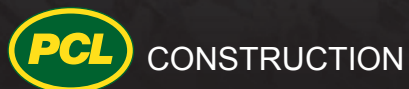




LOWERTOWN BALLPARK

DESIGN - BUILD PROPOSAL

December 19, 2012



Contract and Analysis Services

Solicitation Cover Page

For City of Saint Paul, Ramsey County, and Saint Paul Regional Water Service
Room 280 City Hall/Court House Building, 15 West Kellogg Boulevard
Saint Paul, Minnesota 55102 Phone: (651) 266-8900 Fax: (651) 266-8919

Solicitation Cover Page

Please refer to the Request for Proposals, and other attached documents for a description of the specific needs, requirements, terms and conditions, and submission requirements for the solicitation described below.

Type of Solicitation: _____ Bid _____ Quote X RFP _____ Other:

Requesting Government: X Saint Paul _____ Ramsey County _____ Saint Paul Regional Water Service

Buyer: Jessica Brokaw
Solicitation #: RFP-30505-12

Buyer Phone #: 651.266.8915
Date Issued: November 16, 2012

Description: City of Saint Paul’s Department of Parks and Recreation is seeking a Design/Build contractor for the Lowertown Ballpark Project.

Proposal Specifications: Available at www.demandstar.com

Mandatory Pre-Proposal Conference and Site Visit: 9:00 a.m., Wednesday, November 28, 2012

Deadline for Written Questions: 2:00 p.m., Wednesday, December 5, 2012

Deadline for Proposals: 2:00 p.m., Wednesday, December 19, 2012

This project has a Vendor Outreach Program goal of 10% SBE; 10% WBE and 5% MBE.

Action Required by Respondent:

Companies submitting a response to this solicitation are required to fill in the information below and return this form with submission.

Company: PCL Construction Services, Inc. Number of Addenda Received: 4

Address: 12200 Nicollet Avenue South, Burnsville, MN 55337

Signature: _____ **Date:** December 19, 2012

By:

Don B. Fromme

Vice President and District Manager

Name

Title

Phone: 952-882-9600 **Fax:** 952-882-9900 **E-Mail Address:** dbfromme@pcl.com

E.I Number: 84-0957552

(E.I number is the number assigned to your company for filing the “Employer’s Quarterly Federal Tax Return.” U.S. Treasury Department Form 941 or an individual Social Security Number)

By submitting a response to this solicitation, company is attesting that its representatives have read and understand all of the solicitation documents (delineating the terms and requirements) and that the company’s submission is made in accordance herewith.

**ATTACHMENT A
RFP CHECKLIST**

Project Name:	Lowertown Ballpark Project
Project Number:	RFP - 30505-12

The Respondent must complete and submit this Attachment as the second page for the Respondent's Proposal.

1. Has the Respondent completed the cover page?	✓	Yes		No
2. Has the Respondent completed the VOP Questionnaire?	✓	Yes		No
3. Will the Respondent sign the Contract referenced in Document A?	✓	Yes		No
4. Will the Respondent be able to provide Performance and Payment Bonds?	✓	Yes		No
5. Will the Respondent be able to provide a Certificate of Insurance that meets the insurance requirements?	✓	Yes		No
6. Does the Respondent understand and agree to meet the Prevailing Wage Rate requirements?	✓	Yes		No
7. Has the respondent submitted 1 original copy of the proposal, 8 hard copies, and 1 digital copy along with the Lump Sum Fee Proposal (in a separate sealed envelope)?	✓	Yes		No
8. Has the Respondent showed via dollar amounts on three to five past projects that it met or exceeded Business Inclusion goals and how the Respondent plans to meet or exceed Business Inclusion goals on the Lowertown Ballpark project?	✓	Yes		No
9. Has the Respondent showed via payroll and total project hour summaries on three to five past projects that it has met or exceeded Workforce Inclusion goals and how the Respondent plans to meet or exceed Workforce Inclusion goals on the Lowertown Ballpark project?	✓	Yes		No
10. Will the Respondent be able to comply with Public Art Ordinance?	✓	Yes		No
11. Does the Respondent understand that there is a possibility this project will require a Project Labor Agreement?	✓	Yes		No
12. Has the Respondent completed the team proposal form?	✓	Yes		No
13. Has the Respondent completed the team qualifications form?	✓	Yes		No
14. Has the Respondent completed the RFP criteria?	✓	Yes		No
15. The Respondent has compiled the RFP in this order: Solicitation Cover Page RFP Checklist Respondent Cover Page Tab 1: Team Proposal Form Tab 2: Vendor Outreach Questionnaire Tab 3: Respondent's Team Qualifications Tabs 4 – 12: RFP Criteria Tab 4: Environmental Remediation Tab 5: Sustainability Experience	✓	Yes		No

ATTACHMENT A | RFP CHECKLIST

<p>Tab 6: Fundraising and Sponsorship Assistance Tab 7: Preconstruction (Constraint analysis, regulatory approvals) Tab 8: Ballpark/Sports Venue Experience – Other relevant experience Tab 9: Past Performance (cost control, quality, integration of construction knowledge and constructability into the design process) Tab 10: Method of Approach (challenges and strategy that will be employed to complete on time, under budget, with consideration to Lowertown Master Plan and fit with the community) Tab 11: Team Strength/Resumes Tab 12: Workforce/Business Inclusion Tab 13: Any additional information Respondent may choose to include</p> <p>RFP Response shall include one original clearly labeled as “ORIGINAL”, plus 8 copies, and one digital copy (cannot be password protected or encrypted)</p> <p>Sealed in one package clearly labeled with the following information: RFP-30505 Design/Build RFP Lowertown Ballpark Project Respondent’s Company Name and Address</p> <p>Within the sealed package shall be a sealed envelope containing the Lump Sum Fee Attachment and labeled “LUMP SUM FEE”</p>				
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December 19, 2012

Ms. Jessica Brokaw
City of St. Paul Contract & Analysis Services
15 West Kellogg Blvd., Suite 280
Saint Paul, Minnesota 55102

Re: Lowertown Ballpark – PCL/DLR Design-Build Proposal

Dear Ms. Brokaw:

This proposal to provide all design and construction services for the new Lowertown Ballpark has been in process for some time; up to several years for some members of our team who have been involved from the very beginning.

To sum up the thinking behind this proposal, it is accurate to say that we started with the knowledge base leading to this point and infused it with industry-leading design-build expertise and experience with many relevant neighborhood ballparks. The net result is a collaborative team that is intimately familiar with the site, the high expectations for the new ballpark, and a plan to get there.

What sets us apart is our collective “fresh perspective.” We are committed to taking the design, performance and positive impacts of the ballpark to a higher level. Our team has accumulated and developed proven ideas related to optimum field elevation, field design, sustainability, public plaza incorporation, neighborhood connectivity, public art options and economic “windows of opportunity” to bring value over and above all other teams. The Lowertown Ballpark will serve as a catalyst for sound growth and a revitalized Lowertown for many years to come.

It is important to emphasize, too, that our team is completely committed to making this project an economic development success from the first day of construction forward. Our successful completion of the CCLRT O&M Facility next door to the ballpark offers proof of our ability to strategically open doors for disadvantaged businesses and employ a diverse workforce.

As a long-time builder and supporter of the City of St. Paul, we are thrilled to be considered for this vitally important project for Lowertown, St. Paul and the metropolitan region.

Yours truly,

**PCL Construction Services, Inc.
Design-Builder**

Don Fromme
Vice President and District Manager

What is the Lowertown Ballpark all about?

- 1) The ballpark must function as a high quality baseball venue for players and fans alike.
- 2) Its design must take into account flexibility, varied uses and space programming occurring throughout the year.
- 3) It must offer clear neighborhood cohesion, meaning that the ballpark will be:
 - ✓ Artistic in its own right and a vehicle for the growth of the Lowertown Arts Community,
 - ✓ A venue where people and families can enjoy enriching and affordable fun,
 - ✓ A people magnet, making all parts of Lowertown more dynamic and vital on a daily basis.

PCL & DLR are a proven design-build team with multiple project experience together, and with deep experience in baseball, multi-purpose, community art, and urban project design and construction. Today PCL is the 6th largest builder in North America with over 30 years of continuous history of construction in St. Paul. DLR is a national leader in the design of minor league and collegiate ballparks with many having direct relevance to all aspects of the Lowertown Ballpark.

We bring a fresh perspective...and the ability to deliver the best ballpark!

DLR's Greg Garlock and Stan Meradith know ballparks. Together their work includes over 60 ballparks, including Bowling Green Ballpark, Fluor Field and Werner Park. They have experienced first-hand how design of a sports and multi-purpose facility can dramatically increase the vitality of the surrounding urban environments. Over the course of years, Garlock and Meradith have evolved a set of "drivers" or key design considerations that set apart the very best, most sustainable and economically viable facilities.



As important, The PCL/DLR team offers **seamless continuity** with all ballpark and Lowertown master planning efforts to date, meaning we are fully "up to speed!"

Our team includes:

Mike Lamb, lead author of the Lowertown Master Plan process and study, who will ensure that our design melds with Lowertown in accordance with established plan principles and long term vision.

JoAnna Hicks, planning and land use coordinator for the ballpark and the original DEED application, who will focus on a variety of specific fund-raising and economic development opportunities related to the ballpark.

Tom Borrup, a fixture in the Twin Cities Arts Community and the leader in artist engagement, will orchestrate the infusion of all types of art and performance into the texture of the ballpark.

Mike Zipko, a tireless and articulate proponent of St. Paul, will serve as the PCL/DLR team's voice during the design and construction phases to build confidence and excitement in Lowertown and beyond.

Solution Blue, has already designed the ballpark's sustainable stormwater system, field and civil infrastructure, bringing proprietary alternatives to save substantial time and money.

Dedicated to Helping Disadvantaged Business

PCL is in the final stages of construction of the \$47 million Central Corridor Operations and Maintenance Facility (OMF) immediately adjacent to the new ballpark. Across twenty four months of construction, we have successfully placed over 50,000 construction hours with women-owned, minority-owned and targeted small business. We continue to exceed Metropolitan Council percentage inclusivity requirements on a monthly and cumulative basis. Our multi-pronged procurement strategy is 100% relevant and transferable to the Lowertown Ballpark project.

Long-Term Commitment to St. Paul

Besides OMF, PCL is under construction with an expansion of Summit Brewing in St. Paul's Crosby Lake Business Park, another project that is creating an important, long-term economic development impact. Going all the way back to 1978, PCL projects include: St. Paul Town Square, Meritor Tower, World Trade Center, Midway Marketplace, St. Paul City Hall & Ramsey County Government Center, Ramsey County East & West, Gloria Dei Lutheran Church, Temple of Aaron, Twin Cities Public TV, Science Museum of Minnesota, St. Paul Academy Goodrich School, Children's Museum Rooftop Garden, MnSCU, and the new Baldinger Bakery. Taken together, PCL has completed over 200 projects of all types and sizes in St. Paul.

PCL/DLR is also proven design-build team with multiple projects, most recently completing the Siebert Field baseball facility at the University of Minnesota, prompting these words from U of M Coach John Anderson:
"The chain of events along this path had led us to believe that PCL is a fantastic construction partner with professionals at every level of their company."



Baldinger Bakery Groundbreaking, St. Paul's Beacon Bluff



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ATTACHMENT E	SUSTAINABILITY EXPERIENCE
ATTACHMENT E	FUNDRAISING & SPONSORSHIP ASSISTANCE
ATTACHMENT E	PRECONSTRUCTION
ATTACHMENT E	BALLPARK/SPORTS VENUE EXPERIENCE
ATTACHMENT E	PAST PERFORMANCE
ATTACHMENT E	METHOD OF APPROACH
ATTACHMENT E	TEAM STRENGTH/RESUMES
ATTACHMENT E	WORKFORCE/BUSINESS INCLUSION
ATTACHMENT E	ADDITIONAL INFO OR "VALUE ADDED"

TEAM PROPOSAL FORM

Name of Respondent’s Firm: PCL Construction Services, Inc.

Lead Pre-Construction Project Manager:

Firm Name Individual Name

1. PCL Construction Wil Painter

Lead Construction Project Manager:

Firm Name Individual Name

1. PCL Construction Trent Johnson

Lead Site Superintendent:

Firm Name Individual Name

1. PCL Construction Tim Brown

Lead Cost Estimator:

Firm Name Individual Name

1. PCL Construction Jeff Krick

Lead Design Project Manager:

Firm Name Individual Name

1. DLR Group Nathan Miller

Lead Design Architect:

Firm Name Individual Name

1. DLR Group Greg Garlock

Public Artist:

Firm Name Individual Name

1. Creative Community Builder Tom Borrup

Lead Safety Manager:

Firm Name Individual Name

1. PCL Construction Dan Dustin

Lead Site Work/Environmental Manager:

Firm Name Individual Name

1. Solution Blue, Inc. John Hink

Landscape Architect:

Firm Name Individual Name

2. Sanders Wacker Bergly, Inc. Bill Sanders

NOTE: Attach resumes of ALL individuals listed in this Attachment.*

List any Additional Critical Team Members for the Project:
(note: additional team members allowed per Addendum #1)

Firm Name	Individual Name	Role
1. PCL Construction	Mike Schafer	Assistant Superintendent
2. PCL Construction	Clayton Schneider	Assistant Project Manager
3. Barr Engineering	Mike Lamb (formerly of Cuningham Group)	Urban Planner
4. Ackerberg Development	JoAnna Hicks	Economic Development & Fundraising
5. Goff Public	Mike Zipko	Public Relations
6. DLR Group	Stan Meradith	Sports Designer

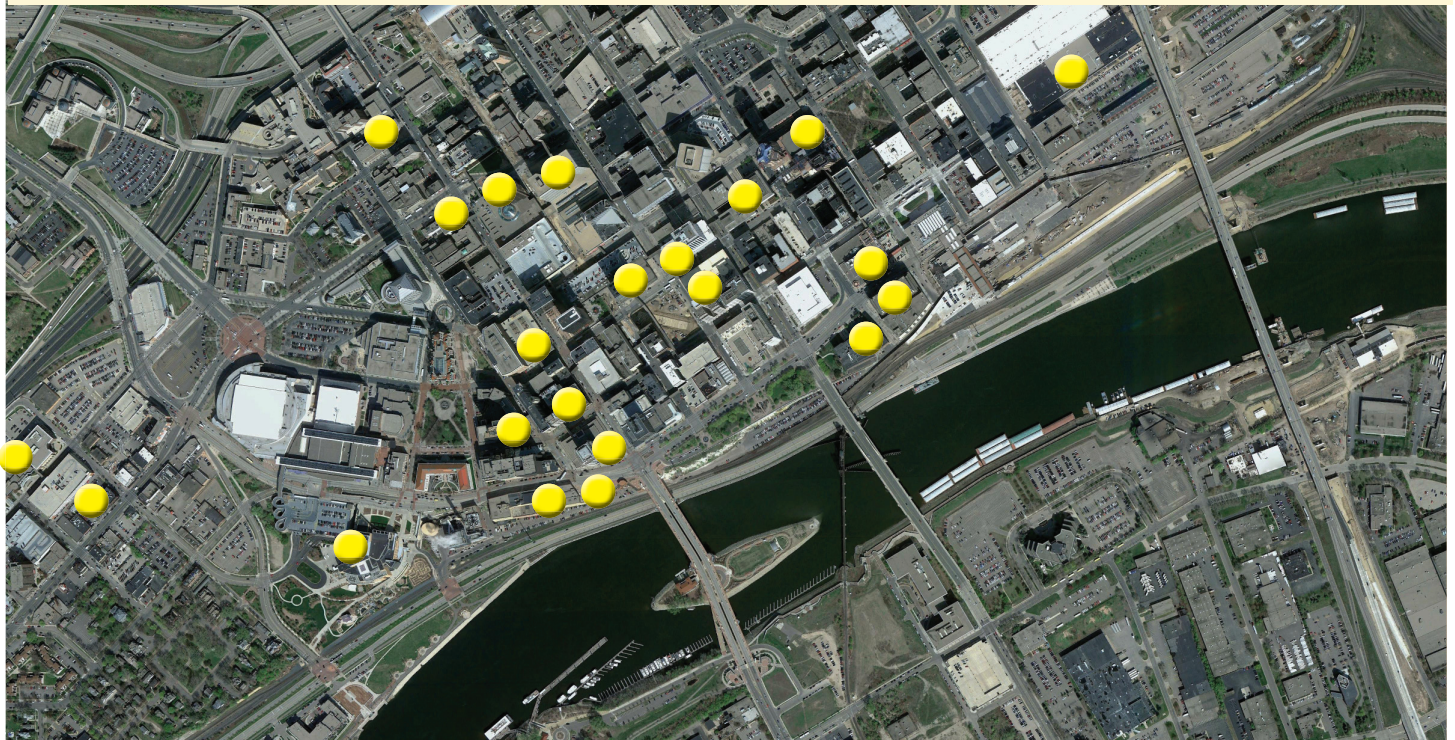
Per RFP response instructions, please refer to the **Attachment E Team Strengths/Resumes** section for team resumes.

PCL Projects:

125 projects within ½ mile of Lowertown – \$800 million
 Over 200 projects in Ramsey County – Over \$1 billion

Notable projects:

- | | |
|--|---|
| Saint Paul City Hall/Ramsey County Courthouse | Ramsey County Government Center East & West |
| United States Postal Service | Science Museum of Minnesota |
| KTCA Television | Children’s Museum Skyway & Rooftop Garden |
| Saint Paul Town Square | World Trade Center |
| Minnesota Department of Trade & Economic Development | Minnesota System of Colleges & Universities (MnSCU) |



City of St. Paul
LOWERTOWN BALLPARK
 Dept. of Human Services & Equal Economic Opportunity
 Dept. of Parks & Recreation
 Nelson Tietz & Hoye, Owner's Representative

PCL Construction Services, Inc.
Design-Builder
Don Fromme
Vice President & District Manager
Trent Johnson
Design-Build Project Manager

Architectural
Design Lead/Principal – Greg Garlock
Sports Lead – Stan Meradith
Urban Planner – Mike Lamb
DLR Group
 Building Architecture
 Baseball Design
 B3 & Sustainability
Barr Engineering
 Urban Planning
 Sustainability
106 Group (SBE)
 Historic Preservation
Sanders Wacker Beagley (SBE)
 Landscape Architecture
Robert Rippe & Associates (SBE)
 Food Service and Concessions
Catt-Lyon
 Wayfinding and Site Graphics

Structural
Structural Lead – Dan Murphy, PE
Structural Protégé – Henry Estephan, PE
Meyer Borgman Johnson
 Structural Engineer/Record
Rani Engineering (MBE)
 Structural Engineer Protégé
Walter P. Moore
 Sports Engineer

Civil
Civil Lead – Andy Wells, PE
Remediation Lead – John Hink, PE
Rani Engineering (WBE)
 Civil Infrastructure
 Traffic Analysis
EVS (MBE)
 Instrumented survey
Solution Blue, Inc. (SBE)
 Storm Water Management
 Soil Remediation
 Playing Field Design
 Sustainability – Site
Landmark Environmental (SBE)
 Environmental Engineer

Mechanical & Electrical
Mechanical Lead – Don Horkey, PE
Electrical Lead – Kelly Artz, PE
DLR Group
 Mechanical Engineering
 Electrical Engineering
 Fire Suppression Engineering
WJHW
 Audio/Visual Design
 Acoustical Consulting
Musco Sports Lighting
Sports Lighting Design

Support/ Key Resources
Development Lead – Joanna Hicks
Community and Fund Raising
Smitten Group
 Grant Writing
Goff Public (SBE)
 Community Relations
AET
 Environmental Testing and Inspections
Creative Community Builders
 Public Artist Coordinator
 Fundraising

ATTACHMENT C | VENDOR OUTREACH QUESTIONNAIRE

Each Respondent shall include this document with Proposal. A Respondent that fails to include this document with the Proposal will be non-responsive.

- Percent of the **Lump Sum Fee for this Project** that will be subcontracted Vendor Outreach Program (VOP) certified businesses:

MBE 2.53 % SBE 8.34 % WBE 5.81 %

Proposed certified vendors names may be provided after award is made. Percentages and estimated dollar amount is required at time of proposal. Attach additional pages if necessary.			
Name of VOP Certified Vendor	MBE/SBE/WBE	Type of Work or Supplies	Dollar Amount
EVS, Inc.	DBE	Instrumented Survey	\$10,000
Rani Engineering	WBE	Civil Design Lead / Public Utility Infrastructure	\$196,680
Solution Blue, Inc.	SBE	Civil Design - Storm Water Mitigation & Remediation Engineer & Playing Field Design	\$247,700
Sanders Walker Berkley, Inc.	SBE	Landscape Architecture	\$35,520
106 Group	WBE	Historic Preservation	\$36,000
Robert Rippe & Associates	SBE	Food Service Consultant	\$47,975
Goff Public	SBE	Public Relations	\$4,800
Rani Engineering (MBE) w/ Meyer Borgman Johnson	MBE	Structural Engineering - mentor/ protege	\$104,485

See clarification on the following page for items #1 through #6.

- Percent of Respondent's current permanent workforce who are minorities, women or disabled persons.

8 % Minorities 20.58 % Women 0.9 % Disabled Persons

- Expected number of new hires for this Project. 1. Expected number of hours (labor) on this Project 2,500
- Percent of the Respondent's permanent workforce for this Project will be unskilled minorities. 0 %
- Percent of the Respondent's permanent workforce for this Project will be skilled minorities. 8 %
- Percent of the Respondent's workforce for this Project will be women. 8 %
- Do you have a current Affirmative Action Program Registered? X YES _____ NO

Clarification

In accordance with the response included in addendum # 4 , the Vendor Outreach Program (Business) and Workforce Inclusion will be measured on the Phase II overall project. We have therefore included responses at this time specific to PCL's (the Respondent) own permanent salaried employees and those anticipated for this project in Phase I. As Phase I services are to provide offsite Professional Design and Consulting Services only, there will be no unskilled opportunities available until Phase II. Other firm's employees that comprise our project team are therefore not reflected in our Phase I response.

We are committed to maximizing both business and workforce goals during Phase II, in collaboration with Agencies and community organizations.



Minnesota Department of
HUMAN RIGHTS

CERTIFICATE OF COMPLIANCE

PCL CONSTRUCTION SERVICES, INC.

Your organization's affirmative action plan has been approved. The department's review of your equal employment opportunity policies and practices indicates compliance with Minnesota Statutes 363A.36. This document constitutes your certificate of compliance.

PCL CONSTRUCTION SERVICES, INC. is hereby certified as a contractor by the Minnesota Department of Human Rights. This certificate is valid from 2/23/2011 to 2/22/2013.

This certification is subject to revocation or suspension prior to its expiration if the department issues a finding of noncompliance or if your organization fails to make a good faith effort to implement its affirmative action plan.

Enclosed is an annual report form to be completed and submitted annually during the certification period whether a state contract has been awarded to you or not. **You must submit reports as required and promptly notify us of any address or status changes.**

If you have any questions contact Melanie Miles at 651-297-1687.

Sincerely,

Wendy Adler Robinson

Wendy Adler Robinson, Acting Commissioner
Minnesota Department of Human Rights

Enclosures: Annual Report Forms
Posters (2)

AN EQUAL OPPORTUNITY EMPLOYER

Sibley Square at Mears Park • 190 East 5th Street, Suite 700 • Saint Paul, Minnesota 55101
Tel 651.296.5663 • TTY 651.296.1283 • TF 800.657.3704 • Fax 651.296.9042 • www.humanrights.state.mn.us

ATTACHMENT D | RESPONDENT'S TEAM QUALIFICATIONS

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Pre-Construction Project Manager, Construction Project Manager, Site Superintendent, Cost Estimator, Design Project Manager, Design Architect, Public Artist, Landscape Architect

1. Team Member Title: Preconstruction Manager

A. Name of Individual: Wilfred L. Painter, Jr., PE, F.ASCE

B. Individual's Firm Name: PCL Construction Services, Inc.

C. Years working for Firm 20

D. Years working in Industry: 45

E. Years in the present position/job function: 11

F. Number of comparable projects completed (within last 7 years) : 4

G. List up to three (3) comparable completed projects below (within last 7 years) :

<u>Project Name</u>	<u>Estimated Construction Cost</u>
i. <u>Siebert Field - Phase I</u>	<u>\$ 7M</u>
ii. <u>UNC Charlotte Football Complex</u>	<u>\$ 38M</u>
iii. <u>LA Unified School District</u>	<u>\$ 177M</u>

H. List the number of completed projects (within the last 7 years) this individual has worked on with the other team members proposed for this Project:

i. Pre-Construction PM: n/a

ii. Construction PM: 2

iii. Site Superintendent: 2

iv. Cost Estimator: 4

v. Design Project Manager: 1

vi. Design Architect: 2

I. Percent of Time Devoted to Project (%): 25% Preconstruction / 2% Construction

J. Project Responsibilities:

Working under the direction of Trent Johnson, Wil will be responsible for the accuracy and completeness of the estimates. He will lead the efforts of estimating, alternatives / value analysis, modeling, and construction planning. Wil's specific knowledge in the installation of natural turf will prove valuable during this phase.

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Pre-Construction Project Manager, Construction Project Manager, Site Superintendent, Cost Estimator, Design Project Manager, Design Architect, Public Artist, Landscape Architect

1. Team Member Title: Design - Build Manager

A. Name of Individual: Trent Johnson

B. Individual's Firm Name: PCL Construction Services, Inc.

C. Years working for Firm 13

D. Years working in Industry: 17

E. Years in the present position/job function: 2

F. Number of comparable projects completed (within last 7 years) : 4

G. List up to three (3) comparable completed projects below (within last 7 years) :

<u>Project Name</u>	<u>Estimated Construction Cost</u>
i. <u>Siebert Field - Phase I</u>	<u>\$ 7M</u>
ii. <u>Metro Millers Baseball Ballpark (Precon)</u>	<u>\$ 18M</u>
iii. <u>Mystic Lake Entertainment Center</u>	<u>\$ 35M</u>

H. List the number of completed projects (within the last 7 years) this individual has worked on with the other team members proposed for this Project:

i. Pre-Construction PM: 3

ii. Construction PM: n/a

iii. Site Superintendent: 4

iv. Cost Estimator: 10+

v. Design Project Manager: 3

vi. Design Architect: 1

I. Percent of Time Devoted to Project (%): 50% Preconstruction / 100% Construction

J. Project Responsibilities:

Acting as the Design-Build Manager, Trent will manage the design team, preconstruction efforts, and provide oversight of the construction phase. He will serve as the City's primary day-to-day contact for the duration of the design, estimating, and construction phases. Project responsibilities include cost control, project administration, schedule adherence and subcontract negotiations. Trent will have ultimate responsibility for this project and be supported by the Team of Preconstruction Manager Wil Painter, Superintendent Tim Brown, Chief Estimator Jeff Krick, Design Project Manager Nate Miller and Design Architect Greg Garlock.

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Pre-Construction Project Manager, Construction Project Manager, Site Superintendent, Cost Estimator, Design Project Manager, Design Architect, Public Artist, Landscape Architect

1. Team Member Title: Superintendent

A. Name of Individual: Tim Brown

B. Individual's Firm Name: PCL Construction Services, Inc.

C. Years working for Firm 19

D. Years working in Industry: 23

E. Years in the present position/job function: 19

F. Number of comparable projects completed (within last 7 years) : 4

G. List up to three (3) comparable completed projects below (within last 7 years) :

<u>Project Name</u>	<u>Estimated Construction Cost</u>
i. <u>Siebert Field - Phase I</u>	<u>\$ 7M</u>
ii. <u>Baldinger Bakery</u>	<u>\$ 15.1M</u>
iii. <u>REAC-1 - University of North Dakota</u>	<u>\$ 15M</u>

H. List the number of completed projects (within the last 7 years) this individual has worked on with the other team members proposed for this Project:

i. Pre-Construction PM: 2

ii. Construction PM: 4

iii. Site Superintendent: n/a

iv. Cost Estimator: 10+

v. Design Project Manager: 2

vi. Design Architect: 1

I. Percent of Time Devoted to Project (%): 10% Preconstruction / 100% Construction

J. Project Responsibilities:

Tim will lead all site construction efforts to ensure the project is constructed in accordance with the design, all while maintaining a safe, productive project site. Tim will provide direct support to Design - Build Manager Trent Johnson during the construction phase. Tim will provide guidance on developing the execution plan, overseeing progress and performance, implementing and monitoring the Project Safety Program, developing the overall schedule, monitoring the schedule and providing updates. During preconstruction, Tim will provide guidance on constructability, schedule, and site logistics. His involvement during this phase will provide logistics information to the bidding subcontractors guaranteeing the best value for the City's dollar.

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Pre-Construction Project Manager, Construction Project Manager, Site Superintendent, Cost Estimator, Design Project Manager, Design Architect, Public Artist, Landscape Architect

1. Team Member Title: Chief Estimator

A. Name of Individual: Jeff Krick

B. Individual's Firm Name: PCL Construction Services, Inc.

C. Years working for Firm 13

D. Years working in Industry: 16

E. Years in the present position/job function: 6

F. Number of comparable projects completed (within last 7 years) : 4

G. List up to three (3) comparable completed projects below (within last 7 years) :

<u>Project Name</u>	<u>Estimated Construction Cost</u>
i. <u>Siebert Field - Phase I</u>	<u>\$ 7M</u>
ii. <u>Baldinger Bakery</u>	<u>\$ 15.1M</u>
iii. <u>CCLRT O&M Facility</u>	<u>\$ 47M</u>

H. List the number of completed projects (within the last 7 years) this individual has worked on with the other team members proposed for this Project:

i. Pre-Construction PM: 4

ii. Construction PM: 10+

iii. Site Superintendent: 10+

iv. Cost Estimator: n/a

v. Design Project Manager: 3

vi. Design Architect: 1

I. Percent of Time Devoted to Project (%): As needed

J. Project Responsibilities:

Jeff is responsible for the overall estimating standards for our Minneapolis office. Under the guidance of Preconstruction Manger Wil Painter, Jeff will lead the effort in the preparation of consistent and accurate estimates, participate in value analysis assessments, and play an active role in the development of the GMP for The City. Jeff will also assist with generating interest from the subcontracting community, pre-qualification of all bidders, and database maintenance of all DBE subtrades.

