



louisville arena authority

RELEASE DATE: July 24, 2026

REQUEST FOR PROPOSAL

To: Potential Providers – Owner’s Representative Services for Renovations and Upgrades at KFC YUM! Center

Re: Request for Proposal (“RFP”) – Owner’s Representative Services for KFC YUM! Center Renovations and Upgrades – Louisville Arena Authority, Inc.

This document constitutes a request for proposal by the Louisville Arena Authority (“LAA” or “Arena Authority” or “Owner”) from qualified professionals to provide Owner’s Representative services to the Louisville Arena Authority.

The RFP Response Due Date is **Monday, August 17, 2026, by 5 pm ET.**

The award selection is anticipated on **Monday, August 31, 2026.**

FACILITY INFORMATION

The Louisville Arena Authority is a Kentucky non-stock, non-profit corporation, created for the purpose of overseeing the creation, design, construction, financing, management and operation of the multi-purpose arena built in downtown Louisville, Kentucky. The KFC Yum! Center opened in October 2010. The LAA’s all-volunteer Board of Directors is comprised of ten members appointed by the Governor of the Commonwealth of Kentucky and five appointed by the Mayor of Metro Louisville. The LAA was created under the Kentucky not-for-profit corporation statutes and has obtained 26 USC § 501(c)(3) tax-exempt status.

Since the Louisville Arena Authority has no employees, the KFC Yum! Center is managed and operated by Legends Global, pursuant to a management agreement dated July 1, 2012, and subsequent addendums. The KFC Yum! Center is home to the University of Louisville Men’s and Women’s Basketball programs. Additionally, it is designed to accommodate a wide variety of other events including NCAA championships such as wrestling, gymnastics, and volleyball, as well as concerts, family shows, trade shows, private events, and conventions. The Arena will be host to the 1st and 2nd Rounds of the NCAA Men’s Basketball Championship in March 2027 and the USA Gymnastics Olympic Team Trials in June 2028.

PROJECT BACKGROUND

INTENT AND SCOPE

The Louisville Arena Authority engaged Forward Associates Group Limited (“Forward Associates”) to identify opportunities for upgrading the KFC Yum! Center (the “Arena”) with the goal of enhancing the guest experience at the Arena. The guest experience vision, the premium product strategy, the commercial objectives and the broader revenue aspirations for the venue have all been developed through the work undertaken to date with Forward Associates and CSL and in collaboration with the University of Louisville.

As part of defining the guest experience vision, Forward Associates developed concept overviews, indicative capacities, operational principles, mood boards and early spatial planning for numerous spaces within the Arena and is continuing with the detail design process for each of those spaces.

The Arena Authority is assembling a Project Team to oversee and implement the concepts of the guest experience project (“Project”). The Project Team will be composed of representatives from the Louisville Arena Authority, Legends Global Management Louisville, Forward Associates, the Construction Manager, the Owner’s Representative, and the Architect. Close coordination with other key constituents will be needed throughout the Project, including the University of Louisville, the LAA Food & Beverage partner and the LAA Sponsorship partner. The appointment of a Construction Manager is expected on August 3. An Architect will be brought on board in a few months. While each team member has assigned responsibilities, the LAA expects an integrated effort to complete the Project on time and within budget.

The purpose of this RFP is to identify a qualified Owner’s Representative to assist the Arena Authority from preconstruction through post construction for delivery of an already-defined vision. That includes understanding the work Forward Associates has undertaken, recognizing the strategic intent behind the Project, and ensuring that delivery remains aligned with that vision while coordinating effectively with the LAA, Forward Associates and the wider Project Team.

The majority of the Project work will be renovation / fit-out of interior spaces, with a limited amount of true construction. In addition to the budget process, scheduling and phasing will be especially important considerations for this Project, as the Arena will not shut down for any extended periods beyond already planned repair and replacement projects.

The Arena Authority will retain an architect (the “Architect”) and other specialist consultants as needed. Forward’s role is to develop the design intent, guest experience vision, interior design direction, operational principles, mood boards, early spatial planning, and related concept information. Forward is not acting as Architect of Record and is not producing construction drawings. The Architect and other technical consultants will be responsible for the construction

documents, specifications, and technical coordination required for pricing, permitting and delivery. Forward will continue to work with the Architect, engineers, and other consultants to explain and protect the design intent and overall vision.

