the services noted in the Request for Proposal, SWA+CARBO will reassess the inventory and analysis work completed during the master plan phase and identify any significant changes that may affect the current scope of work.

### **Survey:**

The surveyor will start work immediately so that the entire consultant and client team has access to current survey and base data early in the design process.

### **Environmental and Habitat Inventory & Analysis:**

The Desktop Environmental Analysis and Habitat Inventory and Assessment will be prepared by their respective consultants. Our consultant Biohabitats previously conducted a high-level assessment which they will use to quickly complete these

work products. This information and the consultants that create it will play an important role in informing the design and engineering team of key issues that will affect our detailed design work.

### **Research Team Workshop and White Papers:**

The Research Team will begin their research into their core topics and areas of expertise. Research will be presented through a series of white papers, diagrams, data, and workshop style conversations. This information will result in a series of checklists that will be used by the Principal Design Team during the schematic design process to ensure that our design work is fully informed by the work of the Research Team.

## TASK 2 - DESIGN MANAGEMENT & COORDINATION

Task 2 items will be initiated from the project outset and span the life of the project. During this Task, SWA+CARBO will participate in the selection of key consultants involved in the flood risk reduction work; engage with the client-provided consultant team; assist with public engagement activities; and embrace University departments that may be interested in research or design education opportunities.

### **Flood Risk Reduction Designer:**

This selection of a consultant for this work will be paramount to the success of the project. During the master planning work, we developed concepts and attitudes regarding dewatering, excavation/dredge, cut and fill placement, soil stabilization, and watershed management. While high-level, these ideals were significant in guiding the development of the master plan.

The successful Flood Risk Reduction Consultant will need to have technical prowess with an awareness of the future creation of robust aquatic systems that emphasize biodiversity. They will also need to understand that first and foremost this is a park project where the engineering needs

are co-equal to aesthetic and programmatic issues. The importance of coordinating lake system grading with future project efficiencies, aquatic environments, circulation systems, and seamlessly transitioning between future project phases cannot be overstated by our design team.

SWA's principal-in-charge has many years of experience leading complex technical and engineering teams with large suites of consultants and critical phasing needs. This expertise will result in a smooth interlacing of design and engineering disciplines.

### **Outreach and Engagement Plan:**

We understand that the Client Team will select a public engagement firm to develop and manage the outreach and engagement components of the project. The SWA+CARBO team will participate and support those efforts. Because of the extensive public and stakeholder engagement programs that were implemented during the master planning process, SWA+CARBO is well aware of the key issues that will guide the development of the detailed design work. Further, both of our firms enthusiastically use engagement techniques in all of

our public projects. We understand that we must hear from the users of our projects in order to design places that are clearly understood and truly resonate with all stakeholders.

### **University Engagement:**

The Lake System is owned by Louisiana State University and BREC. The master plan envisions a variety of “campus life” spaces along the banks of University Lake as well as new uses for the lakes themselves.

We will engage the University on two levels – user groups and academic departments. Because the Lakes offer such an array of potential recreational uses that students and faculty will use on a daily basis, we plan to continue our engagement of those communities to ensure that our detailed design plans accommodate their preferred uses. Going further, the design

and construction process will offer significant research and educational opportunities. Engineering, landscape architecture, ornithology, and ecology departments will be invited to participate in a variety of workshops. We would also encourage adding features to the site that facilitate research into water quality and biodiversity attributes of the built project over time.

### **Sustainable Sites:**

Administered by Green Business Certification Inc., the Sustainable Sites Initiative offers a comprehensive rating system designed to distinguish sustainable landscapes, measure their performance and elevate their value. SWA+CARBO intend to use this program to inform the Client Team of sustainability goals and to develop design concepts that will meet those goals.

## **TASK 3 - SCHEMATIC DESIGN**

The schematic design scope of work will cover the entire Lake System and be used to guide the definition of the construction project that will follow.