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Pre-Construction Project Manager, Construction Project Manager, Site Superintendent, Cost Estimator, Design Project Manager, Design Architect, Public Artist, Landscape Architect

1. Team Member Title: Design Project Manager

A. Name of Individual: Nathan Miller

B. Individual's Firm Name: DLR Group

C. Years working for Firm 12

D. Years working in Industry: 12

E. Years in the present position/job function: 5

F. Number of comparable projects completed (within last 7 years) : 13

G. List up to three (3) comparable completed projects below (within last 7 years) :

<u>Project Name</u>	<u>Estimated Construction Cost</u>
i. <u>Siebert Field - Phase I</u>	<u>\$ 7M</u>
ii. <u>Concordia University Seafoam Arena</u>	<u>\$ 6M</u>
iii. <u>SMSU Regional Event Center</u>	<u>\$ 13.5M</u>

H. List the number of completed projects (within the last 7 years) this individual has worked on with the other team members proposed for this Project:

i. Pre-Construction PM: 1

ii. Construction PM: 3

iii. Site Superintendent: 2

iv. Cost Estimator: 4

v. Design Project Manager: n/a

vi. Design Architect: 2

I. Percent of Time Devoted to Project (%): Nate will be involved on the project from initial conception to final completion. His % of time will range from 70% during design to 20% during construction.

J. Project Responsibilities:

Nate will be the Project Architect, as such he will be responsible for leading and managing all DLR Group design efforts. He will provide ongoing design team oversight and be involved with the project from beginning to end - assuring the successful execution of details and design intent.

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Pre-Construction Project Manager, Construction Project Manager, Site Superintendent, Cost Estimator, Design Project Manager, Design Architect, Public Artist, Landscape Architect

1. Team Member Title: Design Architect

A. Name of Individual: Greg Garlock, AIA, LEED AP BD+C

B. Individual's Firm Name: DLR Group

C. Years working for Firm 12

D. Years working in Industry: 19

E. Years in the present position/job function: 12

F. Number of comparable projects completed (within last 7 years) : 20 Ballpark Projects

G. List up to three (3) comparable completed projects below (within last 7 years) :

<u>Project Name</u>	<u>Estimated Construction Cost</u>
i. <u>Siebert Field - Phase I</u>	<u>\$ 7M</u>
ii. <u>Bowling Green</u>	<u>\$ 18.5M</u>
iii. <u>Werner Park</u>	<u>\$ 27.4M</u>

H. List the number of completed projects (within the last 7 years) this individual has worked on with the other team members proposed for this Project:

i. Pre-Construction PM: 2

ii. Construction PM: 3

iii. Site Superintendent: 2

iv. Cost Estimator: 4

v. Design Project Manager: 2

vi. Design Architect: n/a

I. Percent of Time Devoted to Project (%): Greg will primarily be involved during the design phase. His % of time will range from 50% in the early design phases to 30% in the later phases. He will also be available during the construction to resolve any design related issues.

J. Project Responsibilities:

As Design Architect, Greg will be responsible for ensuring that as many desired features as possible are incorporated into the project while maintaining best practices for state-of-the-art ballpark design. Greg will work closely with the entire project team to ensure that the University receives the most project for the budget.

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Pre-Construction Project Manager, Construction Project Manager, Site Superintendent, Cost Estimator, Design Project Manager, Design Architect, Public Artist, Landscape Architect

1. Team Member Title: Public Artist

A. Name of Individual: Tom Borrup (w/ Harry Waters Jr. & Robert Karimi)

B. Individual's Firm Name: Creative Community Builders

C. Years working for Firm 10

D. Years working in Industry: 35

E. Years in the present position/job function: 10

F. Number of comparable projects completed (within last 7 years) : 5

G. List up to three (3) comparable completed projects below (within last 7 years) :

<u>Project Name</u>	<u>Estimated Construction Cost</u>
i. <u>Public Art Master Plan , City of Middleton, WI</u>	<u>n/a</u>
ii. <u>Guthrie Square, Tulsa Arts District</u>	<u>\$ 15M</u>
iii. <u>West Side Theater Project</u>	<u>\$ 95,000</u>

H. List the number of completed projects (within the last 7 years) this individual has worked on with the other team members proposed for this Project:

i. Pre-Construction PM: 0

ii. Construction PM: 0

iii. Site Superintendent: 0

iv. Cost Estimator: 0

v. Design Project Manager: 0

vi. Design Architect: 0

I. Percent of Time Devoted to Project (%): 35%

J. Project Responsibilities:

Creative Community Builders' team will participate in key project decision-making and the design process, bring artists' perspectives, ask questions and identify opportunities for deeper involvement by artists in specific permanent artist projects for inclusion in design and construction. During planning and construction CCB will produce at least two community-based arts projects in Lowertown to engage residents and the artist community in the process of incorporating a new neighbor (the Lowertown Ballpark). CCB will manage the process by which opportunities for permanent public artworks are identified, specified and commissioned. This includes artist selection and facilitating working relationships between selected artist(s), designers, construction management, the City and the neighborhood.

ATTACHMENT D | RESPONDENT'S TEAM QUALIFICATIONS

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Pre-Construction Project Manager, Construction Project Manager, Site Superintendent, Cost Estimator, Design Project Manager, Design Architect, Public Artist, Landscape Architect

1. Team Member Title: Landscape Architect

A. Name of Individual: William Sanders

B. Individual's Firm Name: Sanders Wacker Bergly, Inc.

C. Years working for Firm 33

D. Years working in Industry: 47

E. Years in the present position/job function: 33

F. Number of comparable projects completed (within last 7 years) : 8

G. List up to three (3) comparable completed projects below (within last 7 years) :

<u>Project Name</u>	<u>Estimated Construction Cost</u>
i. <u>Sea Foam Stadium - Concordia</u>	<u>\$ 1M (site work)</u>
ii. <u>Longfellow Gardens - Minneapolis</u>	<u>\$ 1.5M (site work)</u>
iii. <u>Main St. Pedestrian Walkway - Stillwater</u>	<u>\$ 1M (site work)</u>

H. List the number of completed projects (within the last 7 years) this individual has worked on with the other team members proposed for this Project:

i. Pre-Construction PM: 0

ii. Construction PM: 0

iii. Site Superintendent: 0

iv. Cost Estimator: 0

v. Design Project Manager: 1

vi. Design Architect: 1

I. Percent of Time Devoted to Project (%): 20%

J. Project Responsibilities:

Bill will design the plaza/ballpark entrance on Broadway and other site areas located around the perimeter of the ballpark.

Please demonstrate your firm's expertise and/or project experience with soil remediation which is similar in size and scope as outlined in this RFP.

PCL Construction along with its partner Solution Blue, Inc. has conducted a comprehensive review of the existing environmental reports in the context of the proposed development plan. With input from the City of Saint Paul, our plan will be to create a resourceful, fresh approach to the soil remediation. This approach will be more cost-effective and sustainable, and still be protective of human health and the environment.

To that end, our team is prepared to create a Response Action Plan (RAP) Addendum for submittal to the Minnesota Pollution Control Agency (MPCA). Our deep experience handling Brownfield projects during the preliminary design stage affords us to add a new perspective; we will draw upon our vast experience and expertise gained from past successes to benefit the Lowertown Ballpark project.

Leading the Teams efforts, John Hink supplies over 19 years of experience providing engineering expertise to complicated remediation and Brownfield re-development projects, including Saint Paul's Upper Landing re-development of the former Superfund site. Additionally, he will be supported by both Sherry Van Duyn and Ken Haberman. Sherry has over 25 years of experience providing engineering expertise on complicated remediation and Brownfield re-development projects, including a former manufacturing gas plant and other industrial sites. Ken Haberman brings a unique perspective to the project – due to his 16 years of experience as an environmental consultant and 9 years working for the MPCA, which included being the first supervisor of the MPCA's Voluntary Investigation and Cleanup (VIC) Program – one that understands the regulatory intricacies, as well as the practical aspects related to project scope, schedule and budget.

Under John's leadership, his team has provided environmental services on over 50 large-scale Brownfield re-development projects in Minnesota, including most recently at the University of Minnesota's Siebert Field in collaboration with PCL and DLR Group. Other recent projects include:

- Paul Jackson Street Housing
- Minnesota Bio-business Center in Rochester
- Best Buy Corporate Campus in Richfield
- An additional 22 cleanup projects in Saint Paul

Locally, he has been involved with

- The Bruce Vento Nature Sanctuary and Interpretive Center along with the 4th Street Trail
- U.S. Bank Corporate Offices
- Saint Paul Port Authority's Great Northern Business Park
- Northern Metals Recycling Center (formerly H.S. Kaplan scrap yard) and Maxson Steel.



Bruce Vento Nature Sanctuary remediation

This team has experience working on projects involving the cleanup of former petroleum sites, demolition of former industrial plants, design and implementation of soil vapor mitigation systems, de-watering of contaminated groundwater and management of stormwater runoff, treatment and discharge. Finally, this team has significant experience with implementing the MPCA's offsite re-use guidance to properly utilize marginally impacted soil on other properties.

The following are brief examples and descriptions of recent PCL and/or our Team Member's projects involving extensive soil remediation measures. Soil correction, pilings, extraordinary infrastructure requirements and contaminated sites are a particular strength of PCL, both as a design-builder and general contractor.

Central Corridor Light Rail Operations/Maintenance Facility, Saint Paul’s Lowertown

The 180,000 sf former (south) Gillette building has undergone a major makeover to accommodate tracks, inspection pits and rail cars for Central Corridor. PCL replaced the original floor slab that consisted of concrete over 40 foot deep timber piles. The entire site is affected by unstable, organic and contaminated soils. Due to soil conditions, the new engineered slab rests on 1,200 grouted helical micro piles twelve inches in diameter. The slab also has a passive soil vapor mitigation system consisting of a 20-mil vapor retarder designed to hinder upward gas movement, as well as to capture liquid train runoff from above. The work was carried out by the site team inclusive of Superintendent Mike Schafer (see “Attachment E – Team Members/Resumes” for additional information related to Mike’s experience)



CCLRT O&M Facility

Baldinger Bakery, Saint Paul’s Beacon Bluff Business Park

Baldinger Bakery is the initial economic development anchor of the new Beacon Bluff Industrial Park, developed along Phalen Boulevard by the Saint Paul Port Authority. The fast track schedule combined with extensive soil remediation added to the challenge of constructing a state-of-the-art food production facility by PCL. The 144,000 sf facility is constructed of precast concrete with an engineered floor slab resting on 1,100 aggregate piers. PCL directed the installation of 40-50 piers per day in order to meet the intense schedule demands, far more than a conventional construction schedule would require. This work was carried out by the site team inclusive of Superintendent Tim Brown. (see “Attachment E – Team Members/Resumes for additional information related to Tim’s experience)



Baldinger Bakery

Siebert Field, University of Minnesota, Minneapolis

The new Siebert baseball park is situated more or less on top of the former ballpark, with adjustments made to improve the field of play and allow for new amenities and training facilities around the park. The entire site contained partially contaminated soils up to twenty feet in depth, including levels of arsenic as well as ash, debris and old building foundations. PCL also encountered obsolete storm drainage piping wrapped in Transite, an asbestos material. The site’s location in the middle of University of Minnesota campus made soils remediation challenging from a planning and execution standpoint. Ultimately 9,000 tons of material were removed to a landfill and replaced by suitable fill. This translated into over 700 total truck trips. Despite the schedule interruption, PCL delivered the field on time for use by the U of M baseball team. It should be noted that John Hink and his team at Solution Blue, including Landmark Environmental and AET represented the University during this remediation process. This work was designed, managed, and supervised under a collaboration of Siebert Field team members to include Architect Project Manager Nate Miller, Preconstruction Manager Wil Painter, Construction Project Manager Trent Johnson, and Superintendent Tim Brown. (see “Attachment E – Team Members/Resumes” for additional information related to these team member’s experience)



Siebert Field

Mystic Lake Casino Parking Structures 1A and 2B, Prior Lake

PCL has handled all major construction at Mystic Lake since 1994. The entire casino-hotel resort complex stands on highly unstable soils due to the presence of peat moss and soft clays throughout the site, often extending to very challenging depths. All three hotel towers, the entertainment center and golf house all rest on extensive geopier systems installed by PCL. However, perhaps the worst soils encountered were beneath two phases of the parking structure known as 1A and 2B, together representing over 2,000 parking spaces on multiple levels. Here, PCL drove over 1,000 steel piles to depths ranging from 80 to 110 feet deep to reach sufficient resistance to carry the parking structure's heavy load. The piles were topped with concrete pile caps to support the concrete structure above.



Mystic Lake Parking Structure

Como Housing at U of MN – Soil Remediation, Site Engineering & Re-development Execution

In November 2012, the University of Minnesota, with direct support of and Solution Blue, won the Minnesota Brownfields “Rescue Award” for Environmental Impact for the soil remediation at University family-housing called the Como Student Community Housing project in Minneapolis. The project involved the investigation, design, bidding and excavation of 16,400 tons of contaminated soil around the family housing buildings.

Bruce Vento Nature Sanctuary & Interpretive Center – Soil Remediation

Solution Blue was hired by the City of Saint Paul to provide consulting services related to the remediation of Bruce Vento Nature Sanctuary and the Bruce Vento Interpretive Center and 4th Street Trail projects. The Bruce Vento projects were both funded through EPA Brownfield cleanup grants. The Bruce Vento Nature Sanctuary was selected by EPA as the Region V Brownfield project of the year in 2005!

Outline your firm's proposed approach and methodology to the soil remediation in this project.

Approach and Methodology

PCL and Solution Blue's approach is proactive and provides several new ideas for the Lowertown Ballpark, including leaving more contaminated soil in place. The MPCA guidelines currently recognize the benefits of designing and implementing response actions that limit the quantity of contaminated soil to be excavated as part of the re-development, and that maximize the quantity of contaminated soil that is excavated for beneficial re-use both onsite and offsite.

When these types of response actions are combined with the installation of vapor mitigation systems and the proper use of institutional and engineering controls, it is possible to achieve the goal of being protective of human health and the environment, and also meet the definition of “green remediation,” which is an important component of sustainable development.

Our team believes there are a number of opportunities to design and implement “green” and sustainable remediation techniques that would be an important element of the Lowertown Ballpark project, and also offer significant cost benefits. For example, for every foot-depth of contaminated soil that is allowed to remain under the playing field and seating area, there is a potential cost savings of nearly \$500,000 (*see Challenges and Solutions below for further discussion related to costs*).

After identifying the best approach for the Lowertown Ballpark, our team will work with the MPCA to get the Response Action Plan (RAP) Addendum approved and prepare remediation plans and specifications for bidding and sub-contracting documents for the physical demolition and remediation. Pre-construction activities include preparing landfill waste profiles and getting approvals from landfills, acquiring any necessary environmental-related permits and notifying the MPCA of the project's schedule, contractors, landfills and laboratories. Our team

has extensive experience working with a number of municipalities and other government agencies to prepare the remediation and demolition plans, publically bid the project, oversee and manage the construction process and properly document the project to receive the necessary MPCA approvals and written assurances. Our team has a proven track record of projects being completed on schedule and at or below budget.

The remediation will likely include several technical remedies, one of which being a soil vapor barrier such as an EPDM liner or other type of membrane liner. This geomembrane liner could be used as a multi-functional system:

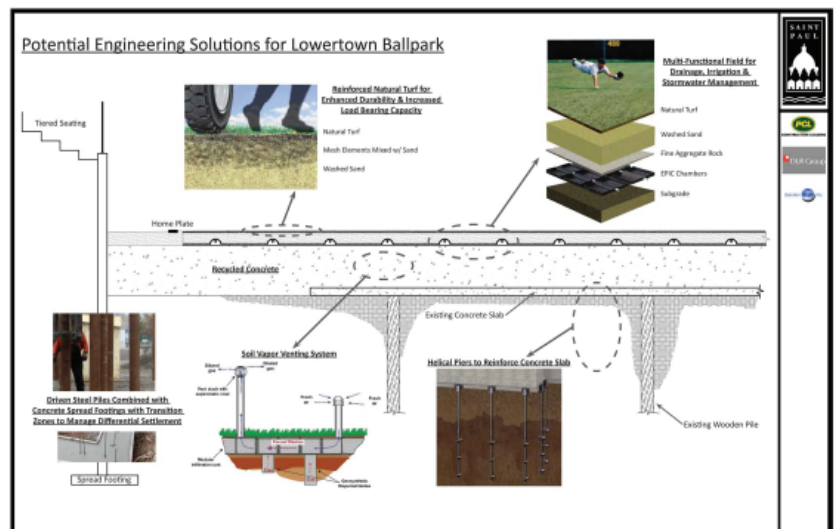
- a stormwater collection system
- passive irrigation system
- vapor barrier and “cap” the contaminated soils

Solution Blue has distinguished itself by designing and implementing these multi-functional remedial caps and stormwater management systems at projects such as TCF Bank Stadium (Minneapolis, MN), DeGargmo Field (Chico, CA) and Vista del Lago High School field (Vista del Lago, CA).

Furthermore, if high lead-contaminated soil is encountered that does not meet non-hazardous waste landfill requirements, our team has significant experience using proprietary stabilization reagents to render the soil non-hazardous for more cost-effective disposal. Also, it may be necessary to absorb or reduce moisture content of petroleum free, saturated soils in the former petroleum waste area. A reagent that may be used for this application is calcium oxide to reduce water content, or mixing the soil with other contaminated soil to reduce the Toxicity Characteristic Leaching Procedure (TCLP) benzene levels to less than hazardous levels, so it can be accepted in local landfills. This team has worked on several successful projects that utilized these types of reagents and mixing of soils to provide cost-effective and sustainable soil remediation.

A green sustainable remediation (GSR) alternative to consider for the Lowertown Ballpark is to leave the existing concrete slab in place, place a liner below the ballfield and east of the ballfield area to the extent practical for future use. From previous estimated grading plans, the ballfield is estimated at approximately 6 feet above the existing slab. The liner would be placed 16 inches below the ballfield grass and is designed to collect and reuse stormwater. Geotechnical corrections would be determined for slab to soil transition areas and structural and geotechnical engineers have ideas for proper foundation construction to leave more soil in place or for reuse of existing soil and concrete on-site. In addition, revised cleanup goals consistent with other brownfield sites approved by the MPCA could be proposed as part of the RAP Addendum to be placed under the liner for reuse on-site. Because the slab and existing contaminated soil would remain on-site and a significant portion would then be covered with a liner, the remedy is protective of human health and the environment and is more sustainable with the use of engineering controls and institutional controls. Soil excavated for redevelopment would be tested and if the soil meets the revised cleanup goal and is geotechnically reuseable, the soil would be placed under the liner.

The MPCA will continue to require some free product soil removal and treatment to address significant contamination source areas. There are several areas on the property that have free product, specifically soil boring A-4 south central portion under the existing building and in the area of ST-4 and SB-3 and extending under the building at 2C-1. Working with the MPCA, we would propose to limit the contaminated soil removal and offsite disposal to the northeast corner of the property with free product that would not be under the liner or slab, leaving free product areas under the slab in place. By capping this area of the property, this will minimize



infiltration of stormwater to these areas and thus reduce contaminated groundwater flow to the river. In addition, vapor barriers and venting systems will be installed in buildings as necessary.

Free product contaminated soil would be excavated and likely can be mixed on-site with other unsaturated contaminated soil in order to meet local disposal requirements. Contaminated groundwater dewatering treatment and discharge may be required to excavate the free product contaminated soil.

A partial certificate of completion may be a better MPCA written assurance than a no further action letter previously proposed.

What are potential risks, if any, the Respondent foresees in the soil remediation as outlined in this RFP?

Soil Remediation Challenge #1 – Dewatering regulations, procedures and permitting: the depth of excavation required and the depth of existing free products determines site de-watering or stormwater treatment requirements. Permitting required for this work can be time consuming if not properly managed by an experienced team. **Solution:** based on the current available Lowertown site groundwater data, the water is contaminated and will require a treatment system with several tanks and features to remove solids, oils and volatile organic compounds. Our collective team has worked on a variety of groundwater de-watering or stormwater collection, treatment and discharge projects providing us with a clear understanding of the Metropolitan Council Environmental Services (MCES) permitting requirements with respect to discharge. After obtaining the MCES permit, we will also work with the Mn Department of Natural Resources in obtaining the necessary permitting if the groundwater de-watering achieves the mandated thresholds. Based on this team's experience, we do not anticipate any delays with obtaining permits.

Soil Remediation Challenge #2 – Mismanagement of remedial activities will have a dramatic effect on costs: with regard to overall costs, a thorough understanding of the environmental issues and cost of various remediation strategies can significantly affect the project budget. The key issue from a design standpoint, for an urban ballpark, is setting the playing field elevation. The playing field elevation significantly affects the overall site section, building height and how the structure relates to adjacent site edges. Additionally, setting the playing field elevation directly impacts the amount of potentially exported hazardous materials. Minimizing export reduces risk and costs for disposal. These risks and costs need to be balanced against the impact of raising the field elevation and raising the height of the building. This key elevation drives the more technical issues involved with remediating the soils and runoff from the site. **Solution:** Our team has significant experience managing and tracking contaminated soil being hauled to non-hazardous and hazardous waste landfills. The key to maintaining the project's budget is to monitor volumes on a daily and weekly basis, and compare figures to the percent of the project that is complete to make sure we stay on budget. PCL Superintendent Tim brown will bring his 15-years of on-site management experience, including the most recent work for at Baldinger Bakery and UofM Siebert Field, each of which required significant clean-up efforts. This team also includes Jerry Mullin of Landmark Environmental. In addition to his many experiences, Jerry supported Tim's efforts during the Siebert Field remediation efforts.

Soil Remediation Challenge #3 – Schedule: Based on previous estimates developed by other consultants, the volume of nonhazardous contaminated soil could be 20,000 to 25,000 cubic yards with 600 cubic yards considered hazardous. A contractor unable to early and accurately determine contamination levels, volumes, and disposal requirements will cause stress on the completion schedule. **Solution:** Our early analysis of the information related to existing site contaminants yields the following results (behind each results is a means/methods on how to specifically deal with the contamination type):

- High lead contaminated soil at ST-6 – requires stabilization with a proprietary reagent such as Enviroblend prior to disposal at a local nonhazardous waste landfill
- MGP free product contaminated soil – requires mixing with other contaminated soil to reduce benzene concentrations to be able to dispose at local nonhazardous waste landfill

- MGP free product contaminated soil – may encounter some that even with mixing of other soil does not meet benzene requirement and will require out of state landfill disposal (Wayne Disposal in Belleville MI can accept, possibly other landfills in WI can accept)
- Contaminated soil – nonhazardous contaminated soil (metals, PAHs, chlorinated VOCs, petroleum) that does not meet the revised cleanup goals and will require local landfill disposal
- Dewatering will be required to remove free product contaminated soil. Dewatering will require onsite treatment for oily, chlorinated VOC contaminated water and discharge to sanitary sewer via an MCES permit. Typically, we mobilize a Carbonair treatment system to the property after providing them with analytical data. This would be completed during construction and not during the design process.

Our approach is to prepare a RAP Addendum allowing more and higher concentrations of excavated and unexcavated contaminated soil to remain in place, thus reducing these previous volumes requiring offsite disposal. The MPCA stated in their RAP approval letter that a response action will be necessary for free product contaminated soil. There are two areas of free product. The free product area under the slab at the south central portion of the property, we suggest doing nothing with this area as it is capped and with the liner and slab over the area water infiltration into this free product area is reduced. The northeast MGP free product area extends under the slab and we suggest that free product soil under the slab remains in place, however, we propose to dig up a portion of the free product soil in the northeast that is not under the slab. The free product soil is at approximately 10 feet below ground. This free product soil will require either mixing with other contaminated soil to reduce benzene concentrations in order to dispose at local nonhazardous waste landfills or disposal out of state (Wayne Disposal in MI can likely accept this contaminated soil but at much higher costs). The volume of the free product soil is preliminarily estimated at 2,000-3,000 cubic yards assuming an area of approximately 19,000 sf and a depth of contamination removal of about 3 (from 9-12') [better evaluation can be conducted after review of all previous investigation reports that currently are not available]. This soil will be mixed with other contaminated soil and then disposed as nonhazardous. By raising the cleanup goal onsite, then other contaminated soil encountered could be left under the field under the liner allowing us to address the MPCA request to remove the MGP free product source area. In addition, a small volume of soil at ST-6, estimated in the recent investigation update to be 30 cubic yards will require stabilization for lead and subsequent disposal at a nonhazardous landfill.

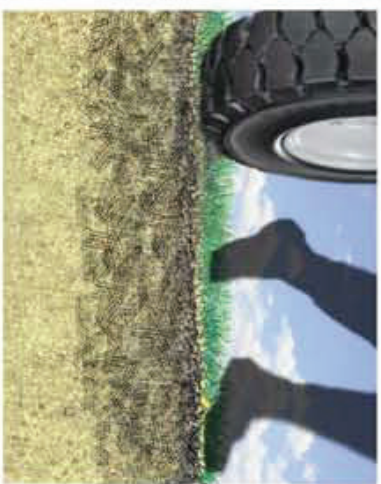
We will also suggest using SKB for disposal due to site proximity, historically reasonable rates, and ease to work with on disposal profiles and approvals.

Soil Remediation Challenge #4 – Safety: mismanagement of contamination poses risk to people, environment. Based on adjacent site, expected contaminants are MGP contaminated soil (polynuclear aromatic hydrocarbons, volatile organic compounds including benzene and naphthalene), chlorinated volatile organic contaminated soil, high lead contaminated soil, and possible asbestos in buried debris. Solution: People working in contamination areas will have the proper OSHA HAZWOPER training and asbestos training. Safety toolbox meetings are conducted on a daily basis. Remediation contractor and engineer operate under a Site Specific Safety Plan and monitor and manage onsite safety. Engineering controls for minimizing dust and odors will be put in place including maintaining dust control with water trucks, odor control can be completed by placing clean soil over exposed contamination areas when not working in the area. Onsite field scientists will conduct air monitoring for volatile organic compounds and coal tar pitch volatiles as well as particulates and if levels reach a certain level, action will be taken to address the situation.

Typically, there are weekly construction meetings where the team discusses remediation and any concerns, the MPCA is provided with a weekly update as well as invited to the site periodically to keep them informed of the work. Community meetings will also be conducted to get input during the process. During excavation, any suspect impacted materials will be temporally segregated and stockpiled. At no time will contaminated materials be stockpiled in an uncontrolled manner that would increase the quantities of contaminated materials or migration of contamination to previously uncontaminated materials.

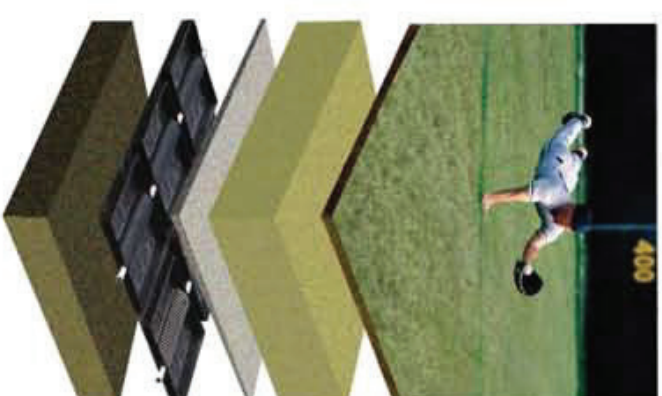
Potential Engineering Solutions for Lowertown Ballpark

Tiered Seating



Reinforced Natural Turf for Enhanced Durability & Increased Load Bearing Capacity

- Natural Turf
- Mesh Elements Mixed w/ Sand
- Washed Sand



Multi-Functional Field for Drainage, Irrigation & Stormwater Management

- Natural Turf
- Washed Sand
- Fine Aggregate Rock
- EPIC Chambers
- Subgrade

Home Plate

Recycled Concrete

Existing Concrete Slab

Helical Piers to Reinforce Concrete Slab

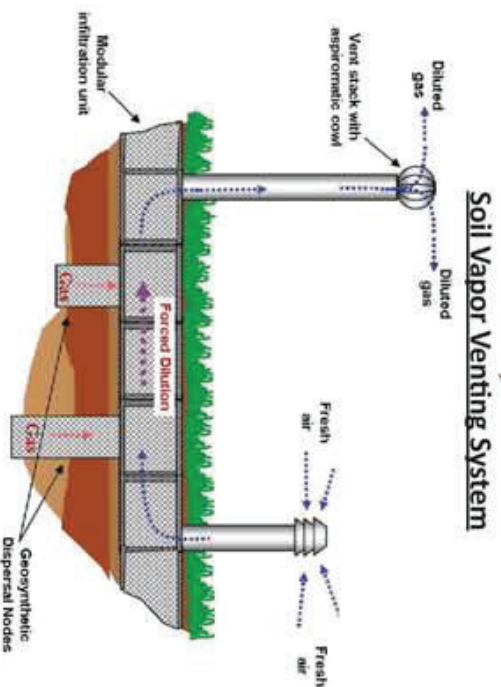
Existing Wooden Pile



Driven Steel Piles Combined with Concrete Spread Footings with Transition Zones to Manage Differential Settlement



Spread Footing



Soil Vapor Venting System



Regarding B3, PCL is a pre-qualified and active builder across both the Minneapolis and St. Paul campuses of the University of Minnesota. The University supports and utilizes Minnesota’s B3 sustainability standards in much of its construction program. Specifically, B3 was applied throughout the recent design-build delivery of the new Siebert Baseball Stadium by the PCL/DLR team.

Our team’s lead civil designer, Rani Engineering is currently applying their knowledge of the State’s B3 building guidelines for the design of the U of M’s \$80 million Combined Heating and Power Plant.



PCL welcomes sustainable design goals for the total life-cycle benefit of new and renovated facilities, whether or not the formal LEED certification is ultimately desired. As an experienced sustainable builder, PCL is very familiar with the necessary management, documentation, control, and execution of a LEED certified facility. We will assist in creative solutions and design techniques, along with the associated cost feedback necessary for the project team to target and select the LEED components most effective and beneficial to the project.

PCL is ranked #6 on Engineering News Record’s Top 100 List of Green Contractors operating in North America. PCL has been in the Top 10 continuous since 2008. The list recognizes companies that have achieved significant revenues from projects that are registered with, or certified by, third party green building rating systems. In addition, PCL is one of the founding members of the local Mississippi Head Waters chapter of the USGBC LEED organization.