The Owner's Representative will be expected to perform, at a minimum, the scope of services for the Arena Authority listed below. The scope of services is not meant to be comprehensive, but these services are meant to provide a general overview of the Arena Authority's expectations. The selected Owner's Representative and the Arena Authority will enter into an agreement describing the scope of duties to be performed by the Owner's Representative (the "Owner's Representative Agreement").

Project Team Coordination

- Collaborate with multiple Project partners to align roles and responsibilities
- Coordinate the Project Team activities and communications
- Lead bi-weekly Project Team meetings, set the agenda and record the minutes to reflect the accurate progression of the Project
- Participate in weekly Construction Team meetings
- Monitor the work of the Architect and the Construction Manager in accordance with the project objectives as to cost, time, and quality
- Routinely review the Project progress pursuant to the Contract Documents.

Financial Plan / Project Budget

- Coordinate with Project Team to maintain alignment between design and budget based on iterative cost estimates developed by the Construction Manager
- Collaborate with Project Team to identify alternative solutions when design details affect construction feasibility or schedules.
- Develop a robust financial model to test viability, phasing, prioritization, and long-term returns.
- Create a definitive Project budget and identify timing for uses of funds
- Assist with the review and approval of design and construction change orders (which are expected to be held to a bare minimum), shop drawing review, Requests for Information (RFIs), in accordance with the processes established with the LAA for submission and approval process.
- Coordinate and assist in the preparation of American Institute of Architects (AIA) contract documents for the Architect, Construction Manager, and selected consultants as needed
- Assist with the review and approval of vendor payments throughout the Project, in compliance with the project budget, submitting payment requests within the established methods of the LAA

Schedule

- Coordinate with Project Team on phasing and delivery strategy to avoid unnecessary architectural work

- Establish and manage overall Project schedule including key milestones, critical decision deadlines, and the Arena event calendar
- Collaborate with the LAA and Project partners to confirm and align around project schedule, realistic activity sequences (predecessors and successors) and durations, allocation of labor and materials, processing of shop drawings and samples, key assumptions, and critical deliverables
- Provide regular monitoring of the schedule as construction progresses, identify potential variances between scheduled and probable completion dates, review the schedule for work not started, incomplete, or interference with Arena events, recommending strategy modifications or adjustments in the schedule to meet the probable completion date, providing summary reports, and documenting related changes in the schedule.

Consultant Contract Management

- Assist the Project Team in the Procurement Process, per the Louisville Arena Authority's Procurement Procedures, including but not limited to architectural services, early appointment of Fire, Toilet Regulations, Health & Safety and ADA and other specialist consultants, and insurance as required to de-risk delivery and accelerate progress.
- Coordinate the vendor selection process consistent with applicable procurement requirements.
- Prepare Request for Qualifications (RFQs) / RFPs, review responses, conduct bid analysis, and prepare a recommendation for Project Team for the award of contracts

Furniture, Fixtures & Equipment Management (FF&E)

- Work with the LAA, Forward Associates, and other Project Team members, as appropriate, to develop Project Capital Budget.
- Coordinate with Project Team for specifications and timing for furniture, fixtures and equipment.
- Investigate, coordinate, obtain requisitions of LAA FF&E purchases using the protocol established by the LAA Procurement Procedures.
- Recommend a schedule for purchase by the LAA of FF&E, with special focus on those requiring long lead time procurement, coordinate the schedule with the Project Team and expedite and coordinate delivery of such purchases.

Provide Oversight of the Permitting Process

- Determine and establish permitting and approval processes
- Obtain permits as necessary for pre-construction investigations and services
- Ensure completion of permit-ready final drawings, plans and specifications as necessary
- Obtain necessary permits

Communications

- Create a communications plan for each constituency group in conjunction with the LAA
- Work with LAA to coordinate cohesive release of all project information
- Assist in creation of presentations and/or talking points for stakeholder communication

- Maintain all Project files in the same manner as set forth by LAA.
- Collaborate with the LAA to maintain communications with stakeholders and the community throughout the course of the Project as appropriate.

Project Closeout and Operational Turnover

- Determine Project substantial completion per the construction contract
- Confirm that all Project close-out documents meet contractual requirements.
- Assist in securing permits for occupancy, commissioning and/or operations, as needed
- Oversee warranty and punch-list activities
- Assist with required commissioning activities
- Assist with grand opening activities

RFP SPECIFICATIONS

MWBE PARTICIPATION

The LAA has adopted and is firmly committed to implementing its Affirmative Action Policy to promote the utilization of women and minorities in all phases of the project. It is the responsibility of each respondent to become familiar with the LAA's Affirmative Action Policy. All respondents must include in their response an affirmation to conform to the policy and a detailed description of their plan for conformance.

