

# Exhibit A - Scope of Work

## November 3, 2015

The City of Auburn's RFP (Request for Proposal #2015-0017) sets forth a brief outline of the scope of work for the New Auburn Riverway and Greenway project. The VHB scope of work (scope) that follows has been further informed by our knowledge of the project area and through our interaction with City staff during contract discussions following selection of the VHB team. Our project approach relies heavily on VHB and its subconsultants becoming immersed in the project, even before we are underway. The scope is described in detail as follows.

In addition to the steps discussed herein, VHB will review the scope and fee after each project milestone before proceeding to the next phase. We will work with the City to make any adjustments that are required due to the continued evolution of the project. We anticipate a scope review at the conclusion of the Schematic Design/Site Plan phase before moving into the Construction Documents phase because the initial phase is where project changes are most likely to occur.

### Phase A: Schematic Design/Site Plan Development

The Schematic Design phase will initially include conceptual studies for the Riverway alignment and layout and the Greenway design features. This work will build on the results and recommendations from previous efforts, such as the 2014 New Auburn Village Center Study, and it will be informed by current information and public opinion. The Schematic Design phase will include opportunities for public input, and the end product will be conceptual plans and an estimate of project costs for endorsement by the City for advancement into permitting and final design.

#### 1.1 Project Initiation Meeting with City of Auburn Team

VHB and key subconsultants will attend a project initiation meeting with City staff to review the scope of work, project schedule, roles and responsibilities, and communication protocols. The City will also transfer any relevant or potentially useful materials to VHB during project initiation. We anticipate discussing design ideas and public workshop formats at this meeting. The meeting may be followed by a site visit by the design team and City staff. To maximize efficiency the meeting may be held on the day of the first evening public engagement meeting.

#### 1.2 Data Gathering

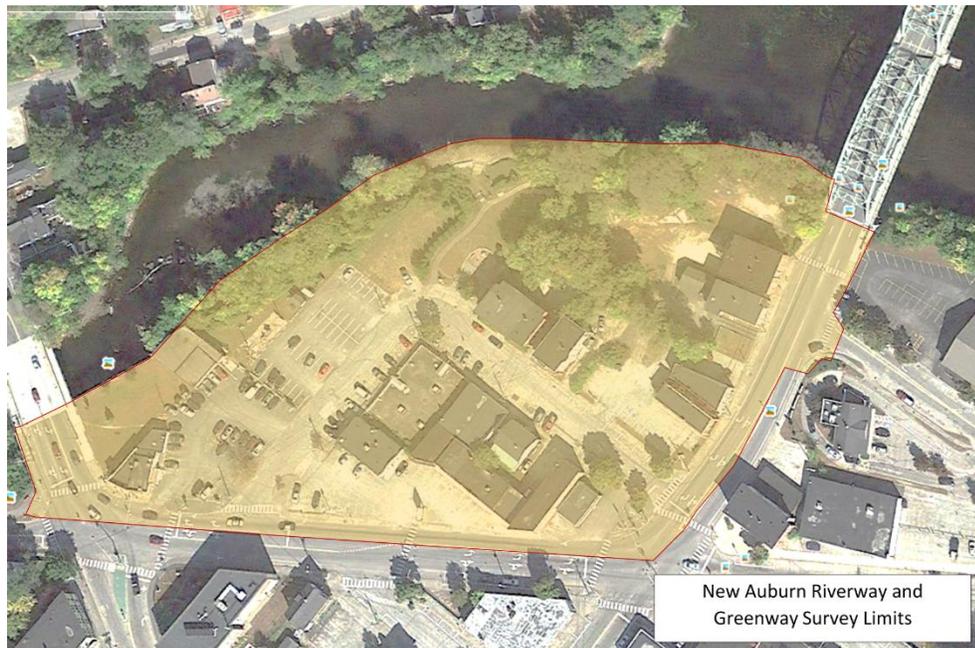
Data collection began while preparing this proposal, and it will continue from the kickoff meeting and beyond. The data collection effort will include:

- Topographic survey

- Documentation of existing utilities
- Environmental and cultural resources documentation
  - 1.2.1 Topographic Survey and Base Plan Preparation

VHB anticipates using available orthophoto and City GIS-based plans during the initial Schematic Design phase. These base plans depict approximate property boundaries, buildings, contours, flood plain, and City-owned parcels. VHB will use these plans to develop conceptual roadway and Greenway layouts for initial vetting with the public. This approach will allow us to launch into the schematic designs without waiting for topographic survey to be completed.