As an important part of PCL efforts to become the most sustainable builder in North America, we have developed our own internal training curriculum for employees seeking LEED Accredited Professional status. After accreditation, PCL offers continuing education through the PCL College of Construction. This training program has proven so effective that PCL has accepted registrations from outside the organization, including facilities managers from instructors from major regional universities. As of December, 2012, PCL has nearly 400 LEED APs on staff.

PCL’s LEED and Green Projects include: (selected from over 150 LEED projects)

- Minneapolis Central Library, Minneapolis, MN, \$26M – LEED Certified
- Science Museum of MN Teacher Resource Center, St. Paul, MN, \$300K – LEED Certified
- Baldinger Bakery, St. Paul, MN, \$15M – LEED Silver
- USPS Eagan Distribution Facility, Eagan, MN – LEED Certified
- USAF B52 Aircraft Hangar, Minot, ND, \$37M – LEED Silver
- USAF Training Facility, Aurora, CO, \$6M – LEED Silver
- Manitoba Hydro Office Tower, Winnipeg, MB, \$260M – LEED Gold
- YMCA Greater LA, Los Angeles, CA, \$40M – LEED Silver
- UCLA Holly Ridge and Gardenia Way Residences, Los Angeles, CA, \$64M – LEED Silver
- VA Nursing Home and Dietetics Kitchen, Tacoma, WA, \$36M - LEED Silver
- Seattle Terminal Radar Control facility, Burien, WA, \$41M - LEED Gold
- Viceroy at Snowmass, Snowmass, CO, \$123M – LEED Silver
- Byron G. Rogers Federal Building and Courthouse, Denver, CO, \$46M – LEED Gold
- Vancouver Convention Center, Vancouver, BC, \$621M – LEED Gold



Minneapolis Central Library

Solution Blue has extensive experience with the planning, design, permitting and implementation of projects that incorporate high levels of sustainability including several aspects outlined in the Minnesota Sustainable Building Guidelines (MSBG) framework. In particular, our Team provides expertise associated with the MSBG guidelines for Integrated Design Process, Soil Management, Water Efficiency, Stormwater Management, Brownfield Redevelopment, Energy Efficiency, Environmentally Preferable Materials and Life Cycle Assessment, just to name a few. With regard to the Lowertown Ballpark, we have worked on several sports facility projects that integrate these MSBG guidelines and several sustainability aspects related to the site, design process, water efficiency, construction materials and energy consumption. The following two projects highlight our expertise associated with sustainable athletic facilities.

Cambria School (Cambria, CA) – Multi-use Sports Fields

The Cambria School is located at a high elevation where the municipal water supply for landscape irrigation was limited; hence there was not enough water pressure to support a conventional irrigation system. Therefore, our Solution Blue Team members created a solution to store and re-use over 2,200,000 gallons of rainfall water for irrigation that falls between the months of December and February. We utilized an Environmental Passive Integrated Chamber (EPIC) System to capture, filter, store and re-use runoff water to irrigate three athletic fields and adjacent green spaces. The EPIC System was utilized in conjunction with large storage pipes (below EPIC profile) to provide additional space for water storage, which is later used for irrigating green spaces via passive, sub-surface water movement. Additionally, mesh elements were integrated within the upper soil profile of the two larger fields to increase the turf’s durability and enhance the site’s sustainability.

Sustainability Benefits:

- Provided an innovative solution to capture and re-use over 2,200,000 gallons of rainwater from the short “wet season.”
- Utilized effluent water from local sewage treatment facility to supplement the system year-round.
- Significantly reduced the municipal water connection fee (by over \$700,000) because this system only required a 1” supply line (versus a 3” supply line for a traditional pressurized irrigation system).
- Incorporated Mesh Elements to enhance the turf’s durability and increase the soil’s infiltration rates.



Cambria School Stormwater Storage



Cambria School Stormwater Storage & Irrigation Installation

TCF Bank Stadium (Minneapolis, MN) – Multi-functional Plaza

The University of Minnesota developed a new football stadium and needed to maximize the use of all green space in this urbanized area. Solution Blue provided the planning, design, permitting and construction management services to implement an EPIC System within the South Plaza to provide stormwater filtration, storage and re-use for over 132,000 gallons of water. This innovative solution contributed towards the stadium becoming LEED® certified (LEED® Silver) due to enhanced water conservation, use of local and recycled materials, irrigation efficiency and other environmental factors.

Sustainability Benefits:

- Created a multi-functional green space that provides stormwater storage, treatment and re-use for irrigation.
- Created a “green” parking area by reinforcing the turf to support emergency and broadcasting vehicles.
- Implemented a system that accommodates 100% of the 5-year storm event (3.50” of rainfall within 24 hours).
- EPIC System removes over 90% of TSS (Total Suspended Solids) and 80% of TP (Total Phosphorus).
- This innovative and sustainable solution helped this facility become the first ever LEED® certified football stadium in the United States.



TCF Stadium installation of EPIC system



TCF Stadium completed multi-functional plaza

City of Saint Paul and the Saint Paul Saints will require ongoing assistance in the search for and application of grant funds, sponsorship activities, and fundraising initiatives through the term of the contract.

JoAnna Hicks will serve the PCL team as the focal point and coordinator for on-going grants-writing, sponsorship and fund-raising support related to the construction and operation of the Lowertown Ballpark.

JoAnna is uniquely qualified for this role, especially given her years of leadership on the Lowertown Ballpark team, working closely with the Saint Paul Saints during her previous tenure with Ryan. Her Lowertown background, coupled with her many years of experience in urban in-fill and economic development, will bring tremendous value to the City of Saint Paul by assuring the ultimate design and construction of the ballpark leverages private development across Lowertown that is driven by the new ballpark.



JoAnna Hicks

Supporting JoAnna's efforts is John Jensvold, who serves as PCL's Director of Project Development, including supervision of PCL's community outreach efforts. John serves on the Executive Committee of the Board for Saint Paul's Neighborhood House. His responsibilities at Neighborhood House center on fund-raising between \$500,000 and \$700,000 annually to support specific programs and the general operations of Neighborhood House, including Wellstone Center and the East Side Community Center in Saint Paul.

Provide past examples in assisting the owner with attaining additional project revenue in each of the following: application for grant funds, sponsorship activities, and fundraising initiatives. List specific projects and how your firm provided assistance to the owner.

JoAnna Hicks specializes in development projects that are supported by multiple funding sources that reach across both private and public funding opportunities, including such avenues as corporate partnerships, environmental grants, economic development grants and loans, historic tax credits and investment predicated on brownfield status and sustainability goals. Her recent experience includes:

Midtown Global Market (Allina corporate headquarters and home of the Midtown Global Market)

- Raised \$17 million through 28 different sources, including: Historic and New Markets Tax Credit equity, PRI's from local foundations, EQ2 investments from local banks, and local and national foundations.
- Obtained sponsorship through United Properties to support technical assistance to small business entrepreneurs, including sponsorship of fundraising gala that raised an additional \$35,000.

Plaza Verde

- Secured 3 year partnership from Piper Jaffray with \$300,000 in capital costs, volunteer efforts from employees (tree planting) and technical assistance for small business owners. Provided an opportunity for the business to connect with emerging entrepreneurs.

MoZaic

- Secured \$350,000 in public and private funds to pay for a public bridge across the greenway and a bike ramp to the Greenway to provide bicycle and pedestrian access from the greenway to Uptown.
- Managed a \$250,000 art budget for the creation of a public art park.
- Worked with artists to design certain aspects of the building (the rooftop screen in front of HVAC units, the screen wall in front of the parking, the logo for MoZaic Art Park).

North Minneapolis

- 5 Points: Secured \$150,000 from City of Minneapolis and Hennepin County to develop public art on the corner of Broadway and Penn Ave, in North Minneapolis. Created a public art “bus stop” with commissioned sculpture and custom bus shelter design that utilized Met Council land and partnered with the City of Minneapolis Arts Commission. The public art piece is now an iconic entry point into North Minneapolis. Secured City funds for a permanent art piece to be affixed to the building
- 1101 W Broadway: Secured funds for a mural and worked with a community artist to complete.



John Jensvold

As was noted earlier, John Jensvold is presently serving a second consecutive term on the Board of Directors of Neighborhood House, where he is the Chair of the Resource Development Committee, responsible for soliciting corporate and foundation grants, corporate investments and individual donations. He is also a part of the planning committee for Neighborhood House’s annual “Revel For a Cause” event began in Lowertown, before moving to the Wellstone Center in 2012. This year’s event attracted 400 attendees and netted \$135,000.

Prior to Neighborhood House, John served on the Board of Directors of Inver Hills Community College Foundation, Martin Luther Manor (Ecumen) and Family & Children’s Service (now The Family Partnership) specializing in major gifts, legacy planning, fund-raising and strategic resource development. At Inver Hills, John secured the lead sponsorship to enable the design and construction of the Klas Family clock tower on campus, which today is the college’s signature architectural feature. Overall, during John’s 10 years of leadership on the Board of the Inver Hills Foundation, the organization grew its asset base from under \$200,000 to well over \$1 million, and from zero annual students scholarships to over 40.

John also helped develop the structure for PCL’s endowed scholarship at the University of Minnesota dedicated to female students and students of color within the Construction Management Degree Program, part of the University’s School of Architecture.

Grant Funding Experience

Our Team has helped to obtain over \$38 Million in funding grants from various public sources including the Minnesota Department of Employment and Economic Development (DEED), Metropolitan Council, U.S. Environmental Protection Agency (EPA) and several Watershed organizations including the Capitol Region Watershed District. These grant funds have been associated with Brownfield remediation, innovative stormwater management, economic development, environmental cleanup and job creation. The following list includes some of our local projects that have previously received grant funds.

- Saint Paul's Upper Landing (Saint Paul, MN) – \$3.0 Million from DEED, \$700,000 from Met. Council
- Bruce Vento Nature Sanctuary (Saint Paul, MN) – \$600,000 from EPA
- Jackson Street Housing (Saint Paul, MN) – \$525,000 from Metropolitan Council
- South Saint Paul HRA (South Saint Paul, MN) – \$1.7 Million from EPA
- Stremmel Manufacturing (Minneapolis, MN) – \$1.5 Million from DEED
- Saint Mary's Greek Orthodox Church (Minneapolis, MN) – \$210,000 from Minnehaha Creek Watershed
- Pioneer-Endicott Redevelopment (Saint Paul, MN) – \$600,000 from Metropolitan Council
- Pioneer-Endicott Redevelopment (Saint Paul, MN) – \$30,000 from Capitol Region Watershed District

Additionally, our Team has experience with past projects that have unique benefits regarding economic development and job creation, which offer the potential for special appropriations through the local Legislative process to avoid the EPA's typical competitive funding procedures. The Lowertown Ballpark will certainly provide benefits including economic development and job creation; hence we will encourage the pursuit of special appropriations to obtain supplemental project funding from the EPA.

The Respondent will prepare and submit information regarding their proposed schedule for the Project. The Respondent must take into account any critical dates identified in the RFP when building their schedule.

PROJECT SCHEDULE MANAGEMENT

An accurate project schedule including all aspects of the project is vital to achieving the City's goals. Our construction plan and associated schedule will meet those goals and minimize the City's risk of cost overruns and time delays.

Our approach to **scheduling** is unlike any of our competitors. Recent, relevant experience acting as a general contractor constructing similar facilities provides us with the knowledge necessary to proactively and aggressively manage the work.

To that end, we have arranged our schedule in the following formats:

- 1. Detailed Project Schedule** - Critical Path Method ("CPM") schedule indicating major work groups including Milestones & Summary Bars, Design and Estimating Phase, Bid / Award / Procurement Phase, Construction Phase, and Closeout & Occupancy.
- 2. Executive Level Narrative** - providing details regarding project milestones, design and bidding phase, construction and close-out. This narrative is as follows.

For the purpose of this RFP response and preliminary planning schedule, we are working with the following dates and assumptions:

- Execution of Design-Build Part 1 Agreement on or before January 25, 2013
- EAW Phase II assessment completed and available for review February 2013
- Completion of City-managed abatement activities within Diamond Products Building March 1, 2013
- City authorization granting D/B contractor to engage a demolition/remediation contractor prior to the establishment of the GMP March 2013
- Mobilization and commencement of demolition activities March 18, 2013
- City approval of Schematic Design **June 2013**
- Soil remediation and mass excavation commencement July 2013
- Establishment of the GMP and Execution of the Design-Build Part II Agreement **August 23, 2013**
- City approval of Design Development **September 7, 2013**
- City approval of Construction Documents **November 2013**
- Field turf establishment and dormancy September 2014
- Substantial completion no later than February 27, 2015

Project Superintendent Tim Brown will ensure the project schedule is established accurately and in detail during the preconstruction phase. By closely analyzing these assumptions and interim milestones prior to construction commencement, we will be able to evaluate costs and other factors that may affect timing. Working with Tim, PCL/DLR team members will review the schedule daily to ensure the project is kept on track.

Schedule Strategies and Management

The City has indicated certain project goals to minimize potential risks of cost overruns and potential delays. They include:

- Sufficient time in the winter of 2013 for proper planning
- Minimum cost exposure prior to the GMP in place
- Effectively include Lowertown constituents in planning
- Early commencement of abatement and demolition of Diamond Products Facility

Over the past weeks, we have developed a preliminary plan of design and construction to meet these goals. That plan was discussed with our team of design experts and numerous trade contractors in the metro area to assure validity and realistic expectations. To meet the required interim and end dates, our analysis indicates we should begin certain activities before the design documents are 100% complete and the GMP finalized.

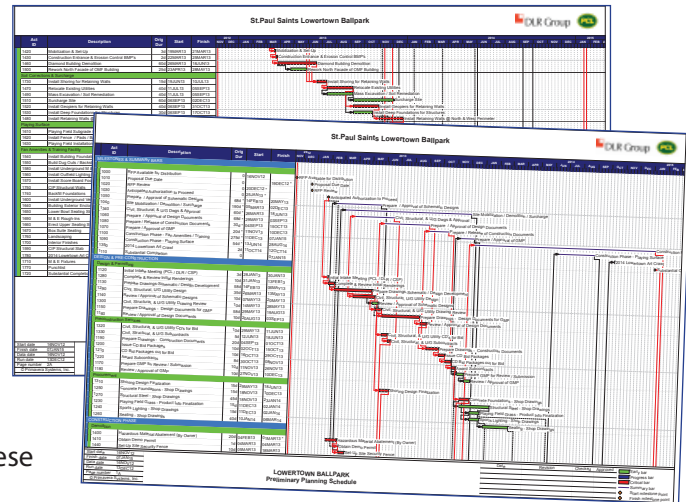
2014 Saint Paul Art Crawl - with careful planning and acceptance by the City and art community, after our evaluation of the critical dates provided in the RFP, and an aggressive yet achievable design period, we are confident that the facility could be far enough along to create an additional gathering space during the October 2014 Lowertown Art Crawl. This space would be an area for music or other activities that would then encourage and allow participants to move out to visit the other creative spaces. The idea that this is the “resident’s ballpark” will be evidenced by hosting this annual event pitched as the first event in the new facility.

This is predicated on a GMP based on 75% to 80% Construction Documents (100% DD) and necessitates that a few subcontracts for design, material procurement, or actual construction are either awarded or in the final stages of award. We anticipate between four to six bid packages (“BP”) total with PCL/DLR managing the procurement process with full participation of Nelson Tietz & Hoyer, the City of Saint Paul Parks & Rec, the Department of Human Rights and members of the Saint Paul Saints organization.

Early Start

Several items are on the critical path to a 2015 completion. These items include abatement and demolition, soil remediation and surcharging activities, active management and completion of the design, precast structure components, structural steel, ballpark amenities including chair-back seats, and the selection/seeding/growing of the natural turf surface. To meet the on-site start dates for these activities we suggest the following activities prior to the GMP in August 2013:

- Execute the Design-Build Agreement providing authorization to commence design activities required in Phase 1
- Commence demolition of the Diamond Products building once the hazardous material abatement is completed and the proper permits are in place
- Complete the mass excavation, soil remediation and surcharging activities
- Complete mechanical and electrical systems “Basis of Design” and competitively procure mechanical and electrical systems Design/Build trade contractors - includes involvement of Owner’s Representative Paul Johnson in the interview and selection of these highly-critical components
- Work with the City to secure the necessary permits to begin Phase 2 construction by September 2013



Our analysis of this early approach, to include suggested RFP milestones as well as our procurement plan, indicates certain financial commitments required by the City prior to the GMP establishment. We welcome the opportunity to further discuss these costs as they relate to design-builder preconstruction activities, architecture/engineering costs through Design Development, early permitting and plan review costs, as well as early procurement of some design-build trade contractors.

Bid Packages

Based on the City's prescribed schedule milestones, the schedule for design, and the goals stated above, we propose the following bid packages:

- BP1 Site Demolition, Mass Excavation and Soil Remediation (prior to GMP)
- BP2 MEP Design-Build RFP (prior to GMP)
- BP3 Deep Foundations (prior to GMP)
- BP4 Foundations, Structural Steel & Precast Concrete
- BP5 Building Shell & Vertical Conveyance
- BP6 Finishes & Architectural Site Work

Our bid packaging strategy will also include the development of work packages tailored to maximize W/M/SBE business participation. This approach includes breaking up historically large work packages, for instance Sitework, into smaller, more manageable pieces that are better suited for small/disadvantaged business' insurance, financial, and manpower capacities. (i.e. mass excavation, foundation excavation and backfill, civil utilities, etc.) We have also found success in providing economic opportunity by brokering "teaming agreements" between large and small companies that work within similar scopes. A sample of this approach would be to team a small/disadvantaged electrical company with a larger one that is willing to carve out a scope of work from the overall package. (i.e. systems rough-in, low-voltage raceway, architectural lighting, etc.) We look forward to discussing these packaging opportunities with Paul Johnson, Owner's Representative.

PCL/DLR will prepare the Site Logistical General Conditions for incorporation into the bid packages and will partner with the City and Nelson, Tietz & Hoyer to manage the entire process. We anticipate there will be from 40 to 60 subcontractors and suppliers on the project.

Scheduling Challenges

The following items could provide challenges to achieve the City's stipulated substantial completion of February 2015:

- **Saint Paul Parks & Rec Department Approvals** - timely approvals of the Design-Builder Phase 1 agreement requirements are paramount. The prescribed times for each of the City's regulatory approvals has been contemplated in our overall schedule, any delay in these decisions would impact the overall schedule.
- **City of Saint Paul Review Periods** - timely reviews of the preliminary planning and design documents will be paramount during the Phase 1 efforts. Pre-scheduling of review periods according to our planned design milestones would be an effective way to keep everyone informed.
- **Existing and Unforeseen Conditions** - as discussed later in "Method of Approach" we identify the sometimes unavoidable presence of unfavorable subsurface conditions and our proven mitigation approaches. These strategies help transfer cost risk, however time required to overcome unforeseen conditions is most often difficult to plan for.

- **Final Survey including Easements** - as discussed Addendum #3, the City has yet to formalize the final survey regarding property acquisition, ROW utility and easement vacations and parcel platting. This being the case, immediate coordination between the City, PCL/DLR, and the City's survey company will be required to update the information and begin the design process.
- **Executed Tenant Agreements with the properties Primary Tenant(s)** - per Addendum #3, negotiations with the Lowertown Ballpark primary tenant(s) has yet to be finalized. The timing of these agreements will need to follow the logic of our CPM schedule as it relates to the design. It would be our intent to involve these major stakeholders in our design meetings to best accommodate their expectations.

Provide a list of regulatory approvals and coordination efforts anticipated for this project and project the required time commitment of the Owner in these efforts.

Our team anticipates a number of regulatory meetings requiring much coordination during the design process, continuing into construction. The beginning of that list is as follows:

1. **City of Saint Paul and Public/Private Utilities** – overall review and permitting of all work associated with the new construction (eg. Public Works, Department of Safety and Inspection, Human Rights and Equal Opportunity Department, Saint Paul Regional Water Services, Xcel Energy, Comcast, Century Link, ACTC, etc.). This will include scheduled interim design-document milestone review intended to keep the various departments (i.e. plan review, permitting, codes, utilities, etc.) up to date. We anticipate a number of meetings coinciding with our prescribed interim design milestones; a representative from the City should be present at these meetings (8 to 10 meetings).
2. **Saint Paul Planning Commission and City Council** – provide direct oversight and review of the site plan, zoning, design and facilities. This will include public hearings regarding the overall site plan, any potential impact on the surrounding community, coordination with the City's Department of Planning and Economic Development as well as participation in public hearings an meetings.; a representative from the City should be present at these public meetings (2 to 3 meetings).
3. **Minnesota Pollution Control Agency (“MPCA”)** – due to existing site conditions, the MPCA will have an extra-ordinary involvement in this project; review of the demolition documents, procedures for demolition activities, review and acceptance of our addendum to the remedial action planning (RAP), and overall oversight of the progress. This project will require a National Pollutant Elimination System (“NPDES”) permit for construction stormwater, including consideration for special and impaired waters. We anticipate the involvement of City officials, but only from an oversight position to liaise with the MPCA.
4. **Met Council Environmental Services (“MCES”) and Minnesota Department of Natural Resources (“DNR”)** – existing conditions may necessitate dewatering of existing ground-water; MCES and DNR will require plan review, permitting and oversight of ground water discharge activities. We anticipate a number of meetings to discuss the possible dewatering plan and activities; a representative from the City should be present at those meetings (2 or 3 meetings). Other considerations to be discussed during the design phase would be the exploration of “grey-water” reuse and the requirement of a plan review for migratory birds due to the adjacency to the Bruce Vento Sanctuary and the Mississippi flyway.
5. **Minnesota Department of Health (“MDH”)** – the MDH must approve plans before new construction begins providing acceptance of overall facility design related to the food services. This process is straight forward but can hinder progress if not handled appropriately. We anticipate little involvement from the City once the preliminary and final plans for review have been accepted. A representative from the City should be involved in reviewing the application. The Parks & Rec department, or whomever is determined to manage the concessions, will be required to develop the anticipated food and beverage offerings.
6. **State Historic Preservation Office (“SHPO”)** – Under Minnesota §138.665, or Section 106 of the National Historic Preservation Act if the project requires a federal undertaking, SHPO will provide regulatory

oversight regarding the planned facilities affects on historic properties, including its compatibility with the Lowertown Historic District. While the project will affect historic properties; we anticipate it will result in no adverse effects. We will be providing full oversight of this process including meetings with SHPO at specific design milestones and facilitating the public participation process, including input from the HPC. A representative from the City should be present at these meetings (2 to 3 meetings) and assist with the public participation process.

7. **Federal Aviation administration (“FAA”) and the Saint Paul Downtown Airport Joint Airport Zoning Board (“JAZB”)** – permitting required for overall facility height (seat canopy), sports lighting, and temporary construction services (craning) having an effect on existing flight patterns. Our experience working on the adjacent CCLRT O&M Facility indicates that this permitting is fairly straight-forward requiring little involvement of the City. The JAZB will be involved to review any necessary addenda to the current zoning ordinance.
8. **Capital Region Watershed** – this project will require the development of a Storm Water Pollution Prevention Plan (SWPPP) prior to construction, to include obtaining permits for Erosion and Sediment Control and Stormwater Management. We will be providing full oversight of this process including the development of the necessary drawings and obtaining the permits. A representative from the City should be involved in reviewing the application.
9. In addition to these prescribed City, State, and Federal review agencies, we are also cognizant of these other community based groups and their non-regulated oversight:
 - a. Capital River Council/District Council 17, as well as the residents of Lowertown
 - b. Saint Paul Historic Preservation Commission
 - c. Lowertown Art Community
 - d. Saint Paul Area Chamber of Commerce
 - e. Saint Paul Building and Owners and Managers Association
 - f. National Park Service – Mississippi National River & Recreation Area
 - g. Minnesota Department of Transportation
 - h. Saint Paul Fire Department

Does your firm have experience working with the State Historic Preservation Office? If yes, provide example projects detailing the reviews and approvals obtained.

The Lowertown Historic District is located adjacent to the future site of the Saint Paul Saints Ballpark. As this project is being financed with State bonding money, it is subject to State Ch. 138.665, which requires the State to protect historic properties (National Register of Historic Places [NRHP] and designated by the State) and to consult with the Minnesota State Historic Preservation Office (SHPO) if there is a potential adverse effect to the Lowertown Historic District Consultation would consider what the potential effects may be and ways to avoid, minimize, and/or mitigate adverse effects.

Base Work Plan

Documentation and consultation assistance in compliance with state regulations will include the following tasks:

Task 1 – Development of Project Description, Area of Potential Effect (APE), and Cultural Resources Literature Review

APE Development

- An area of potential effect (APE) for the proposed project will be determined in consultation with the Minnesota State Historic Preservation Office (SHPO) and the Saint Paul Heritage Preservation Commission (HPC).

Research

- A review of previous documentation of this site and background research at the SHPO to identify all known historic properties within a 1/2-mile radius of the project area. In addition, reports of previous cultural resources studies conducted within the study area will be reviewed.

Report

- A brief letter report will be prepared to submit to the SHPO and HPC that briefly describes the project, identifies a recommended APE, provides baseline data on all known architectural history properties within the APE, as well as a description of the next phase of cultural resource investigations, if required. Appropriate graphics illustrating the location of historic properties and cultural resource investigations will also be included. One copy of the draft report will be prepared for review in electronic format. Final reports will be prepared for distribution to appropriate agencies.

Task 2 – Design Review

During each stage of design, we will assist PCL with coordinating with SHPO and the HPC to address any issues related to design of the new ballpark and associated facilities as it pertains to state and municipal regulations. After addressing any concerns of SHPO and HPC staff, PCL will provide 30% and 60% plans for submittal to the SHPO.

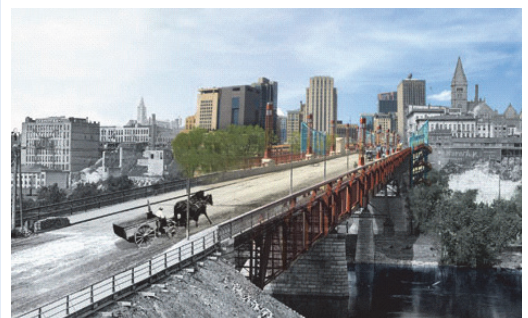
- Complete up to three (3) rounds of design review for compliance with the *Secretary of the Interior’s Standards for the Treatment of Historic Properties*. An architectural historian from the 106 Group who meets the *Secretary of the Interior’s Professional Qualification Standards* will review the 30%, 60%, and 95% plans on behalf of PCL for their compliance with the *Secretary of the Interior’s Standards for the Treatment of Historic Properties* prior to the plans being submitted to SHPO and HPC for review. This will enable the project design to incrementally address and minimize any adverse effects to historic properties.
- During each stage of design, PCL will be coordinating directly with the SHPO’s historic architect and HPC staff to address any issues related to the construction of the ballpark. After addressing any concerns, PCL will provide 30%, 60%, and 95% plans for submittal to SHPO and HPC for review pursuant to meet its obligations under State Ch. 138.665.
- SHPO and HPC staff have 30 days (concurrently) to review each plan.