The SWA+CARBO Team will execute the schematic design scope of work through a workshop-driven approach that will move the project forward quickly. In the early stages of the schematic design we will assemble the consultant team for bi-weekly workshops; the Client Team and Contract Managers will be invited to attend at their discretion.

During the workshops, the Principal Design Team will discuss the goals and aspirations for the project laid out by the Client Team, and illustrate how those will be met through early design and engineering proposals. Midway through the process, the Specialty Design Team will present their design concepts which will build upon the themes and design work presented by the Principal Design Team. The Research Team will provide review and comment on the work and offer insights into how the work can be improved at key workshops. During the later stages of Task 3, the workshops will focus on collaborative

review of the work so that each team member is prepared to move into the design development steps of work.

The results of the Public Engagement Process will be incorporated into the work, and paired with diagrams that illustrate this to the public in an easy to understand graphic package. We believe that this approach will result in a well-coordinated and highly collaborative consultant team.

A physical design process will involve SWA+CARBO and HNTB creating a site plan that covers the full scope of work and captures the goals of the Client Team. This site plan will then be used by the consultant team to further develop individual design systems. Each design system will be addressed in the schematic design drawings and form the basis of the construction scope of work going forward.

A cost estimate will be created based on each design system and then used by the Client Team to set the final scope of work. High quality illustrations and plans will be generated to help tell the story of the project to the public.

## TASK 4 - DETAILED DESIGN

The Client Team and Contract Management Team will use the data and drawings prepared during the Schematic Design work to set the parameters for the Phase 1 Construction Project. Based upon Client direction, the SWA+HNTB Team will begin to articulate the project at a higher level of detail. The construction systems, design intent of key features, materials, performance criteria, and engineering designs will begin to take form.

The design work will be vetted by the Principal Design Team to ensure that the work meets the standards and ideals laid out in the Master Plan and Schematic Design steps of work. The workshop process identified for the Schematic Design work will continue, but will be more technical in nature. During this

step, collaboration with the Flood Risk Reduction consultant will also take a higher level of complexity. Issues of resilience, sustainability and compatibility of design proposals with the bio-diversity goals will be incorporated into the work and illustrated through diagrams and other techniques.