VHB's Portland-based subconsultant Nadeau Land Surveys will conduct all land survey for this project. They will complete the field survey for the project for the purposes of design, construction, and permitting. The survey limits will generally include the accessible land bounded by the Little Androscoggin River, Mill Street, and Broad Street as shown in the below figure. The State coordinate system will be used as the horizontal and vertical control for the survey.



Nadeau will conduct a topographic survey using ground surveying methods to produce a topographical map showing 1-foot contour intervals. The horizontal and vertical control will be based on Maine State Plane coordinates. The survey will result in a three-dimensional base plan of the project area's current conditions, including horizontal and vertical control points. The end product of this effort will be a three-dimensional base plan suitable for design. VHB engineers will field verify and annotate the base plans prior to utilizing them in the design. Nadeau will also conduct property research and right-of-way survey to re-establish right-of-way lines along Second Street and the roads surrounding the site. This effort excludes the setting of any boundary points in the field due to unknown quantity, timing and municipal standards required.

### 1.2.2 Documentation of Existing Utilities

Nadeau will perform research at the public and private utility agencies servicing the area. Existing record utilities—such as gas, water, sewer, telephone, cable, electric, etc.—will be shown on the base plan from available record drawings. Underground drain and sewer lines will be field located where observed within the project limits. Invert elevations, pipe sizes, pipe types, and direction of flow will be field located, where accessible. If it is found that additional underground utility documentation, such as TV inspection of sewer lines, is required, VHB will provide the City with the associated scope and fee for consideration. The end product of the utility documentation efforts will be the inclusion of existing utility information on the project base plans.

### 1.2.3 Environmental and Cultural Resources Documentation

VHB's understanding is that NEPA will not be triggered initially on this project since federal transportation funds have not been secured, and the federal CDBG grant is for planning and design only. With no NEPA process, the amount of required resource documentation is significantly reduced. The City has suggested that there is a likelihood that NEPA may be invoked in the future, depending on the eventual funding, so limited cultural resource and hazardous materials screening have been added to this scope. The intent is to identify potential concerns early and to reduce the risk of unanticipated delays later when construction nears. Work within the floodplain is proposed, so VHB environmental scientists will field delineate river-related resource boundaries as described further under section 1.7.

#### 1.2.3.1 Maine Historic Preservation Commission Consultation

VHB will prepare and send to the MHPC a letter and supporting attachments requesting information regarding known historic architecture, historic archaeology, and pre-historic archaeology sites within the project vicinity, and confirmation as to whether on-site field investigations for such resources would be necessary within the project area. VHB assumes the City of Auburn will provide to VHB for additional reference any relevant information in the City's possession related to prior historic resource consultations with the MHPC for the project vicinity. This proposed scope of work does not include any additional consultation with the MHPC following the letter submittal, or the completion of any on-site field investigations. If required, VHB will prepare a revised scope and fee for additional cultural resources documentation at the request of the City. VHB will complete the above consultation as an early project deliverable in an effort to avoid winter conditions in the event MHPC requires field investigations.

#### 1.2.3.2 Environmental Screening— Oil and Hazardous Materials:

VHB will complete a limited baseline environmental screening to identify Recognized Environmental Conditions (RECs) within the project area based on a review of available environmental information. This will include a regulatory file review limited to:

- Computer database search of federal and State files. The federal databases will include the current Comprehensive Environmental Response, Compensation and Liability Information System (CERCLIS),

National Priorities List (NPL), Resource Conservation and Recovery Act (RCRA) transportation, Storage and Disposal (TSD), RCRA Generators, and Emergency Response Notification System (ERNS) list. The State databases will include the State equivalent CERCLIS list, Spills, Underground Storage Tanks (USTs), Solid Waste Landfills (SWL), and public water supply lists.

- Complete an internet database review of Maine Department of Environmental Protection (Maine DEP) files to provide more information about reported releases of OHM identified through the database search on or adjacent to the project area. The Maine DEP files should provide additional information regarding past ownership; historic site usage; past usage, storage and disposal of OHM in the project area; and other evidence of potential environmental impacts.

Based on this review of available information, VHB will prepare a brief memorandum summarizing the findings of the environmental screening to inform project planning and design. The proposed scope of work does not include review of municipal files; inspection, testing, or evaluation of buildings or potentially hazardous building materials; interviews with existing or previous property owners; on-site reconnaissance; or vapor encroachment screening.