Projects with Historic Components

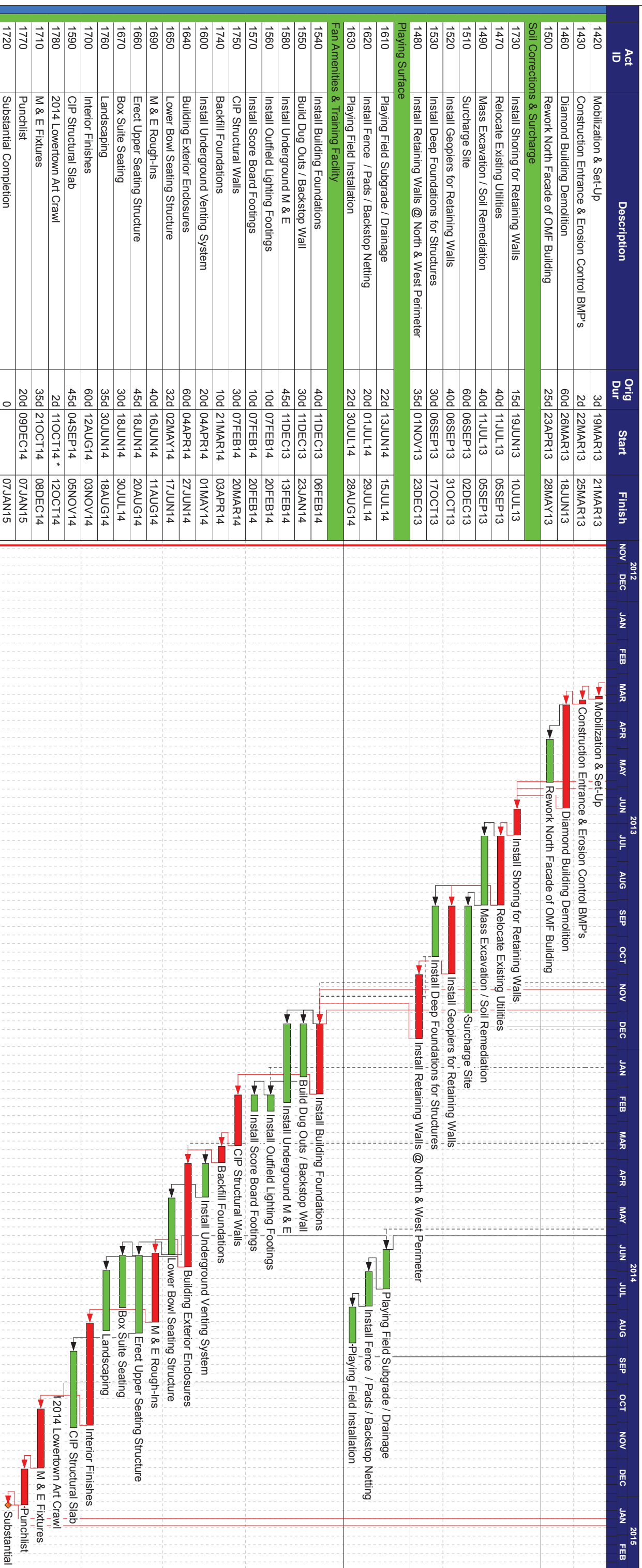
- Commodore Hotel; St Paul, Minnesota
Conversion of 1900s hotel into market-rate condos in historic Ramsey Hill
- Great Lake Center; Minneapolis, Minnesota
Master planned renovation of 1920s-era retail complex into housing, retail, office space
- Juster Building Renovation; Minneapolis, Minnesota
Renovation of a 1900s-era former leather goods warehouse into restaurant and office space
- Riverplace; Minneapolis, Minnesota
A blend of new construction and renovation of existing historic buildings into a 427,000 SF mixed-use complex along the Mississippi River north of downtown Minneapolis

Buildings on the Historic Register/Section 106 projects

- 300 First Avenue North Renovation; Minneapolis, Minnesota
- Calhoun Beach Club Banquet Rooms; Minneapolis, Minnesota
- Duluth Secondary Technical Center; Duluth, Minnesota
- FCI Sandstone Housing Unit; Sandstone, Minnesota
- MCF Stillwater Catwalk and Towers; Bayport, Minnesota
- MCF Stillwater Segregation Unit; Bayport, Minnesota
- Punch Neapolitan Pizza; Minneapolis, Minnesota
- Stearns County Courthouse Renovation; St Cloud, Minnesota
- Straus Building Lofts; St Paul, Minnesota – turned into housing



St.Paul Saints Lowertown Ballpark



Start date	16NOV12	Date	
Finish date	07JAN15	Revision	
Data date	16NOV12	Checked	
Run date	13DEC12	Approved	
Page number	2A		
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LOWERTOWN BALLPARK

Preliminary Planning Schedule

Legend:	Green bar	Early bar
	Blue bar	Progress bar
	Red bar	Critical bar
	Black bar	Summary bar
	Orange diamond	Start milestone point
	Red diamond	Finish milestone point



U of MN Siebert Field | Minneapolis, MN

Relevance

- Design-build delivery
- PCL / DLR Group Collaboration
- Urban setting
- Significant preconstruction planning
- Trent Johnson, Wil Painter, Tim Brown, Nathan Miller, Greg Garlock
- Site remediation requirements
- Multiple stakeholders

Scope Summary

Building Type: Baseball Stadium

Construction Type: New

Facility Highlights:

- 1,500 fixed seats (expandable to 2,000)
- Grass berm fr 100
- Open concourse
- Training facility for player development
- Synthetic turf field
- Designed for expansion



1. Field Turf Install
2. Bleachers Form Pour
3. Bleachers
4. Dugout
5. Field Turf Install





UNC Charlotte Football Stadium and Athletic Complex | Charlotte, NC

Relevance

- Design-build delivery
- PCL / DLR Group Collaboration
- Urban setting
- Significant preconstruction planning
- Wil Painter, Greg Garlock
- Site remediation requirements
- Multiple stakeholders

Scope Summary

Building Type: Football Stadium

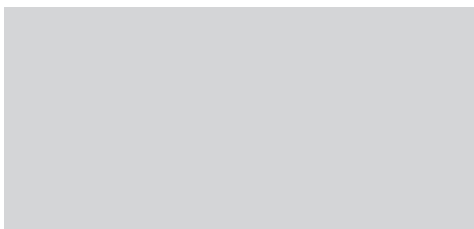
Construction Type: New

Facility Highlights:

- 15,306 fixed seats
- Upgraded home / visitor locker rooms
- Sunken playing field to improve sight lines



- 1. Field House - Rendering
- 2. Field House - Progress Photo
- 3. South Portico - Progress Photo
- 4. Aerial View - Rendering
- 5. Aerial View - Progress Photo





Bowling Green Ballpark | Bowling Green, Kentucky

Relevance

- DLR Group design
- Urban setting
- Significant preconstruction planning
- Improved economic vitality of adjacent community
- Tight sight dimensions requiring thoughtful design
- Independent league ballpark
- On the edge of the urban core
- Small site
- Intended to create an ‘anchor’ at one end of downtown redevelopment core
- Intended to be a multi-purpose facility (baseball, concerts, community gatherings, etc.)
- Provides a wide variety of seating-types to attract wide-ranging demographic groups

Scope Summary

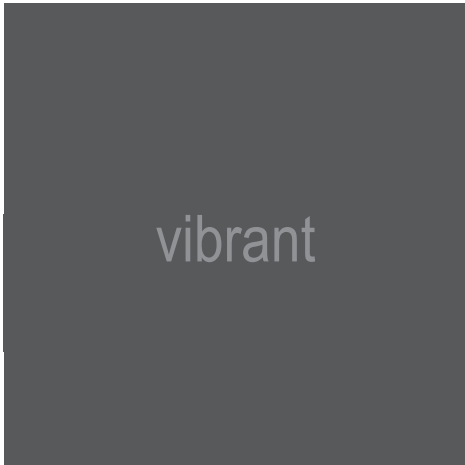
Building Type: Baseball Stadium

Construction Type: New

Facility Highlights:

- 4,128 fixed seats
- Grass berm for 500
- Private club space for 166 fans behind home plate
- Two-story plaza tower with team store, administrative offices, and access to club and suite levels
- Ten, 18-person suites
- Picnic area, party deck, and children’s play area
- Open concourse

ATTACHMENT E | BALLPARK/SPORTS VENUE EXPERIENCE



- 1 northwest
- 2 south
- 3 southwest
- 4 east





Werner Park | Papillion, Nebraska

Relevance

- DLR Group design
- Urban setting
- Significant preconstruction planning
- Similar size seating bowl—with expansion capabilities to +/- 9000
- Moderate budget (better word to use than 'moderate' here?)
- Intended to be a multi-purpose facility (baseball, concerts, community gatherings, etc.)
- Provides a wide variety of seating-types to attract wide-ranging demographic groups
- Oriented to most provide most impact to surrounding development (which, in this case, will occur in the future)

Scope Summary

Building Type: Baseball Stadium

Construction Type: New

Facility Highlights:

- 6,000 fixed seats
- 15 suites
- Club seats and club lounge
- Open concourse
- Berm seating
- Picnic areas
- Kids' play areas
- Connections to surrounding mixed-use development



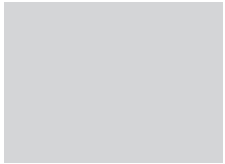
2

intimacy



3

- 1 entrance
- 2 seating berm
- 3 concourse
- 4 concourse
- 5 team store
- 6 team offices



4





University of Nebraska - Hawks Field at Haymarket Park | Lincoln, Nebraska

Relevance

- DLR Group design
- Urban setting
- Significant preconstruction planning
- Adjacent to an historic part of downtown
- Intended to be a multi-purpose facility (baseball—2 teams, concerts, community gatherings, etc.)
- Oriented to provide dramatic views of downtown beyond
- Provides a wide variety of seating-types to attract wide-ranging demographic groups

Scope Summary

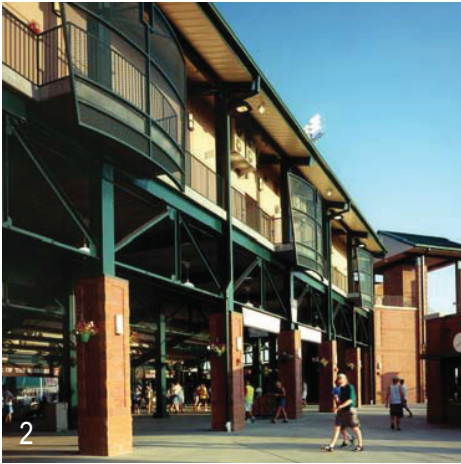
Building Type: Baseball / Softball Stadium

Construction Type: New

Facility Highlights:

- 4,500 fixed seats
- 18 suites
- 1,500 berm seats
- 750- fixed seats and 750 berm seats (softball)
- 160 club level seats
- Diamond lounge
- SubAIR System under the field
- Picnic area
- Covered playground

ATTACHMENT E | BALLPARK/SPORTS VENUE EXPERIENCE



2



3



4



"I don't think there's a bad seat in the whole stadium. It's not too big and not too small."
 > Ryan Lockhart, Former Director of Stadium Operations, Haymarket Park



- 1 aerial view
- 2 facade
- 3 seating bowl
- 4 aerial view
- 5 seating berm

Past Performance (cost control, quality, integration of construction knowledge and constructability into the design process)

Demonstrate proven methods your firm has used to manage the design process to a specified budget without a loss of quality and still meeting the requirements of your firm's client.

The successful management of the design team begins with a team structure that establishes clear definition of the roles and responsibilities of each member. This clarity, along with a team experienced in working together, helps inspire two-way communication and trust within the team. Weekly internal meetings will be held with the milestone schedule serving as the backbone of the meeting agenda. In addition to regular communication, the team will utilize PCL's integrated project delivery platform, PDC Solutions. A proprietary web-based collaboration platform to serve as a centralized location for storage of project documentation, ensuring no duplication of conflicting information amongst team members.

Our team has decades of experience in designing, building and maintaining high-performance sports fields. Experience has proven to us that field performance is highly dependent on the smallest details, and that comes down to a single grain of sand. For example, the washed sand profile for a natural turf field must be sourced and evaluated for numerous characteristics including:

- Resistance to soil compaction
- Ability to initiate upward draw of water through capillary rise
- Drainage capacity
- Capability to maintain an aerobic condition in the soil profile's root zone

Each source exhibits unique characteristics in sand type, distribution of particle sizes, capillary rise capacity, drainage rate, void space and density. Our highly experienced team will evaluate various sand sources local to the Lowertown Ballpark and only approve those that meet these specific performance characteristics.

Such attention to detail is indicative of our dedication to the highest quality outcome for our clients.

How does your construction expertise guide the design process to avoid potential pitfalls (i.e. code violations and/or change orders)?

The most important step in minimizing the potential for code violations is to assemble an experienced team. We believe that the success of this project relies on experience at three different levels and we have established a team that excels in all three categories.

1. First, the team must have experience in ballpark design to fully understand the complexities of this building type.
2. Second, the team must have a local presence and expertise to understand the appropriate local procedures and building codes.
3. Third, the team must have experience working together.

Code violations are often a difference of interpretation. Our process attempts to alleviate these differences early by meeting with local code officials at key design milestones. These preliminary reviews give the code officials an opportunity to become familiar with the project at the conceptual phase so the impact of any discrepancies in interpretation become a design parameter in lieu of a change order.

The most important step in minimizing the potential for code violations is to assemble an experienced team. We believe that the success of this project relies on experience at three different levels and we have assembled a team that excels in all three categories. First the team must have experience in ballpark design to fully understand the complexities of this building type. Second the team must have a local presence and expertise to understand the appropriate local procedures and building codes. Third the team must have experience working together.

Cost Model / Estimates: Provide a cost model format used in a recent project and describe how this cost model was developed, the timing of its updates during design and how the final construction cost related to this cost model.

Our approach to estimating is based on **accuracy, timeliness, and effective communication**. We are continuously estimating the project to ensure that all options, alternates, changes, or means and methods are considered and costs are captured. We will submit formal estimates at several stages of the project including pre-design, schematic design, design development, and the culmination of the construction drawings. We will provide more informal estimates to assist the City in making decisions regarding the program, space, and ultimate functionality.

We have provided both an actual cost model (*reference "Conceptual Cost Model" for Siebert Field at the end of this section*) as well as a hypothetical **cost model** for the Lowertown Ballpark based on our Team's local and national experience (*please see Project Cost Matrix for similar facilities at the end of this section*). The cost models for this project will specifically be provided in two formats: 1) programmatic area breakdowns, and 2) division of work or CSI Master Format Work Breakdown. This reporting will allow for the team to make component, value-based decisions. The attached provides a view of our cost model, indicating our experience in designing and constructing these venues.

PCL		DLR Group		Fluor Field at West End		Bowling Green Ballpark		Werner Park		Haymarket Park		Siebert Field		Lowertown Ballpark (budgeted costs)		
Project Location		Greenville, South Carolina		Bowling Green, Kentucky		Papillion, Nebraska		Lincoln, Nebraska		Minneapolis, Minnesota		St Paul, Minnesota				
Current Project Value (US)		\$ 19,631,350		\$ 21,905,562		\$ 32,416,919		\$ 16,810,570		\$ 18,568,178		\$ 30,178,246				
Project Size (gsf)		156,000		156,000		250,000		156,000		156,000		250,000		250,000		
Special Notes		Fixed Seats		Fixed Seats		Fixed Seats		Fixed Seats		Fixed Seats*		Fixed Seats		Fixed Seats		
Construction Start		7/1/2005		6/4/2008		10/20/2009		4/12/2000		6/18/2012		12/28/2012		8/23/2013		
Construction Complete		4/30/2006		4/30/2009		4/15/2011		6/30/2011		2/27/2015		2/27/2015		2/27/2015		
Delivery Method		Construction Manager @ Risk		Construction Manager @ Risk		Construction Manager @ Risk		Construction Manager @ Risk		Design-Build (GMP)		Design-Build (GMP)		Design-Build (GMP)		
Uni-Format System	System Area	Cost \$/area	System Cost	System Area	Cost \$/area	System Cost	System Area	Cost \$/area	System Cost	System Area	Cost \$/area	System Cost	System Area	Cost \$/area	System Cost	
Sleework	-	16.25	\$ 2,534,427	-	18.13	\$ 2,828,030	-	16.74	\$ 4,185,056	-	13.91	\$ 2,170,261	15.23%	7,468.7	\$ 1,165,117	
Substructure	-	13.83	\$ 2,156,737	-	15.43	\$ 2,406,586	-	14.25	\$ 3,561,384	-	11.84	\$ 1,846,841	12.96%	6,356.99	\$ 991,487	
Structure	-	6.88	\$ 1,072,540	-	7.67	\$ 1,196,789	-	7.08	\$ 1,771,067	-	5.89	\$ 918,429	6.45%	3,160.67	\$ 493,064	
Roofing Systems	-	1.58	\$ 246,352	-	1.76	\$ 274,891	-	1.63	\$ 406,797	-	1.35	\$ 210,954	1.48%	0,729.97	\$ 113,252	
Exterior Wall Systems	-	1.25	\$ 195,425	-	1.40	\$ 218,954	-	1.29	\$ 322,702	-	1.07	\$ 167,345	1.17%	0,579.99	\$ 89,840	
Interior Construction	-	2.44	\$ 380,578	-	2.72	\$ 424,667	-	2.51	\$ 628,442	-	2.09	\$ 325,894	2.29%	1,121.53	\$ 174,958	
Equipment	-	4.80	\$ 749,112	-	5.36	\$ 835,694	-	4.95	\$ 1,236,996	-	4.11	\$ 641,474	4.50%	2,207.56	\$ 344,379	
Furnishings	-	2.29	\$ 357,273	-	2.56	\$ 398,611	-	2.36	\$ 589,658	-	1.96	\$ 305,937	2.15%	1,052.85	\$ 164,244	
Conveying Systems	-	1.28	\$ 200,000	-	3.21	\$ 500,000	-	1.20	\$ 300,000	-	1.28	\$ 200,000	0.00%	0	\$ -	
Mechanical Systems	-	5.78	\$ 900,991	-	6.44	\$ 1,005,367	-	5.95	\$ 1,467,791	-	4.95	\$ 771,529	5.42%	2,655.13	\$ 414,200	
Fire Protection	-	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	0.00%	0	\$ -		
Electrical Systems	-	7.04	\$ 1,098,376	-	7.88	\$ 1,225,618	-	7.26	\$ 1,813,720	-	6.03	\$ 940,663	6.60%	3,268.38	\$ 504,941	
Specialty Equipment	-	10.14	\$ 1,581,632	-	11.31	\$ 1,764,858	-	10.45	\$ 2,611,723	-	8.68	\$ 1,354,371	9.51%	4,660.91	\$ 727,102	
Special Items (turf)	-	12.24	\$ 1,908,928	-	13.65	\$ 2,130,069	-	12.61	\$ 3,123,180	-	10.48	\$ 1,634,639	11.47%	5,625.42	\$ 877,565	
Preconstruction	-	4.81	\$ 750,463	-	5.37	\$ 837,401	-	4.96	\$ 1,239,227	-	4.12	\$ 642,631	4.51%	2,211.54	\$ 345,000	
General Requirements	-	10.47	\$ 1,633,534	-	11.68	\$ 1,822,772	-	10.78	\$ 2,697,427	-	8.97	\$ 1,398,815	9.82%	4,81	\$ 750,962	
Subtotal Construction Costs	-	101.07	\$ 15,566,366	-	114.55	\$ 17,369,666	-	104.02	\$ 25,704,478	-	86.73	\$ 13,329,673	93.6%	45.87	\$ 7,156,111	
Insurance/Bonds/Fees/Contingency	-	6.86	\$ 1,070,371	-	7.66	\$ 1,194,369	-	7.07	\$ 1,767,486	-	5.88	\$ 916,572	6.43%	3.15	\$ 492,067	
Total Costs - Unmodified	-	108	\$ 16,636,737	-	122	\$ 18,564,035	-	111	\$ 27,471,965	-	92.6	\$ 14,246,246	100%	49.0	\$ 7,648,178	
Cost per Fixed Seat	-	\$ 3,843.09		-	\$ 4,039.17		-	\$ 4,269.81		-	\$ 3,223.86		\$ 3,476.44		\$ 4,311.18	
Extra-ordinary site costs	\$	-	\$ -	\$	-	\$ -	\$	-	\$ -	\$	-	\$ -	Phase II:	\$ -	Site costs:	
Regional Modification	\$	2,994,613	\$ 2,994,613	\$	3,341,526	\$ 3,341,526	\$	4,944,954	\$ 4,944,954	\$	2,564,324	\$ 2,564,324	Team Facilities	\$ 8,970,000	Demolition	\$ 2,600,000
													Sports Plaza	\$ 750,000	Soil Remediation	\$ 1,900,000
													Canopy Structure	\$ 1,200,000	Earth Retention	\$ 750,000
														\$ 10,920,000		\$ 5,250,000
Totals	\$	19,631,350	\$ 21,905,562	\$ 32,416,919	\$ 16,810,570	\$ 18,568,178	\$ 35,428,246	\$ 5,061.18								
Cost/seat	\$	4,535	\$ 4,766	\$ 5,038	\$ 3,804	\$ 4,840	\$ 5,061.18									

All projects escalated and regionally modified.

Please see full matrix at the end of this section

Cost Control Case Study: University of Minnesota – Siebert Field Ballpark

Role: Design-Builder

Relevant Teammates: DLR Group, Solution Blue, American Engineering Testing, Goff Public

Completion Date: December 2012

Construction Cost: \$7.0 Million Phase 1 (\$20M total facility)

For the University of Minnesota’s Siebert Field, the PCL/DLR team was challenged to provide design and cost information for a phased approach. Given that the University had a finite initial budget, our team was to provide not only a design that maximized the available dollars; we also had to be cognizant of future phases pending the availability of additional revenue. For this, we developed an initial cost model that incorporated the immediate needs of the Team (**see attached**) as well as provided an estimate that captured the entire future facility.

The timing of the updates was such that every week when the current design was reviewed, the costs associated were discussed. The University and the Baseball Team required this level of flexibility to maximize available funds. Although the costs were flexible, the University did require specific contractual milestone estimates for review and approval. These included:

- **Schematic or “Control” Estimate** – during the SD design phase we provided our first cost estimate to establish the baseline for which all future estimates were tracked. To better frame the project costs, the estimate reports were broken down into multiple formats, including (1) Systems, (2) Program, and (3) CSI Format.
- **Design Development** – a 50% DD was provided to verify VE items were incorporated and to confirm the budget prior to completing the design-development documents. We then utilized these documents to formalize our GMP.
- **Construction Documents** – a 50% CD estimate was provided to once again confirm the budget. At 100% CD we finalized all costs to reconcile with the GMP and finalize any/all contingencies available for unforeseen conditions and scope betterments.

As stated earlier, we provided additional estimates throughout the design process for items such as: Life Cycle Cost Analysis, Material & Detail Comparisons, and Pricing for Sustainable Strategies. We also continued to evaluate and incorporate scope for inclusion into the project as additional fund raising progressed. The approved & funded project was increased but **only by Owner-approved scope of Work**, with the addition of the future training facility foundations.

PCL Construction Services, Inc. Minneapolis Office		Summary Page 1 of 1 Dec 10, 2012 12:01:22 PM				
Conceptual Cost Model						
Estimate Number	BE120012					
Opportunity No	51.02038				Trent M Johnson	
Owner File No	n/a					
Project	University of Minnesota Siebert Field			Project Start	Jun 19, 2012	
Location	Minneapolis, MN USA			Completion	Dec 28, 2012	
Owner	Regents of the University of Minnesota			Escalation	n/a	
Designer	PCL Construction Services / DLR Group (design partner)			Area	156,000 GSF	
<small>Based on information presently available and furnished to PCL by the owner, architect and/or others and various assumptions which have been made as to facts not yet known, this construction cost estimate has been prepared and furnished for the sole purpose of providing approximation of anticipated construction cost. This construction estimate should not, at this time, be relied upon as a commitment that the conceptual project cost will be constructed for the estimated cost.</small>						
Item Description	Quantity	UoM	Percent Tot. Cost	Item Cost /Bldg. Area	Unit Cost	Total Cost
Direct Costs						
Site Prep & Excavation	4	CA	13.40%	\$ 5.06	197,249	\$ 788,997
Stadium Building & Turf	70,000	GSF	48.55%	\$ 18.33	41	\$ 2,859,532
Stadium Seating	7,300	EA	18.12%	\$ 6.84	146	\$ 1,067,321
Parking & Site Finishes	1,300	ST	2.08%	\$ 0.79	94	\$ 122,520
B3 Compliance Goals	1	LS	0.85%	\$ 0.32	50,000	\$ 50,000
Site Services	8	MO	4.04%	\$ 1.53	29,765	\$ 238,120
Project Staff & Overhead	8	MO	5.99%	\$ 2.26	44,128	\$ 353,022
Subtotal Direct Costs			93.04%	\$ 35.13	---	\$ 5,479,512
Testing & Inspections Allowance	1	CA	0.00%	\$ -	---	\$ -
Subtotal			0.00%	\$ 35.13	---	\$ 5,479,512
Building Permit, SAC/WAC Fees (n.i.c.)	1	LS	0.00%	\$ -	---	\$ -
Subtotal			0.00%	\$ 35.13	---	\$ 5,479,512
Builder's Risk Insurance (DIC)	1	LS	0.00%	\$ -	---	\$ 3,600
Subtotal			0.00%	\$ 35.15	---	\$ 5,483,112
General Liability Insurance (E&O)	1	LS	1.32%	\$ 0.50	---	\$ 78,000
Subtotal			1.32%	\$ 35.65	---	\$ 5,561,112
Contingency-Construction	1	LS	2.50%	\$ 1.02	---	\$ 158,627
Subtotal			1.32%	\$ 36.66	---	\$ 5,719,739
Overhead & Profit	1	LS	2.75%	\$ 1.09	---	\$ 169,820
Total Conceptual Cost Model			100.00%	\$ 37.75	---	\$ 5,889,558
Escalation-Schedule Delay (6 mos)	1	LS	0.00%	\$ -	---	\$ -
A/E Fees	1	LS	0.00%	\$ 2.15	335,000	\$ 335,000
Land Costs & Improvements (n.i.c.)	1	LS	0.00%	\$ -	---	\$ -
Owner's Contingency	1	LS	0.00%	\$ 1.05	163,620	\$ 163,620
Owner Furnished Items (n.i.c. - budget only)						
Ballfield Lighting	8	EA	0.00%	\$ 3.08	60,000	\$ 480,000
Ballfield Equipment	1	LS	0.00%	\$ 0.64	100,000	\$ 100,000
A/V Equipment	1	LS	0.00%	\$ 0.19	30,000	\$ 30,000
Food Service Equipment	1	LS	0.00%	\$ 0.32	50,000	\$ 50,000
Public Address & Sound System	1	LS	0.00%	\$ 0.96	150,000	\$ 150,000
Marquee Signage (naming rights)	1	LS	0.00%	\$ -	---	\$ -
Scoreboard	1	LS	0.00%	\$ 1.28	200,000	\$ 200,000
Total including Extras			100.00%	\$ 47.42	---	\$ 7,398,178

Refer to Variance Report for the comparison to the Project Budget

PCL Construction Services, Inc., 12200 Nicollet Avenue South, Burnsville, Minnesota 55337
Phone: (952) 882-9600 Fax: (952) 882-9900

Proprietary and Confidential

Siebert Field Cost Model, full version at end of this section

Cost Control Case Study: University of North Carolina-Charlotte Football Stadium

Role: Construction Manger @ Risk
Relevant Teammates: DLR Group
Completion Date: December 2012
Construction Cost: \$37.0 Million

For UNCC, we were engaged as the CM@r after budget/funding had been set and schematic design was complete, further into the program process than we would like. The design team was already launching into DD's to make the design schedule. We immediately ran a budget, mostly from internal history, but with some external major trade input, to verify UNCC's cost and schedule assumptions, and to frame the areas to focus our efforts. Concurrently, we had superintendents and our specialists (such as MEP) review and comment on constructability issues. Our review lead us to pursue three major areas: a complete redesign of the seat solution, a civil site review to improve the earthwork balance and streamline utilities, and a commentary on where aesthetic issues might be simplified (where there was less "bang for the buck", such as brick facing inside the trash container areas).



UNCC Football Stadium (progress)

Additionally, the **attached budget documents** show the complexity of the Owner's requirements, as there were multiple internal constituents contributing to the funding pot (athletics, food service, utilities, admin, etc.), so that all cost components were not only distributed by type of work, but also which facilities were impacted. The attached master/summary, plus one of the 46 underlying sheets, illustrates the detail furnished the Owner during our budget analysis.

The **approved & funded project was never increased**, the team of the Owner, PCL, DLR Group and others worked together to deliver a GMP consistent with that target.

Case Study: Upper Landing (Saint Paul, MN) – Soil Remediation, Site Engineering & Re-development

Role: PCL design/build team member Solution Blue, Inc. completed the Site Remediation/Brownfield Re-development/Civil Engineering/Stormwater Management/Funding Assistance
Relevant Teammates: DLR Group (acquired KKE Architects), American Engineering Testing, Mike Lamb, Mike Zipko (Goff Public), City of Saint Paul's Planning and Economic Development (PED) department
Completion Date: 2007
Construction Cost: \$173 Million project total

Current PCL/DLR team member Mr. John Hink of Solution Blue served as both Remediation Director and Sr. Project Manager for the public-private partnership between CENTEX and the City of Saint Paul's PED department to re-develop a former Superfund site along the Mississippi River (in Downtown Saint Paul) into a thriving mixed-use development. John led the remediation planning, soil sampling, remedial design, permitting and implementation and also coordinated the master plan framework and site engineering. John was supported by Randal Tweden (Solution Blue, Inc.) who performed the complete civil engineering scope including utility design, hydrology modeling, innovative stormwater management, construction documents and final as-built plans for the City's records. Additionally, John



Saint Paul's Upper Landing (before)

received support from Jim Rudd (American Engineering Testing) who performed the structural analysis, design and project engineering, as well as soil corrections including surcharging the site and wick drains. John also received support from KKE Architects (now DLR Group) for architectural planning, design and drafting.

For the Brownfield cleanup efforts, John worked closely with the Minnesota Pollution Control Agency (MPCA) to meet the regulatory requirements and to obtain a Certificate of Completion for soil cleanup from the MPCA's Voluntary Investigation Cleanup (VIC) Unit. After removing over 100,000 tons of highly contaminated soil, the site was delisted from Minnesota's Permanent List of Priorities (PLP) by the MPCA's Superfund Unit in 2003. John also collaborated with the project team to maximize the efficiency in which existing soils were excavated and re-used onsite, which ultimately saved the project over \$3.2 Million when compared to the City's previous re-development plans and environmental studies. Additionally, John worked with the Metropolitan Council and Minnesota's Department of Trade and Economic Development (currently known as DEED) to help procure \$3.7 Million in grant funds for cleaning up a noteworthy Brownfield site, job creation and other community benefits.

Overview: Led by John Hink, team members of Solution Blue, DLR Group, American Engineering Testing and Goff Public collaborated with CENTEX and the City of Saint Paul's PED department to perform extensive soil remediation and to re-develop the former H.S. Kaplan Scrap Yard along the Mississippi River, which was one of the most significant and contaminated Superfund sites in all of Minnesota. John led the project team from cradle to grave, including preliminary planning, remediation design, site engineering, permitting, funding assistance, construction implementation and project close-out. Upon completion, the project was awarded for the integration of high-traffic recreational public spaces in balance with natural eco-systems and innovative stormwater management features. Due to the successful collaboration between our team members and the City of Saint Paul, this project is still recognized as the largest and most successful public-private partnership project in Saint Paul history.

3 Points Relevant to Lowertown Ballpark:

- 1) Public-private partnership including the City of Saint Paul, which remains largest public-private partnership in Saint Paul history
- 2) Urban Brownfield located in Downtown Saint Paul that was successfully re-developed to provide several community benefits
- 3) Multiple team members collaborated including John Hink, Randal Tweden, DLR Group and City of Saint Paul's PED dept.

Sustainability/Other Notes: Due to the success of Upper Landing, the project received several awards including the American Council of Engineering Companies – Honor Award (2001), The Minnesota Society of Professional Engineers – Merit Award for Distinguished Engineering Achievement (2001), the Best in Real Estate – Community Impact Award (2001, 2002) and the Best in Real Estate – City Business Award (2003). Additionally, the use of natural eco-systems, plants and bio-oriented stormwater features were very innovative and still serve as a precedent for sustainable stormwater management practices.