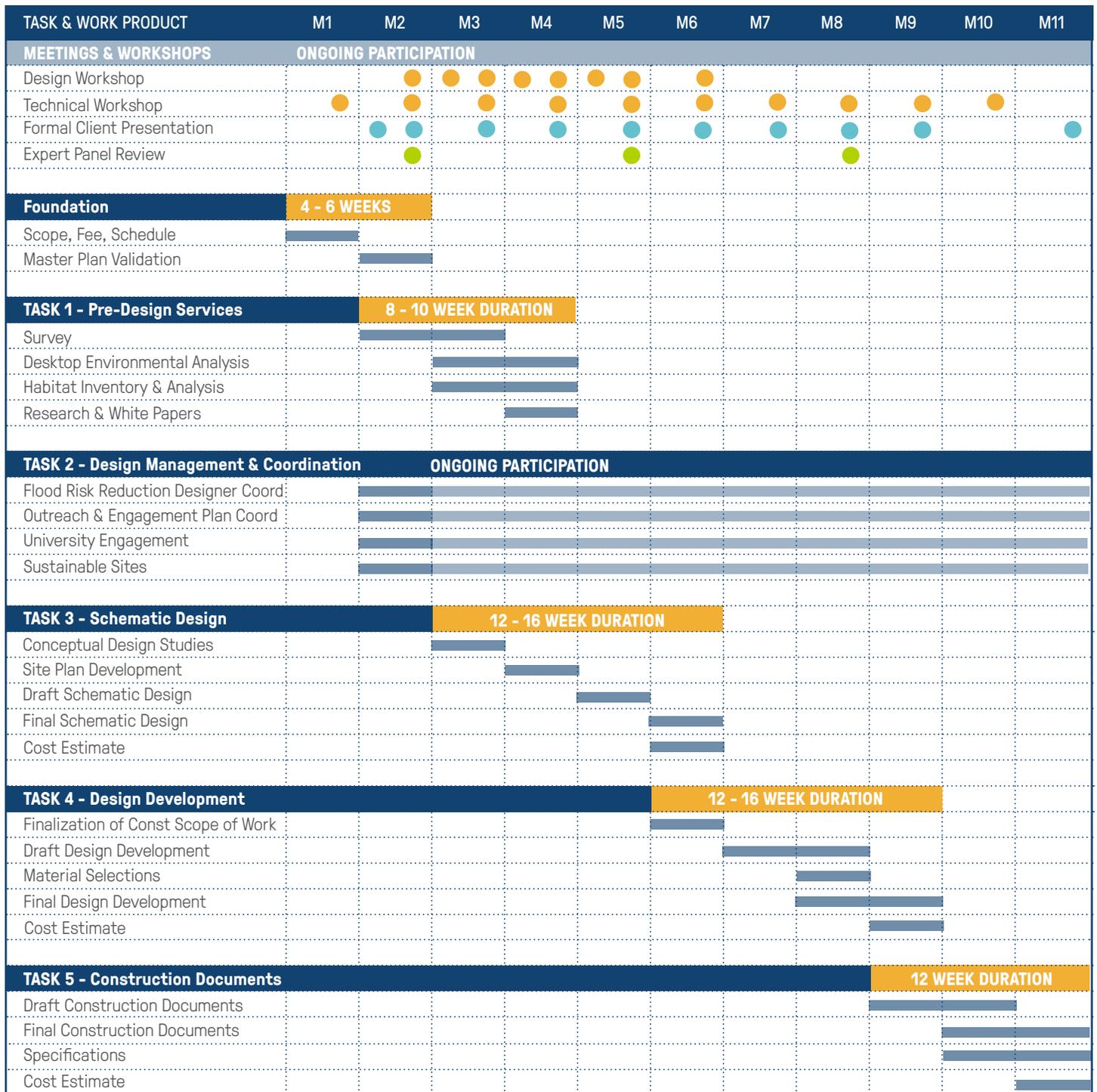
Information will be presented in technical drawings, augmented by enlargement plans and details rendered in color to help convey the design intent to key decision makers and the public. A detailed cost estimate will be developed to set budgets and final scope of work.

## TASK 5 - CONSTRUCTION DOCUMENTS

The Construction Documents will be technical in nature and be based upon the decisions made during the Design Development step of work. Upon the Client's approval of the design development plans and construction budgets, the team will develop working drawings and technical specifications to construct the work. Technical sections of specifications shall be prepared in Construction Specifications Institute (CSI) MasterFormat. All documentation will be presented to the Contract Managers and Client Team at each identified client milestone.

The documents will include construction plans, sections, details, material selections, and specifications for all systems included in the scope of work. In developing the working drawings and technical sections of specifications, the SWA+CARBO Team will coordinate services among the entire consultant team and maintain a construction budget in accordance with the preliminary design estimate of probable construction cost accepted by Client.

# Anticipated Project Schedule



**Note:** Durations are approximate and based on our experience with projects of a similar level of complexity. Final schedule to be developed in consultation with the Contract Manager and Client Team.

## Current Backlog & Ability to Perform

SWA+CARBO is excited about this project and the opportunity it presents to the City and University. We have assembled a team of technical design experts not only experienced with the issues, but are also passionate about building out and continuing our work from the Baton Rouge Lakes Master Plan. As a highest priority, we have considered team staffing and are prepared to deliver our best work on time and with precision.

### Ability to Perform

Our design team is available and willing to perform the Master Designer Services. As a leading international design firm with a global client base, SWA strategically seeks out the best projects and maintains a strong capacity to meet all client expectations. Our current obligations through the next +24-months are manageable and within the normal tolerance range we prefer. The assembled design team have all dedicated the required time and experience to make certain that this project is a complete success from start to completion.