The proposed limited baseline environmental screening and memorandum report will serve as a first look at known oil or hazardous material releases within the project area for project planning purposes, and will not constitute a Phase I Environmental Site Assessment as defined by the ASTM E 1527-13 Standard. At the request of the City of Auburn, VHB will prepare a revised scope and cost estimate for the completion of a full Phase I Environmental Site Assessment.

A cost of \$400 is included in our fee to acquire the required EDR database report.

#### 1.2.4 Subsurface Investigations

We do not currently propose to conduct underground testing for this project. If the design evolves to the point that we need borings for items such as retaining walls or traffic signal foundations, we will provide the City a scope and fee for that work. VHB has excellent working relationships with geotechnical firms such as S.W. Cole and Terracon, Inc., and we would solicit competitive proposals from more than one of them if geotechnical services are needed.

#### 1.2.5 Right-of-Way

The City indicated by way of addendum that property surveys are not included in the current scope of work. If the need for property surveys is identified at a later date, Nadeau Land Surveys will complete that task. The design will otherwise use the City's GIS-based ROW and property lines.

#### 1.2.6 Economic Analysis

Economic revitalization is a critical driving factor for this project. It will therefore be important to develop an understanding of the economic benefits that will result from the development of the Riverway and Greenway. VHB will utilize the services of RKG Associates to conduct such studies as the City feels necessary to support the goals of the project. The scope and fee of RKG's work is currently under development with the City and therefore not included in this contract. If an acceptable RKG scope

and fee are defined they will be added to this contract by amendment.

### 1.2.7 Miscellaneous

VHB will rely on the traffic data gathering and traffic analysis in the 2014 NAVC Study. If for any reason additional traffic counts are needed, VHB will solicit competitive price quotes from traffic counting service firms for City consideration.

As part of the data gathering efforts, key VHB design team members, including those from Coplon Associates, will conduct a thorough field review of the project site. Activities will include annotating base plans with information on important constraints, completing a photographic site inventory, observing bike, pedestrian and automobile traffic patterns and parking utilization, assessing existing landscaping and streetscape items, and considering potential design issues and opportunities.

## 1.3 Develop Schematic Designs

VHB will develop schematic (conceptual) designs for the Riverway and Greenway. This will entail an iterative process, with initial feedback loops that involve City staff and feedback from the neighborhood. The Riverway designs will be based on the work in the NAVC Study but will be updated based on the latest design parameters, constraints, and City guidance.

The conceptual designs will be based on the City's GIS base mapping, since ground survey will still be underway. Coplon Associates will be heavily involved with developing the Greenway concepts, as well as the streetscape design for the Riverway concepts. The design team will initially produce plan and section views, and will also develop perspective views once there is a degree of confidence in the viability of the concepts. The Riverway and Greenway plans will be advanced separately, but because the two projects are closely interrelated, each project will reference and recognize the other.

## 1.4 Public Meetings

As per the RFP, VHB will engage the public at three evening resident meetings to confirm the neighborhood's vision and to gain initial feedback on the designs. The first meeting will be a listening session whereby the VHB team will not present design alternatives but will instead try to understand the local vision, priorities and concerns for the project and the neighborhood. At the second neighborhood meeting the VHB team will present design alternatives to gauge public sentiment and to seek direction on a preferred design. The third resident meeting, if needed, would present the results of design modifications in response to community input from the prior meeting.

The City will organize these meetings, and VHB will solicit and document feedback from the attendees. VHB will subsequently discuss the results of these neighborhood meetings with City staff to determine whether any design changes should be made prior to advancing the 30% schematic design plans and holding a full public meeting.

VHB will update the designs based on the resident meetings and will present the conceptual plans at a City-arranged full public meeting. VHB and Coplon Associates will develop conceptual visualization

graphics to help the general public understand the proposed improvements.

The VHB Team will work with the City to determine the appropriate level of effort to place on visualization graphics. Because the planned Riverway and Greenway are relatively dramatic and transformational projects it is believed that effective visualization graphics will be important to inspire the public about what’s possible in New Auburn Village.

VHB will present the plans and graphics electronically at the public meetings and will solicit and document feedback from the attendees. VHB assumes the City will endorse preferred Greenway and Riverway design alternatives following the full public meeting.

### 1.5 Develop Site Plans (30% Design)

The VHB Team assumes that ground survey will be completed by this stage so the 30% design can be developed on accurate three-dimensional base plans. The plans outlined in Table 1 below will be developed.