SPONSORSHIP / PREMIUM TICKET PURCHASE

Although not a requirement to submit a response, the LAA encourages prospective responders to state any current sponsorship or ticket purchasing status or express any interest in conversations regarding these opportunities.

INSURANCE

- A. The Contractor shall not commence work under this Contract until they have obtained the insurance required and evidence of such insurance has been submitted to and approved by Owner. The submittal of said evidence to Owner shall not relieve or decrease the liability of the Contractor.
- B. Workers' Compensation and Employers' Liability Insurance as required by statute.
- C. Commercial General Liability Insurance - ISO Form CG 00 01 (10/93) or equivalent, Occurrence Policy, with limits of not less than:
 - a. General Aggregate \$2,000,000.00
 - b. Products - Comp/OPS Aggregate \$2,000,000.00
 - c. Personal & Advertising Injury \$1,000,000.00
 - d. Each Occurrence \$1,000,000.00
 - e. Fire Damage (any one fire) \$ 50,000.00
 - f. Medical Expense (any one person) \$ 5,000.00

- D. Endorsements attached thereto including the following or their equivalent –
 - a. If the Contractor does not have a “per project” aggregate limit to its existing policy, then ISO Form CG 25 03 (11/85), Amendment of Limits of Insurance (Designated Project or Premises), describing the subject Contract and specifying limits as shown above.
 - b. ISO Form CG 20 10 (10/93), in combination with ISO Form CG 20 37 (10/01), naming the Owner as additional insureds and containing the following statement - “This endorsement also constitutes primary and non-contributory coverage in the event of any occurrence, claim, or suit.”
- E. Automobile Liability Insurance, with:
 - a. Limits of not less than \$1,000,000 Combined Single Limit per accident.
 - b. The coverage symbol designated in the policy must be symbol “1” applying coverage to any auto.
- F. Umbrella Liability of \$5,000,000
- G. Certificate of Insurance, on ACORD 25-S (3/88) Form, or equivalent, filed with the Arena Authority identifying:
 - a. Owner, Louisville Arena Authority, as defined in the Contract, as Certificate Holders and Additional Insureds. Additional Insured also listed shall be ASM Global Parent Inc, and AEG Management Louisville LLC.
 - b. Endorsements, as listed above. (Note: If forms other than ISO forms are used, copies of the non-ISO forms are to be attached to this certificate).
 - c. Project as defined in the Contract.
 - d. Cancellation clause of the certificate amended to read, “Should any of the above-described policies be canceled before the expiration thereof, the issuing company shall provide a minimum of thirty (30) days written notice to the certificate holders named.”
 - e. Insurance Companies Providing Coverage – Unless approved in writing in advance by the Arena Authority, all companies listed must be rated “A+:X” or better in the most recent A.M. Best Ratings Guide.
 - f. The Name, Address, and Telephone Number of the “Producer” - The certificate is to bear a mechanical signature of the Authorized Representative of the Producer.
- H. The Arena Authority reserves the right to reject any insurance company, policy, endorsement, certificate of insurance, surety company, performance bond, or labor and materials payment bond with or without cause.
- I. The cost of such insurance as required above shall be the obligation of the Contractor and included in the Contract Sum.
- L. The acceptance of any certificate of insurance evidencing the insurance coverages and limits required in the Contract does not constitute approval or agreement by the Arena Authority that the insurance requirements have been met or that the insurance policies shown are in

compliance with the contract requirements. Insurance effected or procured by Contractor shall not reduce or limit the Contractor's contractual obligation to indemnify and defend the Arena Authority for claims made or suits brought which result from or are in connection with the performance of this Contract, and Contractor agrees to indemnify the Arena Authority for all costs and damages, including attorneys' fees, arising from a failure by Contractor to procure the insurance coverages in the forms and amounts required herein.