## Commitment to Diversity

Our Principal Design Team of SWA, CARBO and HNTB has extensive experience in the design and engineering services required to successfully complete this project. We will provide broad diversity in the professional ranks of staff assigned to the project and are also dedicated to engaging minority and woman owned businesses to serve in integral team positions. We are committed to fully supporting LSU's Diverse Supplier Initiative and other programs that shape the composition of our staffing and selection of design and engineering firms.

As part of the A/E/C community, our team believes in establishing and strengthening relationships with MWBE firms that will offer meaningful work and opportunities to grow their practice; ultimately serving both our clients and our industry. These firms often form unique relationships with our clients. Many of our MWBE colleagues work alongside our in-house staff to develop solutions for project challenges, all the while gaining insight from each other. Because of the relationships and expertise they offer, we will continue to use MWBE firms on this and future projects to emphasis collaborative teams that plan, design and build our client's most important projects.

**Section 3 Utilization:** Our Team is committed to utilizing Section 3 low- and very low-income businesses. We will utilize Section 3 businesses for printing and courier services throughout the duration of the project.

## Certifications

### Vectura Consulting

DBE by DOTD

### Civil Solutions

Disadvantaged SBE

Certified Hudson Initiative Small

Entrepreneurship

### Suzanne Turner & Associates

Women's Business Enterprise from WBENC

### Eduok Associates

DBE by DOTD

SBED by LA EconDevelopment

WOSB Small Business Administration

Hudson LA Economic Development

### CARBO

Certified Hudson Initiative Small

Entrepreneurship

## References

### Anne Olson

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SWA, Buffalo Bayou Park

### Helen Drummond

Executive Director  
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SWA & Richard Gibbons, High Island  
Bird Sanctuary & Canopy

### Lonnie Hoogeboom

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SWA, Bagby Street & Allen Parkway

### John Spain

Executive Vice President  
Baton Rouge Area Foundation  
jspain@braf.org  
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SWA & CARBO, Baton Rouge Lakes  
Master Plan

### Brown Claybar

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# Certification Statement: Schedule D

## SCHEDULE D to UL RFP for Master Design Services – CERTIFICATION STATEMENT

The undersigned hereby acknowledges she/he has read and understands all requirements and specifications of the Request for Proposals (RFP), including attachments.

**OFFICIAL CONTACT.** UL requests that the Proposer designate one person to receive all documents and the method in which the documents are best delivered. Identify the contact name and fill in the information below: (Print Clearly)

Date 19 November 2020 Official Contact Name: Kinder Baumgardner  
A. E-mail Address: kbaumgardner@swagroup.com  
B. Facsimile Number with area code: ( ) Fax N/A. Email or Hard Copy  
C. US Mail Address: SWA Group, 712 Main Street, 6th Floor, Houston, Texas 77002

Proposer certifies that the above information is true and grants permission to UL to contact the above named person or otherwise verify the information provided.

By its submission of this proposal and authorized signature below, Proposer certifies that:

1. The information contained in its response to this RFP is accurate.
2. Proposer complies with each of the mandatory requirements listed in the RFP and will meet or exceed the functional and technical requirements specified therein.
3. Proposer accepts the procedures, evaluation criteria, mandatory contract terms and conditions, and all other administrative requirements set forth in this RFP. \*\*
4. Proposer's quote is valid for at least *180 calendar* days from the date of the proposal submission deadline specified in the RFP.
5. Proposer understands that if selected as the successful Proposer, he/she will have *15 business days* from the date of delivery of final Contract in which to complete contract negotiations, if any, and execute the final contract document.
6. Proposer certifies, by signing and submitting a Proposal for \$25,000 or more, that their company, any subcontractors, or principals are not suspended or debarred by the General Services Administration (GSA) in accordance with the requirements in 2 CFR 200. (A list of parties who have been suspended or debarred can be viewed via the internet at [www.sam.gov](http://www.sam.gov).)
7. There is no litigation or any suspension or debarment proceedings that could affect the services to be supplied in any contract resulting from this RFP, or a list of such litigation/ proceedings is attached to this Certification.
8. In the last ten (10) years, the Proposer has not filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors, or if such proceedings exist, an explanation providing relevant details is attached.
9. There are no pending Securities Exchange Commission investigations involving the Proposer, or, if such are pending or in progress, an explanation providing relevant details and an attached opinion of counsel as to whether the pending investigation(s) will impair the Proposer's performance in a contract under this RFP is attached.
10. There is no open or pending litigation initiated by Proposer or where Proposer is a defendant in a customer matter, or if such proceedings exist, an explanation providing relevant details is attached.