For the sake of the Riverway design scope, VHB assumes that the site must function with the Bernard Lown Peace Bridge still be in place. This means that the Riverway intersection at Broad Street opposite Riverside Drive would be a four-way intersection. VHB will, therefore, evaluate the type of traffic control most appropriate at that intersection. We have concerns that a traffic signal may be too close (i.e., less than 300 feet) from the Mill Street/Broad Street signalized intersection. VHB will confirm whether the Riverway/Broad/Riverside intersection will even meet signal warrants. VHB will evaluate potential traffic circulation options and will also examine pedestrian accommodations within the intersection for potential improvement options. We assume that minimal modifications are planned at the existing Riverway/Mill Street intersection.

Table 1. 30% Design Plans for Riverway and Greenway

RIVERWAY	GREENWAY
Title sheet	Title sheet
Typical sections and critical cross sections, with flood plain noted	Technical advice, historical perspective, continuity
General plans (1”-20’), including: Roadway layout Streetscape elements such as sidewalks, ornamental lighting, plantings, and crosswalks Conceptual storm drainage Conceptual sewer and water system Pedestrian connections to the Greenway A proposed parking lot Intersection improvements at Mill Street and Broad Street	Plans (1”=20’) and landscape details, including: Walking/biking path(s) Parking area Waterfront amenities (carry-in boat launch, fishing access, etc.) Lighting Landscaping Seating Fencing/railings/retaining walls Park amenities Transitions/connections to Riverway

## 1.6 Develop Engineer's Opinion of Cost

VHB will develop Engineer's Opinion of Cost for the Riverway and the Greenway based on the 30% designs. VHB will also identify any construction costs associated with the Main St/Mill St and the Mill St/Broad St intersections since there may be separate funding opportunities at those locations. The costs will be based on estimated major construction item quantities plus contingencies.

## 1.7 Apply for All Permits

VHB's in-house environmental scientists and permitting specialists will develop the required permits necessary for complete construction drawings and cost estimates for this project. Our permitting cost estimate is based on the assumption that the following federal and State permit requirements will be required.

We believe that as a site development activity within 75 feet of a river, the Greenway will require a Maine DEP Natural Resources Protection Act Permit by Rule. Therefore, VHB will complete on-site wetland and stream delineations, locate wetland and stream flags with sub-meter GPS, and submit the required notification forms and supporting documentation to the Maine DEP for the Greenway component. Based on the information provided in the RFP, the Riverway component does not require a Maine DEP Natural Resources Protection Act Permit or Permit By Rule.

We also believe that the project components will individually qualify for a Maine DEP Stormwater Permit by Rule. As such, VHB will submit the required application forms and supporting documentation to the Maine DEP.

The City's RFP lists a Federal Emergency Management Agency (FEMA) Letter of Map Amendment (LOMA) as one of the permits required for this project. LOMA permits are usually issued because a property has been inadvertently mapped as being in the flood plain, but is actually on natural high ground above the 100-year base flood elevation. The July 2013 National Flood Insurance Program (NFIP) mapping shows the majority of the project land within the Special Flood Hazard Area (SFHA) base flood elevation. If the ground survey suggests that any parcels are improperly impacted by the NFIP mapping VHB will complete a LOMA for filing with DHS-FEMA by the City. Completing the LOMA is included in the scope and fee. The filing fee will be paid directly by the City.

Based on the intent to fill on the site VHB believes that a Conditional Letter of Map Revision Based on Fill (CLOMR-F) will be required. The CLOMR-F requests a letter from DHS-FEMA stating that a parcel of land or proposed structure that will be elevated by fill will not be inundated by the base flood if fill is placed on the parcel as proposed, or if the structure is built as proposed. Our understanding is that the Riverway and Greenway will be filled to reduce the flood hazard, therefore requiring a CLOMR-F. VHB will complete the MT-1 CLOMR-F application and supporting documentation, then submit the application to DHS-FEMA. We have assumed that deeds to the subject properties are available and will be provided by the City of Auburn, and that the City of Auburn will pay the associated CLOMR- application fee to accompany the CLOMR-F application.

The CLOMR F application requires that the applicant demonstrate compliance with the Federal Endangered Species Act (ESA). In order to obtain this documentation, VHB will complete an online US Fish and Wildlife Service (USFWS) Information for Planning and Conservation (IPAC) project review, and we will submit one consultation letter to the USFWS Maine Field Office, as necessary. We have assumed that an ESA consultation determination of “no effect” will be achieved based on this level of effort. Additional ESA consultation—such as further correspondence with USFWS; wildlife field investigations; or the preparation of an Incidental Take Permit, Incidental Take Statement, Biological Assessment, or Biological Opinion—is not included in this scope of services.