REQUIREMENTS OF QUALIFIED RESPONDERS

- Understanding the vision for enhancing the guest experience at the KFC Yum! Center
- Experience in serving as Owner's Representative for large commercial projects, high-quality renovation / fit-out, and guest-facing or complex operational environments.
- Ability to provide Experienced Staff
- Ability to perform on Time / Schedule and on Budget
- Professional Liability Insurance

RFP SCHEDULE

- | | |
|---|-----------------------------------|
| • RFP Advertisement | 7/24/2026 |
| • Mandatory Pre-Bid Meeting Onsite | 8/4/2026 at 9 am ET |
| • Addendum #1 Issued (project manual) | 8/4/2026 – NDA Required |
| • Written Questions Due Date | 8/7/2026 - no later than 5 pm ET |
| • Responses to Questions / Final Addendum Due | 8/12/2026 |
| • Bid Due Date | 8/17/2026 - no later than 5 pm ET |
| • Evaluation Period | 8/18/2026 - 8/31/2026 |
| • Anticipated Project Award | 8/31/2026 |
| • Contract Window | 8/31/2026 - 9/10/2026 |

INSTRUCTIONS TO RESPONDERS

Mandatory Pre-Bid Meeting

All potential bidders are required to attend the mandatory pre-bid meeting that will be held on-site at the KFC Yum! Center One Arena Plaza Louisville, KY 40202. Project specifications, project manual, responses to questions, and any RFP addenda will be distributed according to this attendance sheet of potential bidders. Any potential bidders that fail to attend this pre-bid meeting will be rejected accordingly as seen fit in the best interest of the Louisville Arena Authority. Please indicate intent to attend this pre-bid Meeting in advance by emailing Leslie Geoghegan at LAA@kfcyumcenter.com with the name of the company and anticipated attendee names.

At this mandatory pre-bid meeting, bidders will be required to sign a Non-Disclosure Agreement before receiving the project manual. The agenda of the pre-bid meeting includes a walk-through of the project vision, design intent, scope complexity, and phasing considerations, as well as a walk-through the facility to associate actual spaces with those in the project manual.

Meeting Date: Tuesday, August 4, 2026, at 9 am Eastern Daylight Time.
Meeting Location: KFC Yum! Center
One Arena Plaza
Louisville, KY 40202

Submitting Questions

Any prospective Responder to this RFP is encouraged to submit any written questions they may have **no later than 5 pm ET on August 7, 2026**. Email questions to Leslie Geoghegan at LAA@kfcyumcenter.com. No verbal responses made by any staff member or Arena Authority board member shall be binding. Upon request, following any requirements instituted by the Louisville Arena Authority, CAD drawings will be supplied to pre-qualified responders. Specific data requests related to facility information will be supplied to all responders at the discretion of the Louisville Arena Authority.

Preparation of Response

The respondent is expected to comply with all specifications, terms, conditions and instructions contained in this Request for Proposal (RFP). Failure to do so will be cause for rejection.

Form of Response

All items below should be included in the bid response in the stated order. Include the certification and signature provided at the end of this section.

1. Most recent experience as Owner's Representative for large commercial projects, high-quality renovation / fit-out, and guest-facing or complex operational environments to include at least three relevant references with contact information
2. Key team members that will be assigned to the Project, and their relevant qualifications / experience.
3. Examples of ability to perform work on time / schedule and on budget
4. Experience with managing tax-exempt purchases of materials / equipment
5. A one-page summary of plan to address challenges of Project, which may include dealing with complex refurbishment, live venue work, guest-facing environments, etc. plus a high-level estimate of total Project cost based on mandatory pre-bid meeting and project manual (demonstrates understanding of vision and scope of Project)
6. Copy of Certificate of Insurance for the required amounts.
7. Pricing
 - Owner's Representative temporary office space – provide space requirements and the related cost separately, in case the LAA may be able to provide temporary office space within the Arena.
 - Owner's Representative fee
 - a. Provide basis for fee (i.e., fixed fee, hourly rate, fee as a percentage of Construction costs, or a hybrid. If proposing an hourly rate, please provide a not to exceed amount.)
 - b. Indicate whether Preconstruction Costs are priced separately, included in overall fee, or have dependencies.

CERTIFICATION OF INFORMATION PROVIDED

The information provided herein is accurate to the best of my knowledge and may be accepted by the recipient as a true representation of:

Firm Name: _____

Signed: _____

Principal-in-Charge: _____

Date: _____

Submission of Proposal:

Responses are accepted only via email to Leslie Geoghegan at LAA@kfcyumcenter.com by the stated due date – **no later than 5 pm ET on August 17, 2026**. The subject line of the email should state “Response to Owner’s Representative RFP – Company Name. Responder will receive confirmation that the response has been received.

Form of Owner’s Representative Agreement:

- The responder is advised that the RFP Documents contain information that will be incorporated in whole or part, into the Owner’s Representative Agreement.
- The RFP Documents may be superseded by such Owner’s Representative Agreement.
- The terms of the Owner’s Representative Agreement will be subject to the approval of the Arena Authority, in its sole discretion.