Saint Paul's Upper Landing (after)



**PCL Construction Services, Inc.
Minneapolis Office**

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Conceptual Cost Model

Estimate Number	BE120012		
Opportunity No	51.02038		Trent M Johnson
Owner File No	n/a		
Project	University of Minnesota Siebert Field	Project Start	Jun 19, 2012
Location	Minneapolis, MN USA	Completion	Dec 28, 2012
Owner	Regents of the Univeristy of Minnesota	Escalation	n/a
Designer	PCL Construction Services / DLR Group (design partner)	Area	156,000 GSF

Item Description	Quantity	UoM	Percent Tot. Cost	Item Cost /Bldg. Area	Unit Cost	Total Cost
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Subtotal	1	LS	0.00%	\$ 35.13	---	\$ 5,479,512
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Public Address & Sound System	1	LS	0.00%	\$ 0.96	150,000	\$ 150,000
Marquee Signage (naming rights)	1	LS	0.00%	\$ -	---	\$ -
Scoreboard	1	LS	0.00%	\$ 1.28	200,000	\$ 200,000
Total including Extras			100.00%	\$ 47.42	---	\$ 7,398,178

Refer to Variance Report for the comparison to the Project Budget

University of North Carolina Charlotte
 Football Complex
 Preliminary Guaranteed Maximum Price (PGMP) Workbook
 Overall Project Summary
 February 4, 2011

SUMMARY	Stitework, Land/ Hardscape, Stadium	Full Practice Field	Half Practice Field	Fieldhouse & Mechanical Yard	Area 2, 8 Concessions	Area 2 Concession - Toilet	Area 4 Concession - Toilet	Area 6 Concession - Toilet	Area 8 Concession - Toilet	Press Box	Maintenance	First Aid	Commissary	Ticket Booth	Overall Project Summary	11/16/10 DD Overall Project Summary	Delta	Avg Sub Quotes
1 Gen. Conditions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Site Work	\$ 6,394,252	\$ 310,870	\$ 202,663	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,907,785	\$ 6,179,691	\$ (728,093)	
3 Concrete	\$ 2,010,601	\$ -	\$ -	\$ 838,316	\$ 21,810	\$ 60,202	\$ 79,838	\$ 79,838	\$ 75,329	\$ 136,471	\$ 25,252	\$ 14,270	\$ 29,748	\$ 8,697	\$ 3,380,372	\$ 1,743,163	\$ (1,637,209)	
4 Masonry	\$ 149,279	\$ -	\$ -	\$ 624,006	\$ 131,278	\$ 370,370	\$ 370,370	\$ 364,066	\$ 376,358	\$ 337,500	\$ -	\$ -	\$ 131,156	\$ 53,068	\$ 2,907,452	\$ 2,571,096	\$ (336,356)	
5 Metals	\$ 596,940	\$ -	\$ -	\$ 1,338,195	\$ 48,081	\$ 65,490	\$ 69,140	\$ 67,040	\$ 63,940	\$ 245,442	\$ 25,165	\$ -	\$ 11,750	\$ 12,989	\$ 2,544,171	\$ 1,914,431	\$ (629,741)	\$ 2,552,648
6 Carpentry	\$ -	\$ -	\$ -	\$ 116,510	\$ 17,595	\$ 10,650	\$ 10,650	\$ 10,650	\$ 10,670	\$ 68,090	\$ 400	\$ 200	\$ 200	\$ 200	\$ 245,815	\$ 242,064	\$ (3,751)	
7 Moisture Protection	\$ -	\$ -	\$ -	\$ 830,501	\$ 23,006	\$ 55,174	\$ 65,566	\$ 55,270	\$ 24,169	\$ 143,589	\$ 1,300	\$ 1,466	\$ 24,223	\$ 5,486	\$ 1,229,750	\$ 1,206,770	\$ (22,980)	
8 Doors-Windows-Hardware	\$ -	\$ -	\$ -	\$ 428,245	\$ 33,864	\$ 45,142	\$ 45,142	\$ 45,142	\$ 45,142	\$ 164,372	\$ 14,922	\$ -	\$ 12,433	\$ 8,408	\$ 842,810	\$ 845,878	\$ 3,068	
9 Finishes	\$ -	\$ -	\$ -	\$ 1,583,079	\$ 14,697	\$ 28,691	\$ 20,063	\$ 32,370	\$ 30,150	\$ 152,395	\$ 25,635	\$ -	\$ 5,359	\$ 2,126	\$ 1,894,565	\$ 1,946,565	\$ 52,000	
10 Specialties	\$ 165,667	\$ -	\$ -	\$ 173,824	\$ 136	\$ 80,446	\$ 78,717	\$ 82,544	\$ 74,547	\$ 7,516	\$ 1,485	\$ -	\$ 237	\$ -	\$ 665,119	\$ 581,096	\$ (84,023)	
11 Equipment	\$ -	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 170,000	\$ -	
12 Furnishing	\$ -	\$ -	\$ -	\$ 100,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,930	\$ 112,377	\$ 11,448	
13 Special Construction	\$ 1,300,000	\$ -	\$ 20,000	\$ 39,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 17,000	\$ -	\$ -	\$ 1,416,500	\$ 2,976,225	\$ 1,559,725	
14 Conveying System	\$ -	\$ -	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000	\$ 160,000	\$ -	
15 Sprinkler System	\$ -	\$ -	\$ -	\$ 100,349	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,297	\$ 9,505	\$ -	\$ 7,306	\$ -	\$ 149,457	\$ 132,073	\$ (17,384)	
15 Plumbing	\$ -	\$ -	\$ -	\$ 530,902	\$ 85,860	\$ 251,810	\$ 245,744	\$ 253,435	\$ 229,783	\$ 67,086	\$ 23,657	\$ -	\$ 51,354	\$ -	\$ 1,739,831	\$ 1,602,413	\$ (137,418)	
15 HVAC	\$ -	\$ -	\$ -	\$ 1,323,758	\$ 56,891	\$ 110,979	\$ 113,056	\$ 122,183	\$ 129,005	\$ 154,091	\$ 21,052	\$ -	\$ 88,314	\$ 3,164	\$ 2,122,493	\$ 2,058,262	\$ (64,231)	
16 Electrical	\$ 1,099,083	\$ 14,819	\$ 3,889	\$ 1,598,390	\$ 90,419	\$ 421,334	\$ 269,494	\$ 471,427	\$ 315,988	\$ 511,572	\$ 64,123	\$ -	\$ 58,034	\$ 23,056	\$ 4,941,628	\$ 4,438,952	\$ (502,676)	
17 Consulting Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
18 General Works	\$ 62,899	\$ -	\$ -	\$ 109,819	\$ 6,990	\$ 11,648	\$ 9,318	\$ 9,318	\$ 9,318	\$ 11,648	\$ 2,000	\$ -	\$ -	\$ -	\$ 232,958	\$ 229,483	\$ (3,475)	
PROJECT TOTALS	\$ 11,778,720	\$ 325,689	\$ 226,552	\$ 10,001,324	\$ 530,626	\$ 1,511,935	\$ 1,377,098	\$ 1,593,282	\$ 1,384,399	\$ 2,097,070	\$ 254,697	\$ 32,936	\$ 420,114	\$ 117,194	\$ 31,651,636	\$ 29,110,520	\$ (2,541,116)	
MARKUP DESCRIPTION																		
1000 Building Permit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
1005 Envelope Consultant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1010 GC's / Payment & Performance Bond / Fee	\$ 1,177,872	\$ 32,569	\$ 22,655	\$ 1,000,132	\$ 53,063	\$ 151,194	\$ 137,710	\$ 159,328	\$ 138,440	\$ 209,707	\$ 25,470	\$ 3,294	\$ 42,011	\$ 11,719	\$ 3,165,164	\$ 2,911,052	\$ (254,112)	
1015 Preconstruction Contingency	\$ 353,362	\$ 9,771	\$ 6,797	\$ 300,040	\$ 15,919	\$ 45,358	\$ 41,313	\$ 47,798	\$ 41,532	\$ 62,912	\$ 7,641	\$ 988	\$ 12,603	\$ 3,516	\$ 949,549	\$ 873,316	\$ (76,233)	
1016 Contractor's Contingency	\$ 235,574	\$ 6,514	\$ 4,531	\$ 200,026	\$ 10,613	\$ 30,239	\$ 27,542	\$ 31,866	\$ 27,688	\$ 41,941	\$ 5,094	\$ 659	\$ 8,402	\$ 2,344	\$ 633,033	\$ 654,987	\$ 21,954	
Preliminary Guaranteed Maximum	\$ 13,545,528	\$ 374,542	\$ 260,535	\$ 11,501,523	\$ 610,220	\$ 1,738,726	\$ 1,583,662	\$ 1,832,275	\$ 1,592,059	\$ 2,411,630	\$ 292,901	\$ 37,877	\$ 483,131	\$ 134,773	\$ 36,399,383	\$ 33,549,875	\$ (2,849,507)	
Per SF Costs	N/A	N/A	N/A	\$249.22	\$203.95	\$331.19	\$301.65	\$349.00	\$299.54	\$201.86	\$146.45	\$37.88	\$483.13	\$134.77				
C.O.W %	37.21%	1.03%	0.72%	31.60%	1.68%	4.78%	4.35%	5.03%	4.37%	6.63%	0.80%	0.10%	1.33%	0.37%	98.30%	62.42%	61.76%	

Method of Approach (challenges and strategy that will be employed to complete on time, under budget, with consideration to Lowertown Master Plan and fit with community)

The Respondent's proposal shall include a narrative of their approach (specific to the Lowertown Ballpark project) to: delivering a highly functional design, managing cost control, and managing the project schedule. The Project Approach and Work Plan should NOT exceed 10 pages.

The Lowertown Ballpark Project is a landmark project for the City of St Paul. PCL Construction / DLR Group Team is prepared to make the construction of this facility a success throughout the entire process from design to construction to final occupancy. The PCL Construction / DLR Group Team is the only team that provides specific project type experience, intimate community and site knowledge **and** an open, engaging design process for the Lowertown Ballpark project. It is this unique combination that will provide The City of Saint Paul with a highly successful project. Our team includes construction personnel, design professionals, and management leaders with a proven history of delivering similar ballpark facilities.

Our approach to the successful design and construction of the Lowertown Ballpark will be similar in nature to the recently completed Siebert Field Ballpark for the University of Minnesota. The early selection of the design-build team on that project afforded us the ability to begin assisting the project team immediately. Our breadth of experience in baseball/multi-venue sports projects, accompanied by our 'can-do' approach to construction, combined with our interactive, participatory design process informed the project team's decision making and resulted in several design changes that improved the athlete and fan experience, provided greater flexibility for future phases and saved time and money.

Like the decisions made early in that project, the decisions we make early in the Lowertown Ballpark design will have a dramatic effect on the overall project costs. The graph to the right depicts a time vs. cost impact curve. We are in full support of the City's desire to get us involved early!

Project leadership will be the key to the success of this project as demonstrated by the recent success of our proven design-build team, lead by Design-Build Project Manager Trent Johnson. The Lowertown Ballpark team will also be led by Trent who will be involved from the very beginning providing guidance in all aspects of the project. Specifically, Trent will provide the leadership necessary to establish the City's overall project goals, manage the design process, and lead decisions with respect to budget and schedule.

Supporting Trent on the design side will be DLR's Design Project Manager Nathan Miller. Trent and Nate worked "**hand-in-glove**" on Siebert Field managing all stakeholder expectations - including members of the coaching staff, capital planning and project management, facilities management and athletics. This team was responsible for the design, planning, and budgeting of an \$18M phased project. The first phase of which is close to completion.

As the single point of contact, Trent will lead this exceptional team that has proven their dedication, expertise, and cooperative attitude lending to the "**flexibility**" necessary to work with the many stakeholders. This flexibility translates well to the site, under the specific guidance of Superintendent Tim Brown. Tim's 20+ years of experience working on projects both in Minneapolis and St Paul, Siebert Field and Baldinger Bakery respectively, provide him with the specific expertise required for Lowertown.

METHOD OF APPROACH – A "MULTI-FUNCTIONAL" DESIGN

DLR Group's Design Philosophy with regard to ballparks and multi-venue sports projects hinges on understanding the context in which the facility will live. Properly connecting the Lowertown neighborhood with this facility - so that all residents engage this new neighbor - is an important element to project success. Our experience in designing ballparks and multi-venue sports projects over the past 25 years is proof that we can incorporate the essence of a place into facility so it becomes an exciting and integral part of the community.

Baseball First

While this facility will host a wide variety of events, it must function as the nationally recognized home of the Saint Paul Saints. Which means no shortcuts can be taken in terms of providing a proper playing field and related facilities for a first-class, modern, semi-professional ballpark. Patron and player safety must be first and foremost and supersede non-baseball related considerations. Once the components of the baseball facility are established, we will design the facility to effectively support other uses and accommodate these functions so all uses are seen as 'seamless' and integrated into one well-functioning multi-use community venue. The key components to be addressed for semi-professional baseball are:

- Field orientation –addressing, the perspective of the hitter first, then pitcher, fielder, fans and finally optimizing the views of Saint Paul.
- Providing a hierarchy of seating choices that offer cost-effective family entertainment and possible additional revenue and fan experience options
- A grass field is the standard for semi-profession ball parks. With the desire for 365/day use potential, the key to a long lasting facility with minimal maintenance costs is the design of the grass playing field.

Multi-Venue Considerations

While the Saints are the primary tenant for the Lowertown Ballpark, the facility must be designed to accommodate a wide variety of uses so that it can be the 'good neighbor' to the existing Lowertown community AND an economic driver for additional development. Key factors for a successful multi-venue facility include:

- Careful consideration of placement, composition and accessibility of the auxiliary multi-functional spaces such as concessions, storage, equipment access, clubhouse, and leasable spaces.
- Access for large vehicles including semi-trucks for performances and fire trucks for safety.
- Accessibility and load considerations for stage and equipment power and placement needs.
- ADA accessibility and field elevation.
- The physical demonstration of a welcoming and engaged neighborhood amenity.



Master Plan

A Good Neighbor

Our team's intent is to design and deliver a ballpark that is truly a part of the neighborhood. This goal can be readily accomplished in a number of ways:

- Engage the neighborhood before, during and after the design.
- Design a 'ballpark' and not a 'stadium'.
- Provide an appealing design for all faces of the facility.
- Develop an entrance sequence and connection to the community so the stadium becomes part of the neighborhood fabric vs. an impediment to pedestrian engagement.
- Include an captivating concourse around the entire facility

A True "Fit" with Community

The PCL/DLR team includes Mr. Mike Lamb. During Mike's tenure with Cunningham Group Architects, he was the co-author, developer, and manager of the recently completed "Greater Lowertown Master Plan Summary", adopted by the Saint Paul City Council as an amendment to the Comprehensive Plan dated April 18, 2012.

Mike provides immediate benefit to our team, but more importantly, he preserves all of the previously stated interests of Lowertown.*

- How can the community welcome the addition of this new multi-use facility as well as the hundreds of new residents and public venues without becoming a simple destination for others in the region?

- How can the community maintain itself as it changes from a “sleepy corner of downtown” to a “nexus of natural and transportation corridors”?
- How can the community continue to preserve and maintain the integrity of the historic district given pending and future development activities?

[] adapted from the Greater Lowertown Master Plan Summary*

The Greater Lowertown Master Plan is based on the efforts and vision of its primary stakeholders – its residents and business operators. This vision is well grounded in the unique and historic character of Lowertown as a very well defined place in history and a well supported plan for future investment and placemaking. The resident-based Task Force that organized, fund-raised and prepared the community-based plan is very much like many of the pioneers that have come before them. Industrialists like James J. Hill building railroads, immigrants stepping off paddle-wheelers, artists making old warehouse buildings livable, farmers trucking fresh food to market, emerging creative types space-sharing and regional transit forging new patterns have all had a lasting and successful influence on Lowertown. Now another pioneer is ready to step up to the plate to build on the legacy of Lowertown as the new funky, groovy home of the Saint Paul Saints.

The Master Plan, in a simple summary, is focused on how established patterns and places are recognized and used to make what comes next feel connected and comfortable – for people, for buildings and for activities. The Master Plan is about how connections need to be made (to the east side, to the river and to downtown), how gathering places can be realized, how markets and services can be enhanced and how each and every element is a well thought out part of the larger place. The PCL/DLR approach is focused on how the ballpark can reinforce the master plan strategies and provide a new facility that is a part of the larger neighborhood – *not just another project but a new public investment that reinforces the quality of Lowertown as a place.*

Specifically the Master Plan hinges on a number of major initiatives that our design will recognize and respond to in the completion of the Lowertown Ballpark design:

- **Complete the Village**
- **Advance the Arts**
- **Stitch the Seam**
- **Evolve the Task Force**
- **Grow the Market**
- **Connect to the River**
- **Preserve the District**



Artist's rendering of farmer's market and proposed plaza

METHOD OF APPROACH – COST CONTROL

The process of developing **real estimates and defining the scope** requires established local and relevant ballpark experience. This facility must serve not only the Saint Paul Saints team’s needs, but also the needs of the many other planned baseball functions (i.e. little league, collegiate, high-school, legion).

As discussed in the “Past Performance” tab, PCL’s approach to estimating and cost control is based on accuracy, timeliness and effective communication. Over the years, PCL has developed its own Cost Modeling and Estimating software as a result of our client’s need for a more “user-friendly” system than what is normally available in the market.

- Challenges related to the extra-ordinary site costs (demolition, remediation, utilities)
- Cost comparative analysis – advisement on building materials, equipment and systems
- Value analysis – provide options
- Cost control – early and accurate budgets to be utilized to drive the design

Value Engineering / Value Analysis

There is likely no more abused term in the design/construction industry than “value engineering.” Most often, it describes reactive efforts well into the design phase to pull money out of the budget through material and equipment substitutions, or worse yet, diminish scope. These reactionary measures provide no value and are certainly not engineering.

Our approach to providing options for the Lowertown ballpark will be a pro-active effort differing drastically from the last-minute cuts. This discipline is better described as “Value Analysis”. Beginning day 1 of our involvement, we are constantly evaluating constructability and alternate approaches to construction. Our approach incorporates cost/value analysis of all project elements including:

**Materials
Systems and components
Building longevity and maintenance**

**Constructability
B3 and sustainability elements
Life cycle parameters**

On all projects in general, PCL develops and tracks the financial impacts of creative solutions brought forward by all Team members. The solutions are entered into a spreadsheet termed a Trend Log. This log tracks the cost trends (up or down) during the completion of the design documents. The philosophy behind this type of cost tracking is simple: **it is our responsibility to simply inform you as to what you can afford within your budget. It is your money, and you know best how to spend it!**

Design Review & Constructability Analysis

One **distinct advantage** this PCL/DLR Group team brings to this project is that both of our divisional offices are located in the same city and we have collaborated on numerous local projects. This adjacency and familiarity lends two immediate benefits to the City: (1) cost related to preconstruction/design collaboration travel is greatly diminished, and (2) our familiarity with each other, to include all design consultants, eliminates the “getting to know you” period. We have worked together multiple times.

Regardless of delivery method, as true general contractors we take an active role in the development and completion of the design documents. This involvement allows our project management team to be active participants in decisions related to cost and constructability. We have a passion for and take pride in

The screenshot shows a detailed spreadsheet titled "Scope Reduction / Trend Log" with columns for item description, quantity, unit, and cost. It lists numerous potential cost-saving measures, such as "Reduce concrete wall thickness" and "Use alternative materials for seating bowl", with associated cost reductions. A summary row at the bottom indicates a total potential savings of \$4,300,000. A legend at the bottom left explains the color coding used in the spreadsheet.

The Trend Log prepared by Trent Johnson for the Siebert Field Ballpark, documents over 50 ideas representing a potential cost savings of \$4,300,000. Ultimately, 17 items were accepted by the University with a savings to the project of \$1,283,973.

providing innovative building and constructability solutions. Design-Build Project Manager Trent Johnson and Superintendent Tim Brown will assist our design team in exploring alternate means and methods of constructing what is eventually designed. These two individuals will be instrumental in identifying constructability obstacles and providing cost-effective solutions to meet the challenges related to this project.

As described later in this section, our industry-leading expertise in the use of **Virtual Design and Construction (BIM)** will provide immediate benefit. Why is this significant to the City? While the design is progressing, we will use interim images from the model to:

- Identify conflicts during planning and to communicate complex conditions to trade contractors
- Visualize value-analysis options during the design and budgeting phases
- Develop and animate construction phasing and field coordination plans to iron out possible constructability issues

Site Conditions

Knowledge of the area is critical to developing a REALISTIC budget. No other contractor possess the intimate knowledge of this site necessary to best predict costs related to access, soil, adjacency, and site restrictions. During our preparation of this RFP, our team met with members of PCL's field staff currently constructing the CCLRT Operations & Maintenance Facility. From that meeting, we came away with the following items requiring consideration as the design and construction of this facility moves forward:

Key considerations – design:

Existing "passive" ventilation system
Flashing system at transition from building to building
Condition of existing O&M facility north wall
Temporary retention wall along Broadway
Existing DP building slab elevation

Key considerations – construction:

Vehicular truck access for demo debris
Protection of O&M facility during demolition
Adjacent construction activities
Existing District Energy services/utilities

Another key factor regarding the site is the requirement of turf establishment in time for the 2015 Spring Baseball season. We propose to commission a local turf grower to plant the sod for the playing field in the spring of 2013, which is needed for proper turf growth before the harvest and installation prior to September 1, 2014 (necessary for proper turf establishment before use in April of 2015). The turf grass will be grown in the same sand profile that the playing field will be constructed with. A common issue with natural sports turf is a soil "layering" effect that creates incompatibility with the field's soil-sand profile. Our Turf Specialist has more than 40 years of experience in fixing these "layering" issues around the world for natural turf fields. Therefore, we will utilize his expertise to design, specify and install the natural turf properly (the first time) at the Lowertown Ballpark.

METHOD OF APPROACH – PROJECT SCHEDULE MANAGEMENT

As discussed in "Attachment E – Preconstruction" tab, we provided the detail of our planned schedule approach. The details discussed and the time-table established is aggressive, yet achievable. In addition to the scheduling assumptions made at this early point in the process, we must discuss our approach to maintaining that schedule. A preliminary planning schedule is just that... preliminary. Constant, definitive and realistic management of all construction and design activities are critical when measuring time-table success.

Effective Communication

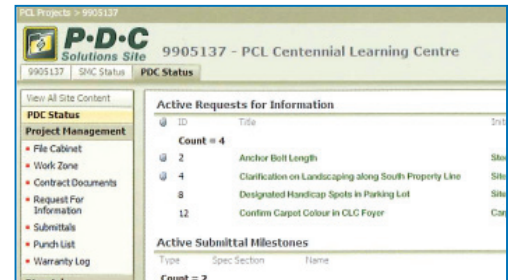
The successful management of any schedule, is open effective communication. This PCL/DLR team works diligently on every one of our projects together to determine the most effective way to communicate with each other, and our clients. We are adept and flexible to the varying needs of project team nuances. Determining the most mutually beneficial way to share, assemble and relay information will be a key factor to the success of this project, particularly those daily activities that most effect the schedule.

The most efficient way of communicating is the ability to distribute information to many stakeholders in different locations and offices. Through experience working with outside products (i.e. eBuilder, Prolog, etc.) we determined

that they did not suit all of the needs of our construction processes. As a leader in integrated project delivery, PCL developed its own internal project collaboration platform that seamlessly connects all aspects of a project in real time. This intuitive, web-based site is called Project Document Control (PDC) Center. PDC is intended, amongst other project related requirements, to streamline the electronic submission and review of project related communication.

More than just a document management tool, PDC...

- Enables live collaboration among customers/project teams
- Offers mobile, 24/7 access to easy to navigate project information
- Offers custom levels of security and access
- Delivers executive level reports to details meeting minutes
- Provides access to project photos, webcam images
- Provides access to schedules, design, models, budgets, specifications
- Is customizable to be project-specific
- Connects the plan room to the board room

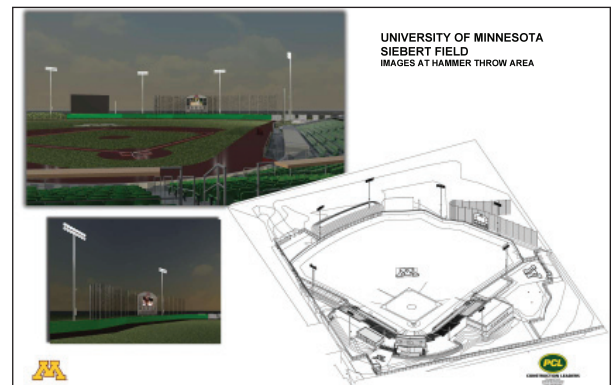


PDC Website

Describe the approach to incorporating Building Information Modeling (BIM) into the design and construction of the ballpark. List all design aspects that will be modeled using 3D CAD (architectural, structural, etc.)

PCL’s proven use of Virtual Design and Construction (“VDC”) will assist the City in visualizing and understanding the design of the building, implications for user groups, and building for the future. While others may hire outside consultants for VC, our in-house staff will work continuously with the entire team and keep the City’s interests as the basis for all decisions. Other contractors may use this technology solely for communication or disruption avoidance, while our methods will result in a more efficient construction, which means fewer change orders and schedule impacts.

The initial 3D Investigation of Siebert Field prompted the University to request the generation of a BIM-derived animation sequence of the ballpark as it related to adjacent buildings and residential areas. The main concern was the distance a ball might travel when hit in the direction of adjacent properties and potential for damage. This process and presentation allowed for a better understanding of ball flight patterns and resulted in educating the adjacent residential apartment building owner that the ball indeed would not travel far enough to cause damage.



Siebert Field Trend Hammer Throw Fence

Another investigation proven beneficial was the BIM-derived imagery created of the adjacent Rec Sports Inflatable Dome. The question came from the Coaching staff, concerned how the big white inflatable structure would affect the batter’s ability to see the ball off of the pitcher’s hand. The University’s had recently installed an inflatable structure just outside center field. The model we created allowed for a better understanding of the inflatable’s affect and resulted in increasing the width of the ‘batters eye’ by 60 feet in an effort to shield the batter’s view.



Siebert Field “batter’s eye” study

As an industry-leader in applying Virtual Design & Construction across multiple disciplines, PCL will provide our team of consultants, designers and modelers access to the pre-eminent leader is AEC / BIM Software: Autodesk through our Enterprise Licensing Agreement. Through this agreement, our design team will have the ability to consult with the world-

leader in 3D design software for architecture, construction and engineering on a project-by-project basis to insure we are leveraging virtual construction to the maximum benefit to our owners.

The dominant BIM software interface utilized during the design phase will be Revit and AutoCAD. This software will be used to create 3D design models as well as 2D documentation for:

Civil 3D infrastructure and utilities (below-ground)
 Architecture
 Structural engineering
 Earth retention
 Fire suppression

UofM Siebert Field

- 43% reduction in RFIs,
- 2% reduction in coordination change orders,
- 50% reduction in mechanical labor and schedule (as compared to recent relevant projects)



Mechanical HVAC systems
 Mechanical plumbing systems
 Electrical systems and low voltage
 Sports lighting

How will the Respondent incorporate the Public Art Ordinance criteria, guidelines discussed in the Lowertown Master Plan, and community outreach?

Art and artists are integral to the design and function of the Lowertown Ballpark, especially significant given its location in Lowertown, the heart of Saint Paul’s artist community. Our team includes Tom Borrup and Creative Community Builders to orchestrate this vital aspect of the ballpark project and its seamless integration into the neighborhood.

The Saint Paul Public Art Ordinance defines public art in broad terms and is explicit that artists must be involved from the earliest stages of conceptual planning and continue through project design and implementation.

The ballpark is no simple public space or neighborhood development project. It has many moving parts, many functions, and ultimately many users. No single artist commission can respond to all the dimensions the ballpark makes available. Many opportunities for artist engagement are evident while others will emerge as the process proceeds. The ballpark is a flexible, multi-use facility that connects to many parts of the city and region. It sits squarely between a nature preserve, a widely recognized creative neighborhood, a popular, well-established farmers market, multi-modal transit center with a flight path above and brownfield below. The structure and public spaces can include integrated artist-designed and built elements as well as discrete objects of art. Public art may range from temporal projects to build familiarity between construction workers and neighborhood residents to evoking and sharing the history of the former industrial site and the meaning of baseball in the evolution of American (and Twin Cities) culture, including possibly such unique features as a history of Town Ball.

In approaching this shared goal in the most comprehensive way, the PCL/DLR team invited Creative Community Builders (CCB) led by an innovative senior arts administrator (Tom Borrup) with a breadth of experience in multi-disciplinary work and the integration of artists and arts practices in urban and public art planning, facility design and community building process.

Does the Respondent have past experience incorporating public art? If yes, please provide examples.

CCB Principal Tom Borrup is an innovator in techniques to incorporate artist-made building elements and in engaging artists as leaders in neighborhood planning and in the community design process. While director of Intermedia Arts in Minneapolis from 1980 to 2002, Borrup developed the Twin Cities’ most inclusive, eclectic and innovative arts organization with a programming mix representing an unprecedented range of ethnicities and art forms. In 1995, he devised an artist commissioning program and secured funds to include eight artist projects

in the design and building of functional aspects of the organization's Lyndale Avenue headquarters. During construction Tom negotiated a place for artists to work on the job at an otherwise all union shop. Some workers, while at first concerned about having artists on the jobsite, found the experience refreshing. They said artists worked hard, provided stimulating interactions, and brought joy and imagination to work every day. Subsequently, the Lowertown-based Jerome Foundation adopted the approach and funded similar projects by numerous arts organizations in the construction and remodeling of their facilities. These included Illusion Theater, Jungle Theater, Open Book and the Playwrights' Center. Tom went on to become Board Chair of the Jerome Foundation and was part of the Lowertown Master Plan team in 2011.



Harry Waters, Jr.

Part of Tom's core team, Harry Waters Jr. is a seasoned theater artist and professor at Macalester College. Waters mixes interdisciplinary and collaborative skills of theater direction with group process and planning skills drawn from decades of teaching and ensemble acting. Waters has designed and led group planning for corporations, nonprofits, neighborhoods and small towns. He has contributed to many organization's strategic plans and neighborhood master plans. Waters directed the West Side Theater Project for three years involving over 150 area residents of all ages as actors who told the stories of the West Side to audiences at the Paul Wellstone Center.

Additionally, CCB commits the talents of Robert Karimi, a conceptual and performance artist nationally known for his work building community and addressing issues related to health and diabetes through food and performance.

Karimi has also worked in environmental remediation at the Raymond/Kaiser Engineering Group in California and been a life-long baseball fan. CCB also includes Lucas Erickson who worked in baseball promotion, including a stint with the Saints, in addition to his work in theater and community planning. He will serve as the key logistics and communications person for ballpark artist projects. Together this team will participate in all aspects of ballpark project design and planning and to identify opportunities for additional public artwork to be commissioned for inclusion in the design and construction.

CCB prefers a formal juried process as described in the Public Art Ordinance for public art project committees. In this case a project committee would be composed of a mix of Lowertown stakeholders, city designees, Saints' representatives, and PCL/DLR team members. This public art committee would serve as one of the vehicles for building longer-term relationships among stakeholders in the Lowertown Ballpark.