11. Proposer certifies and agrees that the following information is correct: In preparing its response, the Proposer has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not, in the solicitation, selection, or commercial treatment of any subcontractor or supplier, refused to transact or terminate business activities, or taken other actions intended to limit commercial relations, with a person or entity that is engaging in commercial transactions in Israel or Israeli-controlled territories, with the specific intent to accomplish a boycott or divestment of Israel. Proposer also has not retaliated against any person or other entity for reporting such refusal, termination, or commercially limiting actions. UL reserves the right to reject the response of the proposer if this certification is subsequently determined to be false, and to terminate any contract awarded based on such a false response.

Authorized Signature:   
Typed or Printed Name: Kinder Baumgardner  
Title: Managing Principal  
Company Name: SWA Group  
Address: 712 Main Street, 6th Floor  
City: Houston State: TX Zip: 77002

SIGNATURE of Proposer's Authorized Representative

DATE 19 Nov 2020

**\*\*Note:** Our submission is based on our current insurance policy which follows the industry standard for design professionals. This standard meets or exceeds your insurance requirement in every category apart from the umbrella coverage (we hold \$4 million in our umbrella policy). We have utilized this insurance policy on various large-scale projects both domestically and internationally where the limits were sufficient.

# Addenda Acknowledgment

November 6, 2020

## ADDENDUM NO. 1

TO:

SUBJECT:

BID DATE:

This addendum following revision documents. The

**ADDENDUM**

This Addendum **ACKNOWLEDGE OR SCANNED** towards the pro

**PART I: Pre-**

List of particip

**PART II: Prop**

Proposers Quest

**PART III: Ac**

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### **PART III: Acknowledgement of Receipt**

**This Acknowledgement of Receipt must be signed by an Authorized Representative of the Proposer and included in Proposer's response to this Request for Proposals.**

**I HEREBY CERTIFY THAT I HAVE ACKNOWLEDGED RECEIPT OF THIS ADDENDUM 1 TO THE REQUEST FOR PROPOSALS FOR MASTER DESIGN SERVICES AND HAVE INCLUDED A COPY OF THIS ACKNOWLEDGEMENT WITH PROPOSAL AS EVIDENCE OF RECEIPT.**

COMPANY NAME: SWA Group

SIGNATURE OF AUTHORIZED REPRESENTATIVE: \_\_\_\_\_



PRINTED NAME: Kinder Baumgardner

TITLE: Managing Principal

DATE: 19 November 2020

End of Addendum

November 13, 2020

**ADDENDUM NO. 2**

**TO:**

**SUBJECT:**

**PART II: Acknowledgement of Receipt**

**This Acknowledgement of Receipt must be signed by an Authorized Representative of the Proposer and included in Proposer's response to this Request for Proposals.**

**I HEREBY CERTIFY THAT I HAVE ACKNOWLEDGED RECEIPT OF THIS ADDENDUM 2 TO THE REQUEST FOR PROPOSALS FOR MASTER DESIGN SERVICES AND HAVE INCLUDED A COPY OF THIS ACKNOWLEDGEMENT WITH PROPOSAL AS EVIDENCE OF RECEIPT.**

COMPANY NAME: SWA Group

SIGNATURE OF AUTHORIZED REPRESENTATIVE: 

PRINTED NAME: Kinder Baumgardner TITLE: Managing Principal

DATE: 19 November 2020

End of Addendum