Prospective Responders are encouraged to review the Arena Authority’s reservation of rights concerning cancelation of this RFP discussed below. This RFP may be canceled or withdrawn at the election of the Louisville Arena Authority.

Qualified Responders

The Authority shall review each proposal for compliance with all necessary requirements of this Request for Proposal. Failure to comply with any requirements may disqualify a proposal. Only those Responders who have met the minimum requirements of this RFP may be selected. Any alternative solution proposals submitted must be complete and will be subject to a full and independent evaluation.

Evaluation

The Louisville Arena Authority will facilitate the review of proposals. The Arena Authority, in conjunction with input from Forward Associates, will evaluate and score each qualified bid. Minor irregularities in bids that are immaterial or inconsequential in nature may be waived wherever it is determined to be in the Arena Authority’s best interest. The Louisville Arena Authority Board of Directors will make the award to the highest-scoring proposal, subject to the right to reject all proposals reserved below.

Final Ranking and Selection

The Arena Authority will award the Contract to the Responder whose bid is determined to be the most advantageous to the Arena Authority, considering the criteria identified next.

Basis of Selection

The evaluation of bids will be made from the criteria listed below, in order of importance.

Proposal Element	Scoring	Notes
Owner's Representative Pricing	25 points	The pricing that provides the greatest value to the Arena Authority will receive the full 25 points. Competing bids will be scored on a scale of comparison.
Relevant Company Experience and demonstrated ability to manage projects of similar scale, type, and complexity	20 points	The response's relevant experience and reference list will be scored and receive up to 20 points.
Demonstrated collaborative approach to oversee Project from preconstruction through closeout	20 points	The response's demonstrated ability for managing on schedule and within budget will be scored and receive up to 20 points.
Strength of assigned Team Members' expertise in cost control, scheduling, and risk management	20 points	The response's assignment of qualified team members will be scored and receive up to 20 points.
Understanding of Vision and End Result	15 points	The response's summary of approach to Project challenges and the high-level Project cost estimate will be scored and receive up to 15 points.
Total	100 points	

Negotiation and Award of Contract

Interviews and negotiations may be held to promote further understanding of bid requirements, and to facilitate arrival at a Contract. The LAA reserves the right to accept the best proposal, as submitted, without further conversations or negotiations, and may do so. The Committee will rank each finalist. The Arena Authority and the first-ranked finalist shall then negotiate in good faith the terms and conditions of a contract. If such negotiations are unsuccessful, the Arena Authority shall then negotiate with the second-ranked finalist. This process will continue until the Arena Authority has reached a satisfactory agreement. The Arena Authority retains the right to reject all bids at any time during the process. No public submittal opening will be held. All proposals will be treated as closed records until a contract award is made or until all submittals

are rejected except as required by law.

Reservation of Rights

The LAA reserves the right to amend, modify or withdraw this request; to waive or revise any requirements of this request; to require supplemental statements or information from any responding party; to reject any response submitted; to accept or reject any or all responses received with respect to this request; to extend the deadline for submission of responses; to negotiate or hold discussions with any responding party and to cancel, in whole or in part, this request if the Arena Authority deems it to be in its best interests to do so. The Louisville Arena Authority (LAA) expressly reserves the right, at its sole discretion, to procure certain materials or equipment directly, including but not limited to long-lead items or high-value components, in order to mitigate schedule risk, ensure quality, or reduce costs, as direct purchases of materials by the LAA are exempt from Kentucky sales and use tax. . In such cases, the selected Contractor shall coordinate receipt, storage, and installation of any the Arena Authority -furnished materials as part of its contractual obligations. The Arena Authority may exercise the foregoing rights at any time without notice and without liability to any responding party or other parties for their expenses incurred in the preparation of responses or otherwise. Responses with respect to this request will be prepared at the sole cost and expense of the responding party. The issuance of this request and the submission of a response and / or the acceptance of such response by the Arena Authority does not obligate the Arena Authority in any manner whatsoever. Legal obligations will only arise upon execution of a formal agreement by the Arena Authority and the selected provider. *The LAA reserves the right to implement Liquidated Damages for failure to complete project per the Response.

PROPOSAL DEADLINE

Bids must be submitted via email by **5:00 pm Eastern Daylight Time on August 17, 2026** to Leslie Geoghegan at LAA@kfcyumcenter.com.

Firms submitting inquiries are advised not to rely on any verbal advice/instruction, and only to rely on written instructions from the Louisville Arena Authority authorized representatives.