Robert Kimini

Project 1 – A History of Working in Lowertown: Re-purposing the Diamond Products/Gillette Company site could be considered disrespectful if the history of the property and stories of those who toiled there are not recognized and recorded. These workers fulfilled a critical role in building the City of Saint Paul and making possible the enjoyment of recreational, cultural and social activities in Lowertown. A theater-based public art project will involve historical research related to the site, collection of images and oral histories from workers and creation and performance of a theatrical script to engage the community in honoring the site, the people and the activities that came before. Theater Director Harry Waters Jr. will lead the process of gathering stories through oral history interviews and story circles. The project would be produced with Bedlam Theater, Lowertown's newest and most innovative resident theater company located at 213 Fourth Street E., across from Union Depot. At the recent December 8th opening of the Depot, Bedlam created a performance by 40 actors mingling in the crowds throughout the event. Macalester College labor historian, Peter Rachleff, will be tapped to conduct research and advise in script development. A scriptwriter and composer will be identified.

Project 2 – Community through Tailgating: The Saint Paul Farmers’ Market will serve as the source for a series of engaging healthy meals to connect artists and neighbors with designers, construction workers, Saints’ personnel, City representatives and others. Performance artist Robert Karimi (aka “The People’s Cook”) tours nationally with his food-related performance works. He creates unique events that are equal part performance, healthy meal and social networking. As an avid baseball fan and California native, his fondest memories come from being part of the community of tailgaters. The tailgaters created a culture that invited the entire community to make their own “home” around his home team’s ballpark. Fresh and hand-made local foods from the Farmers’ Market will create interest in the meals from many parts of the community. Special guests and performers will help draw participation. A total of half a dozen meals/events throughout the process will also provide opportunities for project updates (delivered in a unique fashion) and for moments for celebration of key stages of completion in the project. Karimi’s idea is for the community to feel ownership with the Saints, the Farmer’s Market, and the neighborhood, so they always come back, akin to Lambeau Field, Wrigley, and Oakland Coliseum.

PCL Construction and Public Art

PCL is a leading builder of projects having strong cultural and artistic dimensions, including public art installations, unique architectural features and historic preservation. Recent work includes the new Grammy Museum and Palladium renovation in Los Angeles, Grauman’s Chinese Theatre restoration, Native American Art Museum in Williamsburg, Michigan, Ontario College of Art and Design in Toronto, the iconic Maya Lin designed winter garden in the Ameriprise building in downtown Minneapolis, and the Crystal Court Waterfall in the IDS Center.

Describe any difficulties, challenges or risks your firm foresees in providing services to the City of Saint Paul on this Project, how you expect to manage those difficulties, challenges or risks, and what assistance will be required from the City of Saint Paul. In particular, address site security, traffic management and other issues related to minimizing disruption on site and surrounding neighborhood while performing the work.

CHALLENGE #1: COMMUNITY INVOLVEMENT – the success of this project, success being defined as on time and under budget, hinges directly on the timely review/acceptance of many critical contract document and design submissions. The current conceptual programming as described in the RFP includes public spaces to afford year-round use; to include a public plaza, permanent art exhibits, integration with local activities (Saint Paul Winter Carnival and Art Crawl). **Solution:** The RFP further discusses a “*process developed for engaging the Lowertown Community in the design and construction process.*” This involvement, while anticipated and welcomed, will require a proper communication and management plan. This plan will include specific timing of community involvement and parameters regarding the timing of their comment(s).

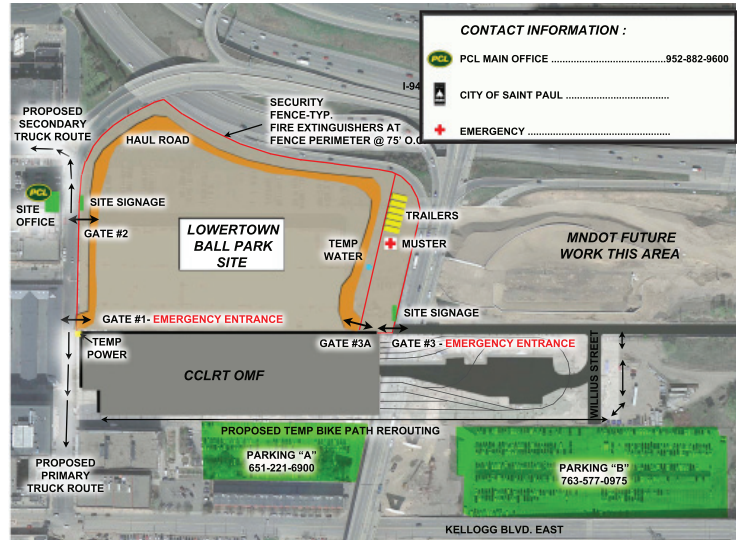
We will prepare, as part of our Project Execution Plan, the following:

- A community communication plan describing details of the design process
- Engage a single-point-of-contact that represents the Community (individual is already included on our team) including contact information
- Timing of our submittals that require public commentary
- Pre-planned dates for community involvement meetings
- Sufficient details of our proposed design

This Community Involvement Plan of course welcomes and should include representatives from the City. Roles and responsibilities regarding the details and implementation of this plan will be discussed during our initial intake meeting.

CHALLENGE #2: DISRUPTION AVOIDANCE – the construction of this project will require careful consideration and planning for **disruption avoidance**. Maintaining a safe environment inside and outside the building is mandatory and must be coordinated and communicated to the entire team. We feel the following components are critical to the project and will be used as the foundation of our site safety and logistical planning. The list below indicates our level of preparedness to deal with the many issues facing this site:

- Completion of the Lafayette Bridge
- Completion of the CCLRT Operations & Maintenance Facility project
- Completion of the Civil East CCLRT Light Rail Expansion
- Farmer’s Market activities
- Pre-planning with City of Saint Paul
- Work with the City to schedule and communicate utility shutdowns
- Sensitivity to dust, vibration, and general construction operations
- Material staging and site access
- Contractor trade parking
- Re-routing of traffic and lane closures
- Lowertown resident safety



Site Logistics

Solution: to aide in the planning for potential disruptions, PCL will assign a **Disruption-Avoidance Coordinator** to work with the many City stakeholders. This individual will be assigned the specific task of managing disruption avoidance, as disruptions to the local residents, ongoing retail operations, and adjacent facilities is simply not an option for the project team. The site logistics surrounding this project must be set up in such a way to allow Lowertown residents to access their homes and businesses with as little impact as possible.

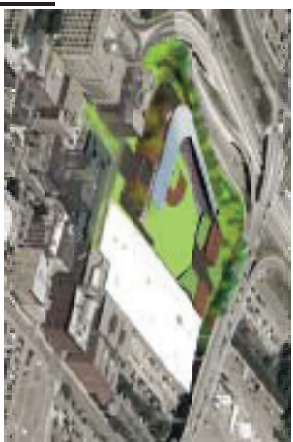
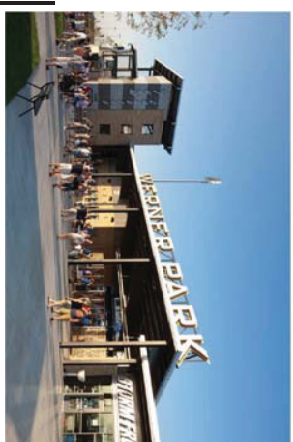
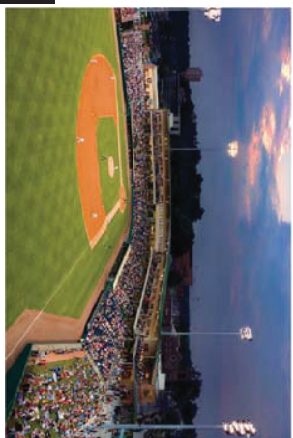
CHALLENGE #3: UNFORESEEN CONDITIONS - through PCL’s involvement in the CCLRT O&M Facility, we understand there are certain challenges related to **subsurface conditions**. In an earlier section, we discussed the planning for the contaminated soils. We also understand that the planned elevation of the field will require careful planning around the existing water table. There may also be boulders, cobble, and other debris that will impact construction and create issues for the project. **Solution:** based on available reporting we can reasonably assume that there will be issues related to soil contamination, debris and water level issues. In the past, we have employed effective strategies for minimizing the risk to the Owner while maintaining design objectives, construction schedules and budgets. Past mitigation strategies included placing all of the subsurface condition risk on the trade contractor and establishing a contract-allowance with a maximum cost ceiling.

CHALLENGE #4: SOIL REMEDIATION – In our estimation, every foot of soil removed from our project area could cost in excess of \$500,000. **Solution:** our team is the most familiar and provides the most extensive expertise in implementing site-specific remedial activities and coordinated remedial design. As discussed in “Attachment E – Soil Remediation” our team has already explored viable options to maximize the volume/amount of impacted materials that can be managed on site. This will certainly aid in the solution to the challenge described below.



Undocumented buried foundation at U of M job site

CHALLENGE #5: CURRENT BUDGET SHORT-FALL – the current project estimate forecasts a \$2 million short-fall. **Solution:** our team provides unmatched experience regarding the ability to determine, apply for and receive grant money through the aid of the Smitten Group. Further, our team provides for other development opportunities with the inclusion of Development Manager JoAnna Hicks, who specializes in grass-roots fundraising activities. As well, described in #5 above, our team of design experts is developing alternate methods to save money on the construction side.



Project Location	Current Project Value (US)	Project Size (gsf)	Special Notes	Construction Start	Construction Complete	Delivery Method	Image						
Greenville, South Carolina	\$ 19,631,350	156,000	Fixed Seats	7/1/2005	4/30/2006	Construction Manager @ Risk	Fluor Field at West End						
Bowling Green, Kentucky	\$ 21,905,562	156,000	Fixed Seats	6/4/2008	4/30/2009	Construction Manager @ Risk	Bowling Green Ballpark						
Papillion, Nebraska	\$ 32,416,919	250,000	Fixed Seats	10/20/2009	4/15/2011	Construction Manager @ Risk	Werner Park						
Lincoln, Nebraska	\$ 16,810,570	156,000	Fixed Seats	4/12/2000	6/30/2001	Construction Manager @ Risk	Haymarket Park						
Minneapolis, Minnesota	\$ 18,568,178	156,000	Fixed Seats*	6/18/2012	12/28/2012	Design-Build (GMP)	Siebert Field						
St Paul, Minnesota	\$ 30,178,246	250,000	Fixed Seats	8/23/2013	2/27/2015	Design-Build (GMP)	Lowertown Ballpark (budgeted costs)						
Uni-Format System	System Area	System Cost	System Area	System Cost	System Area	System Cost	System Area	System Cost	System Area	System Cost	System Area	System Cost	
Stework	16.25	\$ 2,534,427	18.13	\$ 2,828,030	16.74	\$ 4,185,056	13.91	\$ 2,170,261	15.23%	\$ 7,4687	15.01%	\$ 18,12	\$ 4,530,973
Substructure	13.83	\$ 2,156,737	15.43	\$ 2,406,586	14.25	\$ 3,561,384	11.84	\$ 1,846,841	12.96%	\$ 6,35569	12.78%	\$ 15,42	\$ 3,855,751
Structure	6.88	\$ 1,072,540	7.67	\$ 1,196,789	7.08	\$ 1,771,067	5.89	\$ 918,429	6.45%	\$ 3,16067	6.35%	\$ 7,67	\$ 1,917,455
Roofing Systems	1.58	\$ 246,352	1.76	\$ 274,891	1.63	\$ 406,797	1.35	\$ 210,954	1.48%	\$ 0,72597	1.46%	\$ 1,76	\$ 440,421
Exterior Wall Systems	1.25	\$ 195,425	1.40	\$ 218,064	1.29	\$ 322,702	1.07	\$ 167,345	1.17%	\$ 0,5759	1.16%	\$ 1,40	\$ 349,375
Interior Construction	2.44	\$ 380,578	2.72	\$ 424,667	2.51	\$ 628,442	2.09	\$ 325,894	2.29%	\$ 1,12153	2.25%	\$ 2,72	\$ 680,387
Equipment	4.80	\$ 749,112	5.36	\$ 835,894	4.95	\$ 1,236,996	4.11	\$ 641,474	4.50%	\$ 2,20756	4.44%	\$ 5,36	\$ 1,339,241
Furnishings	2.29	\$ 357,273	2.56	\$ 398,661	2.36	\$ 589,958	1.96	\$ 305,937	2.15%	\$ 1,05285	2.12%	\$ 2,55	\$ 638,721
Conveying Systems	1.28	\$ 200,000	3.21	\$ 500,000	1.20	\$ 300,000	1.28	\$ 200,000	0.00%	\$ 0	1.44%	\$ 1,74	\$ 435,577
Mechanical Systems	5.78	\$ 900,991	6.44	\$ 1,005,367	5.95	\$ 1,487,791	4.95	\$ 771,529	5.42%	\$ 2,65513	5.34%	\$ 6,44	\$ 1,610,764
Fire Protection	-	\$ -	-	\$ -	-	\$ -	-	\$ -	0.00%	\$ 0	0.00%	\$ -	\$ -
Electrical Systems	7.04	\$ 1,098,375	7.86	\$ 1,225,618	7.25	\$ 1,813,729	6.03	\$ 940,553	6.80%	\$ 3,2368	6.51%	\$ 7,85	\$ 1,963,643
Specialty Equipment	10.14	\$ 1,581,632	11.31	\$ 1,764,858	10.45	\$ 2,611,723	8.68	\$ 1,354,371	9.51%	\$ 4,66091	9.37%	\$ 11,31	\$ 2,827,586
Special Items (turf)	12.24	\$ 1,908,928	13.65	\$ 2,130,069	12.61	\$ 3,152,180	10.48	\$ 1,634,639	11.47%	\$ 5,62542	11.31%	\$ 13,65	\$ 3,412,725
Preconstruction	4.81	\$ 750,463	5.37	\$ 837,401	4.96	\$ 1,239,227	4.12	\$ 642,631	4.51%	\$ 2,21154	4.45%	\$ 5,37	\$ 1,341,656
General Requirements	10.47	\$ 1,633,534	11.68	\$ 1,822,772	10.79	\$ 2,697,427	8.97	\$ 1,398,815	9.82%	\$ 4,81	9.68%	\$ 11,68	\$ 2,920,384
Subtotal Construction Costs	101.07	\$ 15,566,366	114.55	\$ 17,369,666	104.02	\$ 25,704,479	86.73	\$ 13,329,673	93.6%	\$ 45,87	93.7%	\$ 113,06	\$ 28,264,668
Insurance/Bonds/Fee/Contingency	6.86	\$ 1,070,371	7.66	\$ 1,194,369	7.07	\$ 1,767,486	5.88	\$ 916,572	6.43%	\$ 3,15	6.34%	\$ 7,65	\$ 1,913,578
Total Costs - Unmodified	-	\$ 16,636,737	122	\$ 18,564,035	111	\$ 27,471,965	92.6	\$ 14,246,246	100%	\$ 49,0	100%	\$ 121	\$ 30,178,246
Cost per Fixed Seat	-	\$ 3,843.09	-	\$ 4,039.17	-	\$ 4,269.81	-	\$ 3,223.86	-	\$ -	-	\$ 3,476.44	\$ 4,311.18

Extra-ordinary site costs
Regional Modification

\$ -
\$ 2,994,613
\$ -
\$ 3,341,526
\$ -
\$ 4,944,954

Phase II:
Team Facilities \$ 8,970,000
Sports Plaza \$ 750,000
Canopy Structure \$ 1,200,000
Site costs:
Demolition \$ 2,600,000
Soil Remediation \$ 1,900,000
Earth Retention \$ 750,000

Totals	Totals	Totals	Totals	Totals	Totals	Totals	Totals	Totals	Totals
\$ 19,631,350	\$ 21,905,562	\$ 32,416,919	\$ 16,810,570	\$ 18,568,178	\$ 25,704,479	\$ 14,246,246	\$ 10,920,000	\$ 18,568,178	\$ 35,428,246
Cost/seat \$ 4,535	Cost/seat \$ 4,766	Cost/seat \$ 5,038	Cost/seat \$ 3,804	Cost/seat \$ 5,038	Cost/seat \$ 3,804	Cost/seat \$ 3,804	Cost/seat \$ 8,440	Cost/seat \$ 8,440	Cost/seat \$ 5,061.18

All projects escalated and regionally modified.

The Respondent will identify which of their proposed team members have worked on comparable projects. A lack of prior experience and/or working together on comparable projects may hinder your overall score.

Lowertown Project Team Relevant Experience	Team Members											
	Wil Painter, Precon PM	Trent Johnson, Sr PM	Nate Miller, Design PM	Greg Garlock, Design Arch	Tim Brown, Supt	Mike Schafer, Area Supt	Clayton Schneider, Asst PM	Tom Borrrup, Cost Estimator	John Hink, Public Artist	Bill Sanders, Sitework/Env Mgr	Dan Dustin, Landscape Artist	Safety Mgr
Ballpark Experience	●	●	●	●	●			●		●	●	●
Lowertown / St Paul Experience	●	●	●	●	●	●	●	●	●	●	●	●
Public, Cultural & Arts Projects	●	●	●	●	●	●	●	●	●	●	●	●
MBE / SBE / WBE Project Achievement	●	●	●	●	●	●	●	●	●	●	●	●
Urban Infill / Revitalization	●	●	●	●	●	●	●	●	●	●	●	●
Lowertown Soil Remediation Experience						●	●	●		●	●	●
B3 / Sustainability Experience	●	●	●	●	●	●	●	●	●	●	●	●

Provide individual resumes for the following:

Design Lead, Project Management Lead, Site Work/Environmental Lead, Safety Lead, Pre-Construction Project Manager, Cost Estimator, Site Superintendent, Public Artist, Landscape Architect

Identify the Respondent's team members and/or partners for the following:

Civil, structural, architectural, construction management, landscape, food service, acoustical, code consultants, and any other proposed consultants.

Please see the following pages.

PCL Construction

Wilfred L. Painter, Jr., P.E., F.ASCE



Project Role: **Preconstruction Manager**

Wil has been directly involved with the construction of over 200,000 seats in various sporting venues across the U.S., involving retail, commons and urban interface. His most recent projects; the UNCC Football Complex and Siebert Field at the University of Minnesota were completed in partnership with DLR Group, our design partner for the Lowertown Ballpark.

Experience:

Siebert Field, University of Minnesota, \$7M

Wil served as Preconstruction Manager for the new Siebert Field at the University of Minnesota, working with DLR Group. The project involved the demolition of the former stadium and extensive excavation of substandard soils and protection of a high pressure utility line that bisects the stadium site. New facilities include specially engineered artificial field turf, new spectators seating, field lighting, box office and concessions, and a new training facility.



Education

- Princeton University, Bachelor of Science (Civil Engineering)
- University of Alaska, Graduate studies, Arctic Engineering

Affiliations/Memberships

- Fellow, American Society of Civil Engineers

Years of Experience

45

References

Mr. Ted Tanner, Executive Vice President
Anschutz Entertainment Group
213.742.7870

Mr. Roger Wegner, Project Manager
University of Minnesota
612.626.4646

Additional Experience

- Staples Center, Los Angeles, CA, \$357M (Home to Lakers/Kings)
- LA Live, Los Angeles, Parking, Cinemas, and Conference Center, \$223M
- Los Angeles Unified School District High Schools (2), combined \$229M
- Broome Library, California State Channel Islands, \$49M
- Seismic Upgrade & Historic Renovation, Grauman's Chinese Theater, Hollywood, \$5.6M
- Las Vegas Motor Speedway, D/B Grandstands & Suites, \$36M

University of North Carolina Charlotte Football Complex \$39M

A new facility to host the football program at UNCC. It includes 58,000 sf of field house, training, press, commissary, concessions, and maintenance buildings with 15,000 seats (expandable to 40,000), two synthetic turf fields, and four natural turf practice fields. Wil served as Preconstruction Manager for the project. He was able to develop design concepts to convert the initial approach of aluminum benches on steel stringers to CIP concrete stadia, a significant quality improvement, for less cost. He also drove grading changes to improve earthwork balance and reconfigure site utilities. These conceptual changes resulted in combined **SAVINGS of over \$1M**.

Home Depot Nat'l Training Ctr, California State Dominguez Hills, \$102M

Olympians, amateur and professional athletes train and compete year round at Home Depot. It's also home to the MLS Los Angeles Galaxy soccer team. Developed in a unique partnership between CSU-Dominguez Hills and Anschutz Entertainment Group (AEG), it features 125-acres of baseball diamonds, track and field facilities, synthetic and natural turf fields, a velodrome, and team and patron clubs. Will served as Project Executive and Preconstruction Manager.



PCL Construction

Trent Johnson, B.S., LEED® AP BD+C

**Project Role: Project Manager**

Trent will serve as PCL's Design/Build manager from day 1 of preconstruction/design through contract close-out. He will serve as the primary day-to-day contact during the construction phase. His responsibilities include project cost control, project administration, schedule adherence and subcontract negotiations. Trent will have ultimate responsibility and be supported by the Team of preconstruction manager Wil Painter, superintendent Tim Brown, and architectural project manager Nathan Miller.

Experience:**Siebert Field, University of Minnesota, \$7M**

Trent served as Project Manager for the new Siebert Field at the University of Minnesota, working with DLR Group. The project involved the demolition of the former stadium and extensive excavation of substandard soils and protection of a high pressure utility line that bisects the stadium site. New facilities include specially engineered artificial field turf, new spectators seating, field lighting, box office and concessions, and a new indoor training facility.

Minneapolis Metro Millers Minor League Baseball Park, \$20M

Trent provided all preconstruction services for the planned development of this 7,500 seat \$20 million minor-league baseball stadium. Trent worked hand-in-glove with the stadium developer and project architect in devising a construction budget and schedule that best fit their business plan. The scope of the project included a significant amount of subgrade preparation due to the planned location. It also required a significant amount of planning with the City regarding disruption avoidance, traffic pattern adjustments and infrastructure upgrades. Other key features included a combination of aluminum bleachers and precast stadia seating, fan amenities including concessions and restaurants, northern-league owner corporate offices, home team/visiting team locker and club rooms, and a multi-purpose synthetic playing surface.

Education

- North Dakota State University, B.S. Construction Management
- North Dakota State College of Science, A.S. Architectural Drafting & Estimating Technology

Affiliations/Memberships

- United States Green Building Council (USGBC)
- United Way Leaders Club
- Associated General Contractors of America

Years of Experience

15

References

Mr. Roger Wegner, Project Manager
University of Minnesota
612.626.4646

Mr. Scott Ellison, Associate Athletics Director
University of Minnesota – Twin Cities
612.625.8860

Additional Experience

- University of Minnesota: General Contractor Professional Services for U-Construction, \$24M
- University of Minnesota: Williams Arena Floor Replacement, \$1M
- Millennium Hotel renovation and reconstruction, Minneapolis, \$13M
- Graves 601 Hotel, Minneapolis, \$38M
- Mall of America Renovations, \$61M
- CentraCare Health Plaza and Campus, St. Cloud, 330,000 sf complex, \$81M

**Turtle Creek Resort and Casino, Williamsburg, Michigan, \$97M**

Trent served as Preconstruction Manager for the award-winning Turtle Creek Resort and Casino near the shore of Traverse Bay in Michigan. The project involves a seven story, 140-room hotel with an adjoining 70,000 sf casino and 125,000 sf of conference facilities, restaurants, and backof house. The entire site is 127 acres and PCL completed extensive infrastructure landscaping and water features throughout.

PCL Construction

Tim Brown

**Project Role: Superintendent**

Tim is a veteran PCL superintendent with more than 26 years of experience, with the last several years focused exclusively on sports, community, and higher ed projects. He has proven himself time after time as a practical problem solver. Tim has completed major projects of nearly every type, giving himself an extremely broad base of experience. He is routinely requested by owners who seek a team-oriented, collaborative professional to manage on-site construction activities, particularly while working in and around occupied structures.

Experience:**Siebert Field, University of Minnesota, \$7M**

Tim served as superintendent for the first phase of the new Siebert baseball complex at the University of Minnesota. The project involved the demolition of the former stadium and extensive excavation of substandard soils and protection of a high pressure utility line that bisects the stadium site. New facilities include specially engineered artificial field turf, new spectators seating, field lighting, box office and concessions, and a new indoor training facility.

Baldinger Bakery, Beacon Bluff, St. Paul, \$15M

Tim recently completed a new 144,000 sf, \$15 million commercial bakery for Baldinger Bakery in St. Paul, working closely with the St. Paul Port Authority. Challenged with extensive soils remediation and an ambitious 9 month schedule, Tim delivered the building on-time and on-budget.

**University of North Dakota, Life Sciences & Technology, \$28M**

This 75,000 sf design-build research facility on the University of North Dakota campus required heavy superintendent involvement during the planning/design phase. The facility is located in the heart of the University's life sciences and aerospace campus which required a significant amount of disruption avoidance related to nearby research facilities. Tim led that effort.

Education

- Thief River Falls Area Vocational Technical Institute Carpentry Program
- Educational courses in leadership & management, project planning, scheduling, estimating, supervision and safety

Years of Experience

26

References

Mr. Scott Ellison, Associate AD
University of Minnesota – Twin Cities
612.625.8860

Mr. Dan Soderlund, VP Pharmaceuticals
Hawkins Pharmaceuticals, Inc.
612.331.6910

Additional Experience

- CentraCare Health Plaza and Campus, St. Cloud, 330,000 sf complex, \$81M
- Bayer Health R&D lab facility and commons, Coon Rapids, \$19M
- Mystic Lake Hotel Tower II, 10 stories, Prior Lake, \$44M
- St. Paul City Hall / Ramsey County Courthouse Renovation
- University of Minnesota, Minneapolis, Williams Arena renovation
- Ramsey County Government Center, East Renovation
- Ramsey County Government Center, West Renovation (3 projects)

PCL Construction

Jeff Krick

**Project Role: Chief Estimator**

Jeff is an experienced, technically accomplished estimator with specific experience in projects in an urban setting. He has an extensive background in the planning and estimating of complex concrete structures. Jeff has managed the GMP process for some of PCL's most important clients including Mystic Lake Casino, 3M, and Metropolitan Council.

Jeff will serve as lead estimator for the Lowertown Ballpark and take primary responsibility for developing a complete, detailed guaranteed maximum price (GMP) between the time of PCL's selection as Design-Builder until the project enters construction phase.

Experience:**Siebert Field, University of Minnesota, \$7M**

The first phase of the new Siebert baseball complex at the University of Minnesota involves the demolition of the former stadium and extensive excavation of substandard soils and protection of a high pressure utility line that bisects the stadium site. New facilities include specially engineered artificial field turf, new spectators seating, field lighting, box office and concessions, and a new indoor training facility.

CCLRT Operations and Maintenance Facility, \$47M

The CCLRT Operations and Maintenance facility (O&M) is strategically situated in St. Paul's Lowertown area, making use of the former Gillette manufacturing building. The 180,000 sf building has undergone a major makeover to accommodate tracks, inspection pits and rail cars for Central Corridor. PCL replaced the original floor slab that consisted of concrete over 40 foot deep timber piles. The new slab rests on 1,200 grouted helical micro piles. The building's 800 foot long north and south walls were preserved and enhanced with new openings and precast embellishments.

**Mystic Lake Entertainment Center, \$35M**

The Entertainment Center is a 147,000 sf facility consisting of a 2,100 seating capacity showroom and a 13,000 sf bingo hall on the main casino level; VIP suites, operational rooms are located on the upper suite/mechanical level and back-of-house operational facilities, storage areas and events/show preparation areas are located on the lower level.

Education

- North Dakota State College of Science, Associates Degree, Architectural Drafting/Estimating

Years of Experience

19

References

Rich Langelius, General Manager
Mystic Lake Casino & Hotel
952.496.6948

Phil Burnau, Specialist, Facilities Eng.
3M
651.737.2762

Additional Experience

- CentraCare Health Plaza, 330,000 sf campus & complex, \$81M
- U.S. Army Corp, B-52 Hangar, Minot, \$33.5M
- 3M Corporate Headquarters renovation, Maplewood, \$28.5M
- Mall of America, \$426M
- American Express Client Service Center, \$122M
- Mystic Lake Hotel Tower II, \$32M

DLR Group

Nate Miller, AIA, LEED AP

**Project Role: Project Manager/Architect**

Nate will be responsible for leading and managing the design efforts on the Lowertown Ballpark project. He will provide ongoing design team oversight and be involved with the project from beginning to end - assuring the successful execution of details and project intent.

Nathan is a talented project manager and one of DLR Group's sports facility specialists as well as the operations leader for the sports facilities team in Minnesota. Nathan's listening skills, along with his highly detailed and process-oriented approach, enables him to provide clients with project solutions that meet their needs while accommodating the necessary schedule and budget parameters. He has extensive experience in developing designs that maximize utilization while meeting program demands and providing flexibility for future use. Nate's experience will enable him and the team to streamline communication and manage any design schedule issues efficiently.

Education

- Bachelor of Architecture
Iowa State University

Registrations

Architect: MN
LEED Accredited Professional

Affiliations

NCARB
American Institute of Architects

Years of Experience

11

References**Jeff Seifriz**

Program Director - Athletic Facilities
University of Minnesota
612-624-7559
seifr001@umn.edu

Martha Larson

Director of Energy Management
Carleton College
507-222-7893
mlarson@acs.carlton.edu

**Experience:****Siebert Field, University of Minnesota**

The first phase of the new Siebert baseball complex at the University of Minnesota involves the demolition of the former stadium and extensive excavation of substandard soils and protection of a high pressure utility line that bisects the stadium site. New facilities include specially engineered artificial field turf, new spectators seating, field lighting, box office and concessions, and a new indoor training facility.

University of Minnesota Williams Arena Basketball Court Replacement, Minneapolis, MN

DLR Group worked closely with University of Minnesota officials to replace this historic floor and upgrade the courtside electronics for today's technology needs. The new floor remains elevated and was extended to accommodate additional technology and updated portable baskets. The upgrades improve accommodations for press coverage on game days while providing additional flexibility for the space to be used for other events. The final result is that the experience is improved for players and spectators alike.

Carleton College Laird Stadium renovation, Northfield, MN

The historic Laird Stadium was flooded in the fall of 2010. They hired DLR Group to renovate the damaged interior spaces and develop a phased, 10-year plan to make ongoing improvements as funds became available. Phase I involved repurposing the facility to accommodate a new training room, meeting rooms and locker rooms as well as the appropriate support spaces. Phase II is underway and schedule to be completed this summer. The DLR Group + PCL design enables the College to adjust for future program changes while maximizing the impact of each phase to improve the player experience and create a showcase space for recruitment.