## 1.8 Implementation and Funding Strategies

VHB will work with the City to consider construction phasing and funding scenarios for the Riverway and the Greenway project components. It may be prudent to identify near-term and long-term construction phases, with long-term improvements denoted differently on the 30% plans, based on availability of land and/or construction funding. VHB will work with the City to refine implementation strategies and identify funding opportunities throughout the project development process.

## Phase B: Construction Documents

VHB will examine the Phase B contract scope and fee to determine if any adjustments are needed resulting from the Phase A efforts. We will work with the City to make any changes through contract amendment in advance of doing the work.

### 2.1 Advance Designs to Preliminary Plans (60%)

Following City approval of the 30% design and authorization to advance the Construction Documents, VHB will develop detailed design plans, specifications, and construction cost estimates. This intermediate submission is of value, since there will be numerous detailed design items added to the 30% plans that we will want City review prior to the 95% Plans, Specifications, and Estimate (PS&E) submission.

#### 2.1.1 Utility Coordination and Design

VHB will consult with the City and utility companies early on to develop a work plan and conceptual routing. Much will depend on the ultimate Riverway alignment and future development plans. VHB will work with the City and utility companies to identify preferred alignments for new sewer, drainage, and water utility corridors—as well as private underground and overhead corridors that will supply the future development. VHB will provide design for the new municipal systems (sewer, water, drainage) within the Riverway.

VHB will examine local drainage patterns and contributing areas within the project limits for sizing new Riverway drainage system and pipe connections. VHB will also identify potential locations for stormwater treatment options, if appropriate and necessary. We assume that extensive studies or analysis are not required or included. The design will provide

connections to side lots for future development.

VHB will incorporate the utility design information onto the Riverway general plans and profiles.

### 2.1.2 Riverway Plans

The Riverway plans will include all of the plans and features listed above in the 30% design—plus roadway profiles, fully developed cross sections, erosion controls plans, pavement marking and signing plans, sign summary sheet, 60% traffic signal plans (if needed), lighting and landscaping plans and details.

### 2.1.3 Greenway Plans

The Greenway plans will include all of the plans and features listed in Table 1—plus site grading plans, erosion controls plans, signing plans, sign summary sheet, and lighting and landscaping plans and details.

### 2.1.4 Update Engineer's Opinion of Cost for Each Project

VHB will update the 30% quantity and costs estimates to reflect the current plans. These estimates will include contingencies.

### 2.1.5 Develop Draft Special Provisions

VHB will develop draft special provisions using the standard MaineDOT construction items and specifications as a base.

## 2.2 Draft Final Plans, Specifications, and Estimate (95% Plans)

The draft Final PS&E phase will advance the approved 60% PS&E to the 95% complete stage. VHB will address City comments on the 60% submission and will update the estimate of probable construction costs as appropriate.

## 2.3 Final Plans, Specifications and Estimate (PS&E) (95% Plans)

The Final PS&E stage will address City review comments on the 95% PS&E, and will be suitable for advertising for construction.

## 3.0 Meetings with City Staff

The VHB Team, including subconsultants, values working closely with our clients—especially municipalities. We are prepared to meet informally with City staff as needed to discuss aspects of the design. In fact, we prefer this hands-on, interactive approach to keep the design moving in the right direction at all times. We also propose to leverage technology by sharing electronic progress documents, and by sharing our computer screens online during remote meetings to facilitate discussion. For the sake of this proposal, we have assumed a total of six meetings in Auburn with City staff, in addition to the meetings previously noted in this scope. We have also

assumed that all Riverway and Greenway meetings will be combined for efficiency.

## Additional Services

The VHB Team does not currently anticipate performing the following services:

- TV Pipe Inspections
- Geotechnical Services
- Drainage Studies
- Signal Design
- Building Inspections
- Archaeological Surveys
- Right-of-Way Plans
- Appraisals
- Permit Fees
- Construction Engineering or Inspection
- Bidding Services

As a result, these services are not included in the scope of work at this time. Should work be required in the above, or areas not previously described, VHB will—at the City's request—prepare a proposed amendment that contains the scope of services, fee, and schedule required to complete the necessary tasks.

## Project Schedule

VHB project managers strive to deliver on promises and exceed expectations for project deliverables. To do so, we use careful planning and anticipate issues to maintain an outstanding record of schedule control on our work. We develop realistic schedules, measure our progress against key milestones, and adjust as needed to achieve the desired project schedule. The figure on the following page illustrates our proposed project schedule.