Concordia University Seafoam Stadium, Saint Paul, MN

Designed by DLR Group to meet NCAA Division II standards, the facility enhances the visibility of the college; engages the students, athletes, faculty,

Nate Miller, AIA, LEED AP (continued)



Williams Arena Basketball Court Replacement



Benedictine University Sports Complex



SMSU Regional Event Center



Concordia University Seafoam Stadium

alumni and neighborhood communities; and establishes a dynamic and exciting sporting experience on the campus. Both the football and the track program, the two primary users of the new facility, saw dramatic increases in enrollment of their respective programs. The inflatable dome enables the programs to extend practice and conditioning seasons accommodate additional tournaments and events.

Southwest Minnesota State University Regional Event Ctr, Marshall, MN

The multi-use facility hosts a variety of university and community events, and also provides both competition and practice venues for the SMSU football and soccer programs. DLR Group worked closely with the Owner and several user groups to prioritize needs, find synergies and develop a final design that met the majority of the needs within the designated budget. Approximately 5,000 fans can be accommodated with a variety of seating, including structured seating, terraced seating and overflow seating in grassy end-zone areas. On the second level, conferencing areas can serve as either suites for events, or gathering spaces for meetings. An event plaza area provides a flexible outdoor space for large gatherings and events. To extend use of the facility into winter months, the design allows for a portable air-supported dome to be added at a later date when funds are available. A state-of-the-art press and media area for game day can also be used as a classroom and lab for SMSU radio/TV students.

Benedictine University Sports Complex, Lisle, IL

This multi-sports complex for Benedictine University provides top quality baseball, softball, football, soccer and track and field venues for their collegiate athletic teams. A 1,250 seat lighted baseball field, and 2,000 seat softball field are included in the complex. The 3,000 seat football stadium includes artificial turf. Concessions, press boxes, restrooms, and meeting rooms support the stadiums at the complex.

University of Minnesota Landcare Facility Minneapolis, MN

This \$3.75M, 18,600 square foot project establishes a permanent facility for the University of Minnesota Landcare Services division. The new location moves vital landcare and facility management functions closer to the campus areas they serve and improves the efficiency of the services. In addition, the consolidation of services eases overcrowding in other facilities on the campus and reduces costs for operations and maintenance. The design creatively and cost-effectively applies the University's established design standards and reinforces the east edge of campus.

Century College Science & Library Building White Bear Lake, MN

A new 74,000 square foot Science and Library building. Provides space for science classrooms, laboratories, faculty offices, and a new consolidated library. Prominently located on the East Campus, the building has become the new "gateway" to Century College.

DLR Group

Greg Garlock, AIA, LEED AP BD+C

**Project Role: Lead Design Architect**

Greg will be responsible for the coordination and direction of all design activities for the new Lowertown Ballpark beginning with project development through programming, design conceptualization and development to project completion.

Greg Garlock has an extensive and varied sports design portfolio, which he has focused his entire professional career upon. He has completed design work on more than 30 baseball projects in the last 19 years. As one of two national Sports Leaders for DLR Group, he is responsible for helping guide the direction of the firm's sports facility design practice.

Education

- Master of Architecture University of Nebraska
- Bachelor of Science in Architectural Studies University of Nebraska

Affiliations

NCARB
American Institute of Architects

Years of Experience

19

References

Jim Baker
Associate AD
University of Texas 512.471.3911 jim.baker@athletics.utexas.edu

Bob Beals
Associate Athletic Director for Facilities
University of Oregon
541-346-5609
bbeals@uoregon.edu

**Experience:****University of Minnesota Siebert Field, \$7M**

The first phase of the new Siebert baseball complex at the University of Minnesota involves the demolition of the former stadium and extensive excavation of substandard soils and protection of a high pressure utility line that bisects the stadium site. New facilities include specially engineered artificial field turf, new spectators seating, field lighting, box office and concessions, and a new indoor training facility.

Fluor Field at the West End, Greenville, SC

This 5,000 seat stadium in downtown Greenville fits nicely along Main Street. Greg served as the lead designer of the ballpark which pays homage to the Greenville Drive's affiliate team, the Boston Red Sox. The design includes an asymmetrical, natural grass playing field, a large replica of the manual scoreboard, and a 30 ft. green wall along the left field that is reminiscent of the "Green Monster" at Fenway Park.

Werner Park, Papillion, NE

Greg served as the lead designer for this new minor league ballpark for the Omaha Storm Chasers. The design for the 6,434-seat ballpark brings a sense of intimacy and connection to the games. A 360 degree open concourse allows fans to circulate and see all of the action as they venture to concession and souvenir stands.

Bowling Green Baseball Stadium, Bowling Green, KY

This new minor league ballpark anchors a redevelopment project in downtown Bowling Green. Greg served as the project designer of the new 4,128 seat stadium that features, fixed seats, berm seating, a picnic area, party deck and children's play area. An open concourse is included that completely surrounds the playing field and provides clear views to it from all vantage points.

University of North Carolina - Charlotte New Football Stadium, Charlotte, NC

This new 15,000 seat football stadium will support the University of North Carolina- Charlotte's new football program. Training facilities at the stadium include two artificial turf fields, and a 45,000 SF clubhouse for locker rooms, strength training, meeting rooms, equipment and coaches offices. Greg is serving as a project designer.

Greg Garlock, AIA, LEED AP BD+C (continued)



PK Park at the University of Oregon

PK Park at the University of Oregon, Eugene, OR

Greg served as the lead designer for the new stadium and indoor player development area for the University of Oregon Duck's newly resurrected baseball program. The new ballpark features approximately 3,000 fixed seats in a compact, intimidating seating bowl. A concourse at the top of the seating allows clear views to all parts of the park. An elevated level provides exclusivity to the press box and suites. The home locker room provides a team-oriented space that promotes camaraderie and an atmosphere for victory. A new heated indoor player development area scheduled for completion March 1, 2012 will offer year-round training in multiple configurations.



UFCU Dish-Falk Field Renovation at the University of Texas-Austin

UFCU Dish-Falk Field Renovation at the University of Texas, Austin, TX

Greg served as the lead designer for the renovation and expansion of this existing Division I ballpark for the University of Texas. It includes a reworked seating bowl, additional seating areas, new press box, 17 suites, 2 party suites, expanded public concourses and plazas, new field lighting and upgraded sound system, along with a state-of-the-art player development area.

Medlar Field at Lubrano Ballpark at Penn State University, State College, PA

Greg served as one of the designers bringing his expertise to this new collegiate ballpark for Penn State University that is shared with a minor league baseball team. The ballpark's visibility is maximized with its entry at a main campus roadway situation next to Beaver Stadium. The ballpark offers a variety of seating experiences including fixed seating, bleachers, and berm seating. An open concourse provides fans additional great views from outside their seats.



Medlar Field at Penn State University

Alex Box Stadium for Louisiana State University, Baton Rouge, LA

As the lead designer for this new ballpark, Greg completed a unique design for the powerhouse LSU baseball program to replace their former home of nearly 60 years. The ballpark includes 8,550 seats, 18 suites, a press box, club lounge, and an indoor batting facility.

James Madison University Baseball and Softball Complex, Harrisonburg, VA

Greg served as a project designer for this new baseball and softball complex for James Madison University in Harrisonburg, Virginia. The facility includes a 1,200 seat baseball and 500 seat softball stadium with a shared entry plaza and public amenities. Because the site is flat, the seating is built above grade with patrons taken upwards to circulate on a small raised concourse and then walk down into the seating bowl.



Werner Park; Papillion, NE

Creative Community Builders

Tom Borrup



Project Role: Public Artist Coordinator

Tom's years of experience will allow him to help the City of Saint Paul identify and leverage assets for community revitalization and change. Develop strategic positioning, measurable outcomes, and plans that integrate cultural, social, economic, and design strategies.

Current and Recent Clients:

City of Providence, RI, with Dreeszen Associates
Cultural identity development, 5 transit corridors

Hennepin Theatre Trust, Minneapolis, MN
Creative placemaking – downtown cultural district

Cultural Development Corporation, Oklahoma City, OK
Regional artist support plan

St. Croix Valley Foundation, Hudson, WI
National Heritage Area plan development

Creative Alliance of New Orleans
Cultural economy & organizational strategic planning

Hope Community, Minneapolis, MN
Develop interactive database of nonprofit organizations

Arts & Community Change, Brooklyn, NY
Research policy recommendations for cultural districts

Lowertown Master Plan Task Force, St. Paul, MN
Arts district/neighborhood master plan

Education

- Currently enrolled – Ph.D. in Leadership and Change, Antioch University, Yellow Springs, OH
- Knight Fellow in Community Building, University of Miami School of Architecture, Miami, FL, 2002
- Master of Arts, Communications & Public Policy, Goddard College, Plainfield, VT, 1983
- Bachelor of Arts, Liberal Arts, Goddard College, 1978
- Strategic Leadership in a Changing Environment, National Arts Stabilization, 1998
- New York University Graduate School of Public Administration, New York, NY, Cultural
- Leadership/Managing the Arts Enterprise, Certificate, 1987
- Financial Management, Conflict Resolution, Management Effectiveness, 1982-2001

Years of Experience

20

Robert Kimini

Project Role: Artistic Consultant



Robert built a nationally touring interdisciplinary, cross-cultural arts company. He assists underserved communities, and works with artists and organizations to write grants and organize collaborative events.

Harry Waters, Jr.

Project Role: Artistic Consultant



Harry applies 35 years of acting and directing experience to community planning and dialogue facilitation – getting stakeholders on their feet, exercising their voices, and moving joyously together.

PCL Construction

Dan Dustin, CEM



Project Role: Health, Safety & Environment Manager

Dan has 25 years of experience as a safety manager in buildings and industrial construction and will be responsible for crafting, executing and monitoring a site specific safety plan for the Lowertown Ballpark.

Dan is PCL's full time safety professional serving the Twin Cities base of operations which includes leading all OSHA consultation programs such as the CCLRT Operations and Maintenance Facility.

Experience:

University of Minnesota Siebert Field, \$7M

The first phase of the new Siebert baseball complex at the University of Minnesota involves the demolition of the former stadium and extensive excavation of substandard soils and protection of a high pressure utility line that bisects the stadium site. New facilities include specially engineered artificial field turf, new spectators seating, field lighting, box office and concessions, and a new indoor training facility.



Education

- Hennepin Technical College;
Dunwoody Institute

Years of Experience

25

Relevant Skills

- Certified Emergency Manager (CEM)
- EMT-D, CPR, ARD
- OSHA 10 and OSHA 30 Construction Outreach Trainer (OSHA 500)
- State-Certified NUIMS Trainer
- NFA Certified Trainer
- Forklift Operator Trainer/Tester
- Excavation Competent Person
- Rigging Competent Person

Central Corridor Light Rail O&M Facility, St. Paul, MN

\$43 million building renovation and expansion to house CCLRT maintenance facilities

Malt-O-Meal, Northfield, MN

\$9 million phased equipment renovation and line replacement; double shifts

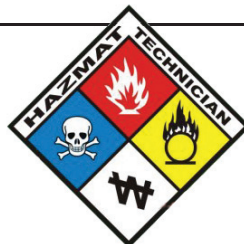
3M, Maplewood, MN

Interior renovation of Building 220, including cafeteria and employee commons

Mystic Lake Casino Hotel, Prior Lake, Minnesota

3-year phased building systems and structural modification across the public complex

Category	2011	2010	2009
Experience Modification Rate (EMR)	0.62	0.58	0.55
TIR	0.71	1.03	1.08



Solution Blue, Inc.

John Hink

**Project Role: Lead Sitework/Environmental Manager**

John provides over 19 years of experience in Brownfield re-development, site remediation, project management and integrated construction implementation. Mr. Hink has managed several sizable Brownfield re-development (including 22 projects in Saint Paul), sports facilities and mixed-use development projects from conception through construction implementation. Most notably in Saint Paul, John's soil remediation efforts and project coordination at Saint Paul's Upper Landing saved the project millions in cleanup dollars, and restored one of the most significant Brownfield sites in Minnesota into a thriving, mixed-use development. For the Lowertown Ballpark project, John brings unique expertise to the team having successfully contributed to the transformation of urban Minnesota Brownfields into high-performance sports facilities including Target Field, Kix Field and TCF Bank Stadium.

Education

- B.C.E. Chemical Engineering, Environmental Engineering emphasis – University of Minnesota

Years of Experience

19

Affiliations

American Institute of Chemical Engineers (AIChE)

American Council of Engineering Companies of Minnesota (ACEC/MN)

Saint Paul Area Chamber of Commerce – Public Affairs Committee

References

Monte Hilleman, St. Paul Port Authority
651-338-1039 / 651-204-6237

Matt Anfang, St. Paul BOMA
651-274-9160

Nancy Rudstrom, University of Minnesota
612-624-7882

Additional Experience

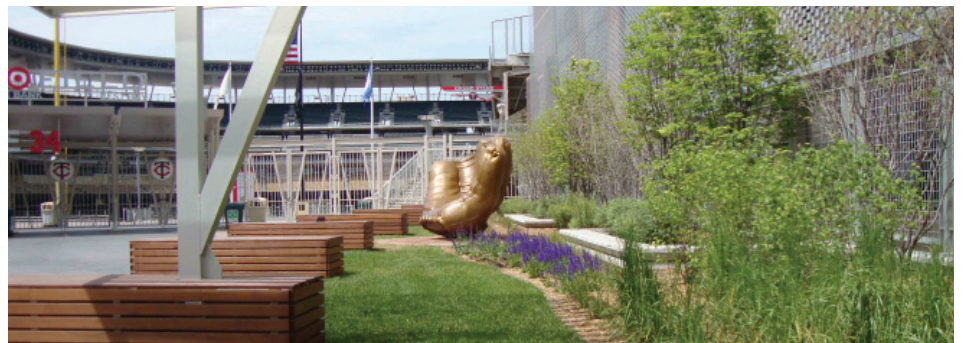
- TCF Bank Stadium; Minneapolis, MN – Site Remediation & Multi-functional Stormwater System; \$303M
- Great Northern Business Park; Saint Paul, MN – Remedial Cleanup & Sustainable Stormwater Management; \$6.52M
- Houston Texans' Reliant Stadium; Houston, TX – Project Engineering for Modular Natural Turf Field; \$1.64M
- Blaine's National Sports Center; Blaine, MN – Engineering

Experience:**Saint Paul's Upper Landing; Saint Paul, MN – \$173 Million**

As Senior Project Manager, John helped to coordinate a public-private partnership between the City of Saint Paul's Planning and Economic Development (PED) department and CENTEX to successfully cleanup and re-develop this former Superfund site. John led the remediation design, project engineering, permitting, grant funding assistance and construction implementation with support from team members from DLR Group, American Engineering Testing and Solution Blue. Upon completion, the project was awarded for the effective integration of high-traffic recreational public spaces in balance with natural eco-systems and stormwater management features. In addition, John helped secure over \$3.7 million dollars in grant funding for the City of Saint Paul from the Metropolitan Council and Minnesota Department of Trade and Economic Development.

Target Field; Minneapolis, MN – \$545 Million

As Senior Project Manager for three separate contract projects, John managed the mass excavation and soil remediation for the area below the playing field including disposal of over 100,000 cubic yards of petroleum-impacted soils. He also coordinated the removal and re-construction of a 1-mile section of the Northstar Commuter Rail line including integration with some conflicting 100-foot deep pilings. Finally, John managed the design, permitting and construction of a multi-functional water resource system within Target Plaza that provides stormwater storage, filtration and re-use via a passive, underground irrigation technology. In 2010, Target Field received LEED® Silver certification.



Sanders Wacker Bergly, Inc.

Bill Sanders



Project Role: Landscape Architect

Bill Sanders has established an extensive record of accomplishments in the profession of Landscape Architecture. Since 1970, Mr. Sanders and his work have been recognized at the local, state and national level with several awards. He has set a very high standard as designer and project manager for highly visible projects, many of which link historic and contemporary landscapes. Bill has provided outstanding professional leadership through his activities on prominent public projects throughout the State, including Architectural Advisor to the Capitol Area Architectural and Planning Board, the Governor’s Residence Council and the Greening of the Great River Park project.

Experience:

Plazas and Malls: Stillwater Pedestrian Walkway; Minnesota State Capitol Mall and Memorials (Korean War Memorial, Fire Fighters Memorial, Police Officers Memorial, Wilkins Memorial, Lindbergh Memorial), Irvine Park Neighborhood Plaza, Seventh Place Mall (Saint Paul); Veterans Memorial (Cloquet); Downtown Plaza (New Brighton); Downtown Plaza (Red Wing); Minnehaha Park Plaza, Lake Harriet Bandshell (Minneapolis)

City Entrances: Saint Paul Downtown Council - Chair of Entrance Enhancement Committee; Highway 52 Corridor and City Entrance Improvements (Harmony); MnDOT I-94 and I-35E Project -Bridges and Landscape Beautification.

Downtown Parks and Plazas: Lowell Park Master Plan and Pedestrian Plaza (Stillwater, MN); Community Park/Polar Lakes Park (White Bear Township); Capitol Mall Design Concepts and Design Review (Saint Paul); Granite Falls Riverfront, Hastings Riverfront, Biwabik Town Square, John Rich Park (Red Wing)

Urban Parks/Plazas: Charles Lindbergh Sculpture Court (Capitol Mall); Irvine Park, Seventh Place Mall (Saint Paul); Town Square Park (Watertown); Footbridge Plaza (Granite Falls); Lake Harriet Bandstand and Rectory, Minnehaha (Minneapolis)

Education

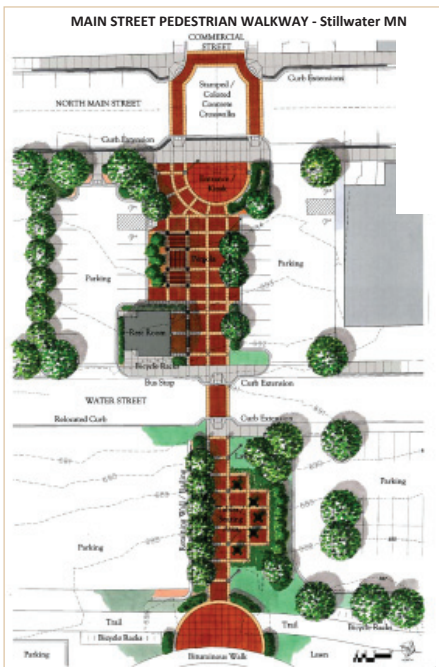
- Iowa State University B.S. Landscape Architecture 1965
- University of Minnesota - Guest Lecturer and Critic
- Iowa State University - Guest Lecturer and Critic
- University of Wisconsin - Guest Lecturer and Critic

Years of Experience

45

Associations

- Fellow American Society of Landscape Architects
- Professional Affiliate Minnesota Society of Architects
- National Trust for Historic Preservation
- Preservation Alliance of Minnesota



DLR Group

Stan Meradith, AIA, NCARB

**Project Role: Sports Designer**

Stan will be responsible for leading and facilitating a collective vision for the Lowertown Ballpark project, developing design concepts, and ensuring that all appropriate resources are available in order to optimize the project's full potential.

Stan has led the design of numerous community, collegiate, and professional sports facilities for DLR Group over the last 25 years. He established DLR Group's sports practice in 1987 with the design of the Cincinnati Reds' Spring Training Facility in Plant City, Florida, and has focused solely on sports facility design ever since.

Experience:**Professional Baseball – Major League**

- TAMPA BAY DEVIL RAYS – TROPICANA FIELD RENOVATION; ST. PETERSBURG, FL

Professional Baseball – Minor League

- OMAHA STORM CHASERS (AAA) (KANSAS CITY ROYALS) - WERNER PARK; PAPHILLION, NE
- CITY OF TOPEKA – SITE SELECTION / CONCEPT DESIGN; TOPEKA, KS
- KANNAPOLIS INTIMIDATORS (A) (CHICAGO WHITE SOX) – FIELDCREST CANNON STADIUM; KANNAPOLIS, NC
- GREENVILLE DRIVE (A) (BOSTON RED SOX) – FLUOR FIELD AT THE WEST END; GREENVILLE, SC
- CHATTANOOGA LOOKOUTS (AA) (LOS ANGELES DODGERS) – BELL SOUTH PARK; CHATTANOOGA, TN
- MAHONING VALLEY SCRAPPERS (A) (CLEVELAND INDIANS) – CAFARO FIELD; NILES, OH
- ERIE SEAWOLVES (AA) (DETROIT TIGERS) – JERRY UHT BALLPARK; ERIE, PA
- HICKORY CRAWDADS (A) (TEXAS RANGERS) – L.P. FRANS STADIUM; HICKORY, NC
- SUSSEX SKYHAWKS – SKYLANDS PARK AND RECREATION COMPLEX; SUSSEX, NJ
- SIOUX CITY EXPLORERS – LEWIS AND CLARK PARK; SIOUX CITY, IA
- KEENE BASEBALL – FEASIBILITY AND STADIUM NEEDS STUDY; KEENE, NH
- MYRTLE BEACH HURRICANES (TORONTO BLUE JAYS) – BASEBALL FEASIBILITY & STADIUM NEEDS STUDY; MYRTLE BEACH, SC
- DOTHAN ALABAMA STADIUM – BASEBALL FEASIBILITY AND STADIUM NEEDS STUDY; DOTHAN, AL
- HUDSON VALLEY RENEGADES (A) (TAMPA BAY RAYS) – DUTCHESS COUNTY STADIUM, FEASIBILITY & STADIUM NEEDS STUDY, DESIGN CONSULTANT; FISHKILL, NY
- HAMILTON REDBIRDS – BASEBALL FEASIBILITY & STADIUM NEEDS STUDY; ONTARIO, CANADA
- TACOMA RAINIERS (AAA) (SEATTLE MARINERS) – CHENEY STADIUM BASEBALL FEASIBILITY AND STADIUM NEEDS STUDY - DESIGN CRITERIA ARCHITECT; TACOMA, WA
- VANCOUVER CANADIANS (A) (TORONTO BLUE JAYS) – BASEBALL FEASIBILITY AND STADIUM NEEDS STUDY; VANCOUVER, WA
- MADISON BLACK WOLF – BASEBALL FEASIBILITY AND STADIUM NEEDS STUDY; MADISON, WI
- DULUTH DUKES BASEBALL – WADE STADIUM FEASIBILITY AND STADIUM NEEDS STUDY; DULUTH, MN
- CHATTANOOGA LOOKOUTS (AA) (LOS ANGELES DODGERS) – BELL SOUTH PARK; CHATTANOOGA, TN

Professional Baseball – Spring Training

- CLEVELAND INDIANS – FEASIBILITY STUDY AND SITE SELECTION; WINTER HAVEN, FL
- MINNESOTA TWINS – HAMMOND STADIUM LEE COUNTY SPORTS COMPLEX; FORT MYERS, FL
- FLORIDA MARLINS – SPACECOAST STADIUM; VIERA, FL
- TORONTO BLUE JAYS – GRANT FIELD; DUNEDIN, FL
- OAKLAND ATHLETICS – PAPAGO PARK; PHOENIX, AZ
- OAKLAND ATHLETICS – PHOENIX MUNICIPAL STADIUM; PHOENIX, AZ
- CINCINNATI REDS – PLANT CITY STADIUM; PLANT CITY, FL
- HOUSTON ASTROS – OSCEOLA COUNTY STADIUM RENOVATION; KISSIMMEE, FL
- HOUSTON ASTROS – BATTING CAGES; KISSIMMEE, FL
- ST. LOUIS CARDINALS – ABACOA SPRING TRAINING FACILITY, CONCEPT DEVELOPMENT TEAM; ABACOA, FL
- PITTSBURGH PIRATES – FEASIBILITY AND STADIUM NEEDS STUDY; BRADENTON, FL
- PHILADELPHIA PHILLIES – NEEDS STUDY; CLEARWATER, FL
- LOS ANGELES ANGELS – TEMPE DIABLO STADIUM RENOVATION; TEMPE, AZ
- NEW YORK YANKEES – STEINBRENNER FIELD; TAMPA, FL

Education

- Master of Architecture
University of Nebraska
- Bachelor of Science in
Architectural Studies
University of Nebraska

Registrations

Architect: TX, FL, NE, NC, NJ, NY, OH, PA, VA, AL, IL, IN, NM, MT, ID, KS, IA, CT, KY, LA, NH, SC, GA, D.C., OR (PENDING), CA (PENDING), CO (PENDING)

NCARB Certified**Affiliations**

American Institute of Architects

Past President, Nebraska Society of Architects

SABR (Society of American Baseball Research)

Co-Chair SABR Ballparks Committee
2009 to Present

Years of Experience

11



Stan Meradith, AIA, NCARB (continued)



Steinbrenner Field - New York Yankees

- NEW YORK YANKEES – RIGHT FIELD EXPANSION, STEINBRENNER FIELD; TAMPA, FL
- BOSTON RED SOX – DESIGN COMPETITION; FT. MYERS, FL
- ATLANTA BRAVES – BASEBALL FEASIBILITY AND STADIUM NEEDS STUDY; ABACOA, FL
- SAN FRANCISCO GIANTS – EXPERT WITNESS/SAFETY ANALYSIS/CONSULTATION; SCOTTSDALE, AZ

Collegiate Baseball

- TEXAS A&M UNIVERSITY – OLSEN FIELD RENOVATION STUDY; COLLEGE STATION, TX
- UNIVERSITY OF OREGON - P.K. PARK; EUGENE, OREGON
- LOUISIANA STATE UNIVERSITY – NEW ALEX BOX STADIUM; BATON ROUGE, LA
- UNIVERSITY OF TEXAS AT AUSTIN – UFCU DISCH-FALK FIELD RENOVATION; AUSTIN, TX
- PENN STATE UNIVERSITY – MEDLAR FIELD AT LUBRANO PARK; STATE COLLEGE, PA
- UNIVERSITY OF NEBRASKA – HAYMARKET PARK; LINCOLN, NE
- HUDSON VALLEY COMMUNITY COLLEGE – JOSEPH L. BRUNO STADIUM; TROY, NY
- UNIVERSITY OF CENTRAL FLORIDA – BASEBALL STADIUM AND SPORTS COMPLEX; ORLANDO, FL
- UNIVERSITY OF MISSOURI – SIMMONS FIELD, BASEBALL STADIUM DESIGN CRITERIA; COLUMBIA, MO
- UNIVERSITY OF TAMPA – SOCCER AND BASEBALL FACILITIES; TAMPA, FL

Professional Multi-Purpose Facilities

- COLLEGE WORLD SERIES / CITY OF OMAHA – SITE SELECTION / CONCEPT DESIGN; OMAHA, NE

Collegiate Arena / Multipurpose

- GEORGE WASHINGTON UNIVERSITY – SMITH CENTER ARENA STUDY; WASHINGTON, D.C.
- GEORGETOWN UNIVERSITY – NEW MULTI-PURPOSE SPORTS STADIUM; WASHINGTON, DC
- LOUISVILLE ARENA – DOWNTOWN ARENA STUDY; LOUISVILLE, KY
- VILLANOVA UNIVERSITY – PAVILLION RENOVATION STUDY; VILLANOVA, PA
- QWEST CENTER OMAHA – ARENA AND CONVENTION CENTER; OMAHA, NE



Memorial Stadium - University of Nebraska

Collegiate Athletic Complex

- LISLE-BENEDICTINE UNIVERSITY – SPORTS COMPLEX; LISLE, IL
- UNIVERSITY OF TAMPA – SOCCER AND BASEBALL FACILITIES; TAMPA, FL



Werner Park - Omaha Storm Chasers



Alex Box Stadium - Louisiana State University

The Ackerberg Group

JoAnna Hicks

**Project Role: Project Consultant for Public Art/Community Amenities**

JoAnna has led several of the largest urban infill office and retail projects across the Twin Cities. Her experience spans all project types - from new office construction to urban infill office, retail renovation and reposition, and historic renovation. She specializes in highly complex projects that involve complex financing, challenging urban sites, extensive community engagement, and public art. Her role on this project will be to coordinate the various public art and community amenity components of the project and the associated fundraising.

Experience:**MoZaic, \$40M**

Tucked behind the Lagoon Theater, MoZaic is the largest structure in Uptown Minneapolis. The mixed-use building consists of 14,000 square feet of first floor restaurant space, 65,000 square feet of Class A office, and 436 stalls of structured parking. Flanked by a Metro Transit busway, the Midtown Greenway, and several adjacent commercial buildings, the site presented an extremely complex infill project. MoZaic Art Park, the first privately-owned public art plaza in Minneapolis, incorporates more than twenty unique sculptural and mural works from both local and national artists. Funding for MoZaic included Federal Recovery Zone Bonds, a Hennepin County Transit-Oriented Development grant, an array of public environmental remediation grants, and several sources of private equity and debt. JoAnna oversaw the financing, fundraising construction, and subsequent leasing of the project.

**Education**

- Macalaster College, B.A., Urban Studies
- University of Vermont, M.A., Natural Resource Planning

Years of Experience

14

Affiliations

- Women in Real Estate Development (WIRED)
- Minnesota Commercial Association of Real Estate (MNCAR)
- Urban Land Institute (ULI)
- Minneapolis Climate Initiative
- MNCREW
- Mayor's Green Initiative
- LEED AP
- Metropolitan Council Livable Communities Advisory Committee

References

Mike LaFave, Neighborhood Development Center

Sue Wollan Fan, Catalyst Community Partners

Additional Experience

- Midtown Global Market
- Plaza Verde
- 901 West Lake Street
- 4100 Minnetonka Boulevard
- Two MarketPointe
- Saint Paul Saints Feasibility Study
- Cathedral Square Assisted Living
- Ruggles House Renovation

Five Points, \$3M

The Five Points Building involved the complete renovation of a class 14,000+ square foot commercial building that had been vacant. Built in 1914, the dilapidated structure presented a number of challenges that were overcome through clever design solutions. A public art installation on the building's plaza incorporated MetroTransit design and materials to create a usable artistic bus stop on MetroTransit land. Financing for Five Points included City of Minneapolis loans and grants, in addition to Tax Increment Financing.



PCL Construction

Mike Schafer

**Project Role: Area Superintendent**

General Superintendent. Mike is a 33-year veteran superintendent with PCL and is routinely assigned to manage our most complex or otherwise challenging construction projects. For the Lowertown Ballpark, Mike will bring his experience completing the adjacent CCLRT O&M building to PCL's construction planning efforts, specifically including the soil correction and site preparation aspects of the new ballpark. Mike is the author of a number of technical papers used by PCL's internal College of construction and is a frequent contributor to educational seminars ranging from effective schedule management to site logistics

Experience:**Central Corridor Light Rail O&M Facility, St. Paul, MN, \$43M**

180,000 sf building reconstruction to accommodate maintenance for the Central Corridor Light Rail trains. The historic building, originally the south building for the Gillette Corporation, had its 880 foot long north and south walls carefully preserved, with a new structure and elevated roof installed. Extensive soil correction was accomplished as part of the project, as well as a new architectural façade on Broadway, across from the farmers Market.

Minneapolis Central Library, Minneapolis, MN, \$26M

500,000 sf library, media and community education center designed by world-renowned Cesar Pelli and Associates.

Education

- Anoka Vocational Technical Apprenticeship Program, continuing education through the Association of General Contractors and PCL College of Construction

Years of Experience

31

Additional Experience

- Mall of America, 4.2 million sf, \$378M

PCL Construction

Clayton Schneider

**Project Role: Assistant Project Manager**

Clayton is a 14-year PCL project manager who has grown steadily in responsibility for PCL's major projects. Currently Clayton is completing the \$47 million CCLRT O&M facility immediately adjacent to the Lowertown Ballpark site. Previous to O&M, his two most recent assignments were successful leadership roles on the Minneapolis Central Library and the \$85 million Turtle Creek Resort & Casino near Traverse Bay, Michigan. Both projects featured unique designs with serious constructibility and soils challenges that were resolved through innovation and diligent management.

Clayton's role on the Lowertown Ballpark will include managing DBE and diversity programs similar to the programs he oversaw on the CCLRT project.

Experience:**Central Corridor Light Rail O&M Facility, St. Paul, MN, \$43M**

Building renovation and expansion to house CCLRT maintenance facilities

Minneapolis Central Library, Minneapolis, MN, \$26M

Interior buildout & sitework for the Cesar Pelli-designed 500,000 sf library, media and education complex in downtown Minneapolis, self-performing much of the work. The interior package included all interior drywall, fireproofing, ceilings, steel stud backing, doors, masonry, interior stone, millwork, raised access flooring, ornamental metals and other finishes. Exterior sitework include foundations, pavers, landscaping and irrigation.

Education

- Bachelor of Science Degree, Construction Management, Kansas State University

Years of Experience

14

Additional Experience

- Graves 601 Hotel, Minneapolis, \$38M
- American Express Client Service Center, Minneapolis, 19 story office and data center, \$122 M

Meyer Borgman Johnson

Edward W. Carter, P.E.

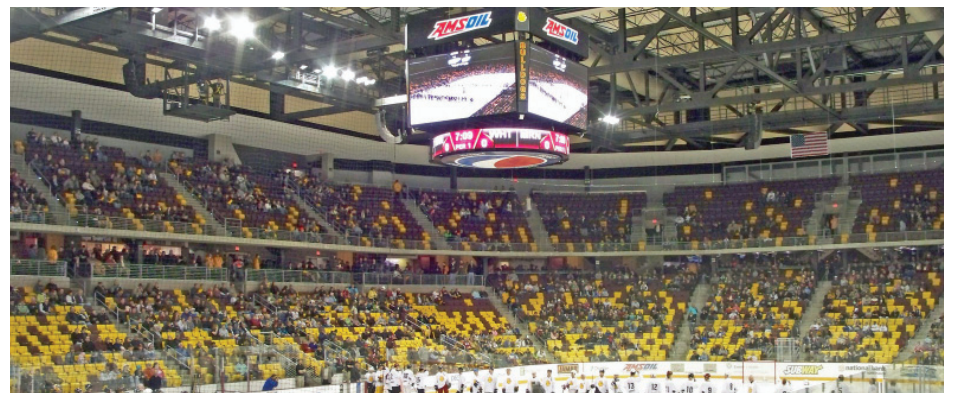


Project Role: Structural Engineer of Record

Ed is a senior project leader with 24 years of experience using all types of structural systems. His responsibilities as structural engineer of record include leadership of the structural design team, development of design concepts and options, management of budget and schedule, and coordination among team members and with the client. He has worked extensively on large, complex projects with phased and/or alternative delivery methods, such as design-build and CMR.

Experience:

Duluth Entertainment and Conference Center AMSOIL Arena, Duluth, MN



Education

- M.S., Structural Engineering, University of Colorado
- B.S., Civil Engineering, University of Cincinnati

Years of Experience

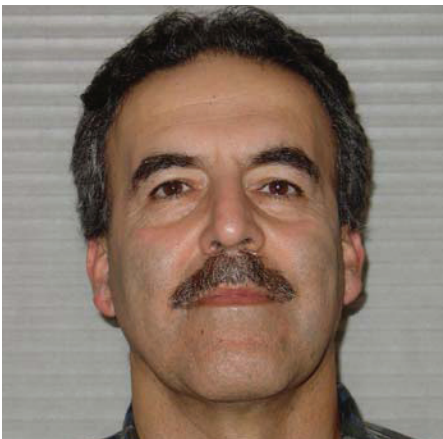
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Registration

Licensed Professional in CA and MN

Rani Engineering

Henry Estephan, P.E.



Project Role: Structural Engineer

Henry has over 25 years of structural planning and design engineering experience in public works, commercial offices and warehouses; and specialty engineering structures.

Experience:

Combined Heating and Power Plant, University of Minnesota, Minneapolis, MN

Structural Engineer for the site design related to the reconstruction of the existing campus power plant. Working closely with the design team and University to find the best design for a challenging project site adjacent to the Mississippi River, which includes large changes in grade and multiple existing and proposed underground utilities. Design includes up to 40-foot retaining walls to allow the most efficient use of the site.



Education

- B.S., Civil Engineering, University of Minnesota
- M.S., Civil Engineering, South Dakota School of Mines & Technology

Years of Experience

25

Hardware/Software Proficiencies

- ENERCALC
- FastFrame
- Bentley RAM Steel

Solution Blue, Inc.

Mitchell Cookas, Assoc. ASLA



Project Role: Sustainability Specialist

Beyond his conventional design experience, Mitchell excels in the areas of “Next Generation” stormwater management and green infrastructure including multi-functional stormwater Best Management Practices (BMPs). Mitchell has successfully collaborated on projects to employ innovative stormwater BMPs that provide ongoing environmental, educational, social and economic benefits for communities across Minnesota.

For the Lowertown Ballpark project, Mitchell provides unique insight due to his local involvement with nearby business owners, residents, the Saint Paul Area Chamber of Commerce (SPACC) and the Saint Paul Saints Baseball organization over the past 3 years including Saints’ Baseball fundraisers, community outreach events, SPACC “Regional Ballpark Initiative” events and other dealings related to the Lowertown Ballpark.

Education

- B.S. Environmental Design – University of Minnesota
- Master of Landscape Architecture (MLA) – University of Minnesota

Years of Experience

10

Experience:

Target Field; Minneapolis, MN, \$545M

Sustainability Planning & Stormwater BMP Design for Target Plaza

TCF Bank Stadium; Minneapolis, MN, \$303M

Stormwater BMP & Sustainability Review for South Plaza

Ridgedale YMCA; Minnetonka, MN, \$2.6M

Landscape Design & Stormwater BMP Review

Saint Mary’s Greek Orthodox Church; Minneapolis, MN, \$465k

Sustainable Stormwater BMP & Landscape Design

Rani Engineering

Andrew Wells, P.E.



Project Role: Lead Civil Designer

Andrew has more than seven years of experience in civil engineering; in particular, working on site designs, including stormwater management, utility relocation, and redesign of affected road and transitways. He is familiar with the challenges of working on site designs adjacent to stadiums as he has recently worked on the Victory & Gateway Lots at TCF Stadium at the University of Minnesota in Minneapolis.

Experience:

Victory & Gateway Parking Lots, University of Minnesota, Minneapolis, MN

Project Engineer for design and construction of two surface parking lots that provide a total of 349 parking spaces on the Minneapolis campus. Project included designing ponds and rain gardens for storm water management, site grading, curb and gutter, asphalt pavement, utility coordination, and ADA compliant facilities. Provided construction observation.

Education

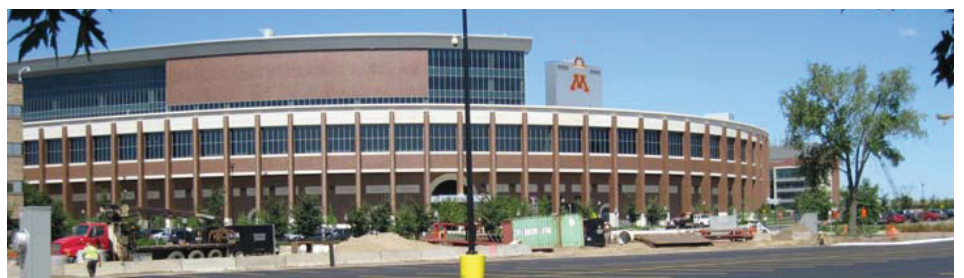
- B.S., Civil Engineering, Marquette University

Years of Experience

7

Hardware/Software Proficiencies

- AutoCAD® Civil 3D
- MicroStation
- GEOPAK
- HydroCAD®
- HEC-RAS



American Engineering Testing

James Rudd, P.E.

**Project Role: Geotechnical Testing**

- Project Management
- Proposal Preparation
- Technical Studies
- Developing Piezocone Technical Practice
- Managing Geotechnical Investigations
- Preparation of Engineering Reports
- Geotechnical Practice Leader for Company

Experience:**Upper Landing Re-development, Saint Paul, MN, \$173M**

The project consisted of construction of several multi-story residential units on an 18 acre undeveloped parcel along the Mississippi River in downtown Saint Paul. The site was in an old industrial area that presented both environmental and geotechnical challenges. The geotechnical challenges included uncompacted urban fill and layers of compressible soft clay soils under the site. In order to mitigate potential settlement problems for the buildings, a combination of Deep Dynamic Compaction, wick drains, and surcharge pre-load fills were used.

Education

- Masters of Science Civil Engineering
San Diego State University
- Bachelor of Science Mechanical Engineering
University of Minnesota

Years of Experience

24

Landmark Environmental, LLC

Sherry Van Duyn, P.E.

**Project Role: Environmental Engineer**

Sherry provides over 25 years of experience in site remediation, environmental compliance and Brownfield re-development. Her emphasis is in site remediation including feasibility studies, public and private bidding, construction management and oversight, remediation cost estimating, contaminated soil and water treatment, soil vapor barrier and venting systems, as well as groundwater dewatering, treatment and discharge. In addition, Sherry collaborated with Kristina Smitten to successfully procure grant funding for remediation and Brownfield projects around Minnesota.

For the Lowertown Ballpark project, Sherry brings unique expertise to the team having successfully completed many large-scale, multi-media contamination projects involving design and remediation for converting former industrial properties into Saint Paul City parks (Bruce Vento Nature Sanctuary, Bruce Vento Interpretive Center, and 4th Street Trail Remediation). Other large-scale cleanup projects include several industrial properties including Maxson Steel (foundry), Gopher Resources (lead smelting), American Iron (scrapyard), Metals Reduction Center (scrapyard), Minnetonka Mist (fill soil, solvents), Iowa and Waukegan Manufactured Gas & Coke Site (Superfund investigation/feasibility study) among several others.

Education

- B.C.E Civil Engineering, Environmental Engineering – University of Minnesota

Years of Experience

25

Registrations

- Professional Engineer in MN and CO
- Certified Hazardous Material Manager
- Soc. of American Military Engineers
- Executive Advisory Committee to the Dept of Civil Engineering, U of M

Experience:**Bruce Vento Nature Sanctuary; Saint Paul, MN****Como Student Housing Cooperative; Minneapolis, MN****Great Northern Business Park/Maxson Steel; Saint Paul, MN**

Barr Engineering Company

Michael Lamb, AICP

**Project Role: Urban Planner**

Michael led the recently approved Greater Lowertown Master Plan effort that addressed the long-term redevelopment of Lowertown, and he has provided consulting services for a variety of other projects in Saint Paul over the past 10 to 12 years. His previous project experience also includes urban infill and redevelopment, transit-oriented development, and form-based codes for public clients in Minnesota, Wisconsin, and Iowa. He has assisted municipal and public clients with land use and development policy and has led and participated in numerous community-based planning and design efforts throughout the Midwest.

Prior to joining Barr as their planning practice leader, Mike served as director of urban design and landscape architecture at Cuningham Group Architecture.

Education

- Master of Architecture in Urban Design, University of Colorado.
- Bachelor of Arts in Urban Studies, University of Alabama—Birmingham

Years of Experience

26

Experience:**Greater Lowertown Master Plan—Saint Paul, MN*****Urban Village Development Plan—Minneapolis, MN*******West Seventh Street Redevelopment Charrette—Saint Paul, MN*******West Side Flats Master Plan—Saint Paul, MN******Zoning Rules Update/Capital Area Architectural Rev. Board, State of MN*****Lexington & Snelling Station Area Plans—Saint Paul, Minnesota****

* Project experience at Cuningham Group Architecture, Inc.

**Project experience at Hammel Green and Abrahamson, Inc.

***Project experience at Michael Lamb Consulting and Town Planning Collaborative

106 Group

Anne Ketz, M.A., RPA, CIP

**Project Role: Historic Preservation**

Anne Ketz's career in planning, interpretation, and management of historic and cultural resources extends over 25 years and three continents. Anne has managed projects and developed dozens of strategic, preservation, and interpretive plans and exhibits for sites and communities across the United States, Great Britain, India, Israel, and Canada. She has witnessed the interpretive planning field change significantly over the years and has been instrumental in promoting interpretation as a vital part of any planning process.

Anne's sensitivity to others and sense of diplomacy have brought complex and potentially controversial projects to successful conclusion. She has worked closely and successfully with many diverse communities.

Education

- B.A., Hons. Ancient History/ Archaeology, University of Manchester, England
- Graduate Cert. in Museum Studies, University of Leicester, England
- Graduate Studies in Historic Preservation, Colorado State Univ.
- Facilitation Fundamentals. U.S. Inst. for Environmental Conflict Resolution

Years of Experience

25

Experience:**Great River Park Master Plan, MN****Three River Park District Cultural Resources Management Plan, MN****National Park Service; Update Nationwide Survey Methods, nationwide****Saint Paul Historic Preservation Plan, MN****City of Bemidji; Bemidji Diamond Point Park Interpretive Plan, Archaeology and Tribal Consultation, MN****Dakota County; Spring Lake Park Master Plan and Interpretive Plan, MN****Three Rivers Park District; Historic Murphy's Landing Interpretive Master Plan Development, MN****Rohwer Japanese-American Internment Camp Interpretive Plan, AR**

DLR Group

Don Horkey, P.E., LEED AP

**Project Role: Mechanical Engineer**

Don leads the mechanical engineering department in DLR Group's Minneapolis Office and the firm's commissioning team. Don also leads the firm's commissioning team. He has more than 18 years of experience in the oversight and preparation of mechanical engineering documents. Experienced in the in-depth analysis of existing facilities and providing alternatives for improvement, Don will recommend areas where there may be opportunities for reducing operations and maintenance costs.

Don's efficient and creative mechanical system designs have earned the respect of his peers and clients. His 18-year career includes diverse facility types, including educational, commercial, health care and justice facilities. His responsibilities include mechanical engineering documentation, equipment selection, system layouts, cost estimating, specifications and equipment scheduling. He leads the DLR Group Minneapolis Engineering Department and the firm's commissioning team.

Education

- Bachelor of Science, Mechanical Engineering
South Dakota State University

Years of Experience

18

Experience:

Carleton College, Laird Stadium Study and Phase I; Northfield, MN
University of Minnesota Siebert Field Renovation, Minneapolis, Minn.
Concordia University Seafoam Stadium, St. Paul, MN
Illinois State University Softball Field renovations, Normal, IL
Southwest Minnesota State University New Regional Event Center, Marshall, MN

DLR Group

Kelly B. Artz, P.E., RCDD, LEED AP

**Project Role: Electrical Engineer**

Kelly leads the electrical and technology engineering department in DLR Group's Minneapolis office. His experience includes technology infrastructure planning and design, complete lighting design, power distribution, computer rooms, fire alarm systems, security, telephone data, public address, sound systems and medium voltage distribution. His status as a Registered Communications Distribution Designer (RCDD) demonstrates his exceptional skills in technology design.

Kelly works closely with each client to develop solutions that meet current program needs and offer the flexibility to adapt to future technological advancements. Helping clients balance first costs with long-term adaptability and effectiveness is one of Kelly's strongest assets.

Education

- Bachelor of Science/Electrical Engineering
South Dakota State University

Years of Experience

18

Experience:

Carleton College, Laird Stadium Study and Phase I; Northfield, MN
Benedictine University/Village of Lisle Multi-purpose Sports Complex, Lisle, IL
Concordia University Seafoam Stadium, St. Paul, MN
Illinois State University Softball Field renovations, Normal, IL
Southwest Minnesota State University New Regional Event Center, Marshall, MN
University of Minnesota Siebert Field Renovation, Minneapolis, MN
University of Oregon Soccer and LaCross Complex, Eugene, OR

Smitten Group, LLC

Kristina Smitten

**Project Role: Grant Specialist**

Kristina Smitten is the principal of Smitten Group, a consulting business founded in 2005, which provides Brownfield and general re-development guidance for public, private and non-profit organizations. She specializes in grant writing, re-development strategy and environmental guidance for Brownfield cleanup projects. Previously, she worked at the Metropolitan Council for six years in Community Development and later in Livable Communities. Prior to her work at the Metropolitan Council, she worked for the Minnesota Department of Natural Resources for four years managing a statewide water resource program. To date, Kristina has helped to secure Brownfield grants totaling more than \$18.5 Million for 28 different projects.

Relevant to Lowertown Ballpark project

- Having previously worked for the MPCA and DNR, Kristina has intimate knowledge of the applicable environmental guidelines and policies, in addition to constructive working relationships with many local, state and federal agencies
- Very familiar with Lowertown Ballpark site having worked on other nearby projects including the Pioneer-Endicott Re-development located just four blocks away

Experience:

Schmidt Brewery for Dominion Development; Saint Paul, MN, \$3M
Shadow Falls for Lander Group; Saint Paul, MN, \$870,000
Cerenity for PAK Properties; Saint Paul, MN, \$216,000

Education

- B.E.S. Biology and Environmental Studies, Emphasis in Urban Planning - Saint Cloud State University

Years of Experience

14

Goff Public

Mike Zipko

**Project Role: Public Relations**

Drawing on nearly two decades of communications experience in Saint Paul, Mike Zipko helps clients plan successful public relations and public affairs campaigns and work effectively with the media, government officials, community groups, and others.

Having previously worked in television news for seven years and with reporters and editors in other roles, Mike has strong connections with the media that he uses to help clients work with the right media outlets and contacts. Mike also helps clients understand social media and integrate new communication technologies, such as Facebook, Twitter and blogs, into their existing efforts.

Mike helps a variety of clients communicate with and mobilize the audiences they care about through targeted media relations, relationship building, grassroots, and public affairs efforts. Mike helped the Coalition for the St. Croix River Crossing, organize, devise and implement an integrated communications plan to help gain support for a new bridge near Stillwater. The effort included key messages, a website, social media tools, media relations coordination, and grassroots engagement. In less than a year, the coalition gained thousands of supporters and won approval from the U.S. House, U.S. Senate, and President Obama to allow the bridge project to move forward.

Education

- University of Saint Thomas

Years of Experience

17

Honors

In 2009 Mike was honored with the National Guard's Civilian Award for Excellence for his work with Serving Our Troops

Robert Rippe & Associates

Steve Carlson, FCSI, LEED AP

**Project Role: Food Service Consultant**

Steve approaches a project from what is practical, affordable and sustainable. He specializes in projects with short timelines, complicated renovations and large scale projects requiring complex organization and planning. His combination of creativity and sensibility is illustrated through his attention to detail and concern for quality. He brings over 30 years of industry knowledge to each project, creating successful designs that specifically address each project's unique requirements.

Steve brings a wealth of experience in custom equipment fabrication, refrigeration systems and millwork construction. His work in markets such as hospitality, healthcare, education and business and industry has led him to become a customer service oriented project manager with a multitude of long-term clients.

Education

- Bachelor of Science, Related Art, University of Wisconsin, Madison, WI

Years of Experience

30

Affiliations

- Professional Member, Foodservice Consultants Society International

Experience:**Bemidji Regional Events Center, Bemidji, MN**

Banquet Kitchen, Concessions, Bars, Suites

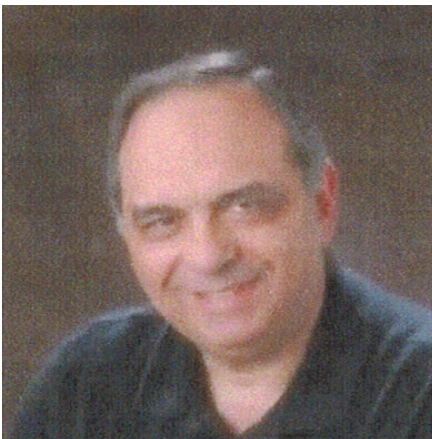
National Sports Center, Blaine, MN

Main Kitchen & Concessions

Mystic Lake Casino, Prior Lake, MN**Cargill Corporation, Hopkins and Minnetonka, MN****Canterbury Park Card Club, Shakopee, MN**

S2O Consultants, Inc.

Harry Schildkraut, FCSI

**Project Role: Concessions Design**

Harry's expertise lies in the thoughtful design approach to concessions. His 40 years of experience in designing sports related food service venues will support Steve in designing appropriate layouts for all food service spaces within the facility.

Awards:

Outstanding Consultant of the Year, MAFSI Region 17 – 2003

President's Citation for Distinguished Service, FCSI – 1986

Spes Hominum Award, National Sanitation Foundation – 1985

Young Lion of the Year, FES Magazine – 1988

Experience:**Lucas Oil Stadium, Indianapolis – Colts**

Planning & design of all food & beverage facilities for the new stadium

Ralph Wilson Stadium, Buffalo – Bills

Planning & design for complete renovation of stadium food facilities

Louisiana Superdome, New Orleans – Saints

Repairs after Hurricane Katrina

Renovation and expansion including new concessions, bunker clubs and pantries (ongoing)

Sun Life Stadium, Miami-Dolphins

Club level renovation and expansion

New beer rooms, distribution systems for beer and soda, stadium-wide

Arrowhead Stadium, Kansas City – Chiefs**Education**

- B.S School of Hotel Administration, Cornell University

Years of Experience

43

Affiliations

- Professional Member, Foodservice Consultants Society International
- National Fire Protection Association, Committee Member
- Cornell Hotel Society, Member

Catt Lyon Design & Wayfinding Consultants

Charlene Catt-Lyon

**Project Role: Site Graphics and Wayfinding**

A multi-faceted and nationally recognized designer, who has managed a wide array of projects, including signage and branding graphics, print, web and exhibitry, Ms. Catt Lyon is a practiced design professional in both 2D and 3D environments. Through her work, she has attained a thorough understanding of materials and processes and has become an innovative practitioner of sustainable design.

Ms. Catt Lyon is accustomed to working within large project teams and with input from many types of stakeholders, including owners, developers, tenants, architects, engineers and other design professionals, as well as community representatives.

Education

- B.S. Graphic Design, University of Cincinnati, College of Design, Architecture, Art and Planning

Years of Experience

35

Affiliations

- Society for Environmental Graphic Design
- New York Chapter of the American Institute of Architects

Experience:**Baseball**

- Nationals Park, Washington, D.C.
- Cheney Stadium, Tacoma, WA
- Dickey-Stephens Park, North Little Rock, AR
- US Steel Yard, Gary, IN
- O'Brien Field, Peoria, IL
- Fifth Third Field, Dayton, OH
- Fifth Third Field, Toledo, OH

Football

- University of North Carolina Charlotte Football Complex (with DLR & PCL)
- Lucas Oil Stadium, Indianapolis, IN

Solution Blue, Inc.

Michael Kelly

**Project Role: Agronomist & Turf Specialist**

Michael provides over 40 years of experience in turf agronomy, sustainable design, turf management and high-performance sports fields. Mr. Kelly supplies extensive experience with the planning, design, installation and maintenance of sports fields including baseball fields, football fields, soccer fields and multi-use athletic fields. Michael supplies particular expertise with multi-functional sports fields that provide stormwater management benefits, passive irrigation, superior turf growth and enhanced durability for athletics and other events.

Michael understands the combination of science and engineering that is essential to creating a sports field that performs at the high level demanded by today's athletes. In addition, he provides decades of experience in collaborating with engineers, architects, contractors, athletic organizations and regulators to efficiently plan, design, approve and install athletic fields across Minnesota and around the country. Mr. Kelly continues to provide conceptual planning, design development, turf specifications, construction administration and other related services for ongoing projects.

For the Lowertown Ballpark project, Michael provides unique expertise with regard to turf agronomy and sand-based fields that will be a valuable asset during the planning, design and implementation of the natural turf playing surface.

Education

- B.S. Agronomy and Plant Science, University of Minnesota

Years of Experience

41

WJHW

Gary White

**Project Role: Acoustical Consultant & A/V Systems Design**

Gary has been designing sound reinforcement systems for the past 21 years. This experience has enabled him to advance and enrich his skills in project management as well as in the design of electronic systems.

Gary works closely with clients to assess their needs and requirements. Taking this information, he then develops systems which meet the expectations of the users. He is involved throughout the entire design and construction process from system programming, design development, specification writing, construction administration, final testing and equalization.

Experience:

Alamodome, San Antonio, TX
Carolina Stadium, Charlotte, NC
Durham Bulls Stadium, Durham, NC
Gerald J. Ford Stadium, SMU, Dallas, TX
Conseco Fieldhouse, Kansas City, MO
Seattle Stadium, Scottsdale, AZ
Pizza Hut Park, Frisco, TX
Rangers Ballpark in Arlington, Arlington, TX
Tampa Bay Devil Rays Spring Training Facility, Port Charlotte, FL
Yuma Baseball Stadium, Yuma, AZ
Tulsa Drillers Ballpark, Tulsa, OK
Ballpark at St. George, Staten Island, NY

Education

- Baylor University, Scientific Studies
- University of Texas at Dallas, Additional Studies

Years of Experience

21

DLR Group

Haidee Tan, NCARB, LEED AP

**Project Role: Code Consultant**

Haidee has over 20 years of experience completing architectural design documents for civic, multifamily and senior housing, education and corporate facility projects. A Certified Building Official, Haidee uses her knowledge of building codes to build relationships with approving authorities to proactively address and quickly resolve any potential issues. She is proficient in AutoCAD and Revit and is skilled in using architecture detailing and sketching to develop resolutions to project issues. Haidee develops responsive and appropriate solutions that meet her clients' goals.

Experience:

Saint Paul Public Schools - Como Park High School Renovations, Saint Paul, MN
Saint Paul Public Schools - Deferred Maintenance at Multiple Sites, Saint Paul, MN
Gateway Village Housing and Highland Pointe Condo, St. Paul, MN
North St. Paul-Maplewood-Oakdale District No. 622, North St. Paul, MN
District Education Center Renovations/Repairs
Cowern Elementary Renovation
Skyview Community School Renovation
Tartan High School Renovation
Weaver Elementary Renovation
Richardson Elementary Boiler and Mechanical School Upgrades

Education

- Bachelor of Architecture, University of Minnesota
- Bachelor of Environmental Design, University of Minnesota

Years of Experience

21

Please provide information on how your firm has met or exceeded Workforce Inclusion goals via payroll and total project hour summaries on three to five past projects.

Lowertown Central Corridor Light Rail O&M Facility

In October, 2013 the first Central Corridor Light Rail passenger train will glide into its new Operations and Maintenance building in Saint Paul’s Lowertown. It will be one of many such visits to a state-of-the-art \$47 million facility built by PCL next to the right field wall of the new Lowertown Ballpark: home of the Saint Paul Saints.

Since the project is authorized and funded through the Metropolitan Council, PCL accepted the challenges of achieving targeted hiring goals established by the Minnesota Department of Human Rights. Among these is a commitment to securing 18% of all hours from minority workers and another 6% from female workers. 24 months into the project, PCL continues to meet or exceed these important goals, following a diligent planning phase for procurement that involved many subcontractors, minority construction representatives and community leaders.

CCLRT OMF UTILIZATION REPORT (source: MN Dept. of Human Rights)

CCLRT O & M	Oct., 2012	% of Total (Month)	Project To Date (hrs)	% To Date	Goal
Minority Hours	3379.80	19.92%	33,285.10	19.29%	18%
Female Hours	1384.70	8.16%	14,050.60	8.14%	6%

Throughout the project, **PCL has consistently met or exceeded monthly and total goals for minority and female participation**, following a detailed plan for inclusion that was developed prior to construction. The project is significantly ahead of goal and is projected to finish at or above current participation levels. PCL will achieve substantial completion of the building in April, 2013 to allow the Metropolitan Council approximately six months to remove a surcharge pile on site. In August, PCL will use the surcharged area to complete the remaining \$4 million of site work and track installations to bring the O&M facility on-line in October, 2013.

On the O&M Facility, the Met Council’s original goal; for DBE business inclusion was 15% of the total contract. Because of the large amount of specialized equipment involved, the Met Council accepted PCL’s good faith efforts to initially achieve 5% DBE participation at time of bid. During the course of construction, due to the commitment of PCL’s project team, we were able to double DBE participation to 10%.

MAC Humphrey Terminal Skyway (source: Metropolitan Airports Commission)

The skyway project involved the challenging erection of a 250 foot elevated skyway, constructed over eight lanes of traffic entering the Humphrey Terminal on a 24/7 basis. The 11 month project was finished on-time, on-budget and with female and minority participation that exceeded MAC goals. It is also notable that among PCL’s own forces on site, 47% of the staff were women and 30% were minorities.

Total Contract Value: \$11,497,458
 Stated Goal: 6% female participation
 Actual Result: 8.13% female (4,601 hours worked)
 Stated Goal: 11% minority participation
 Actual Result: 16.57% minority (9,378 hours worked)



MAC Humphrey Terminal Skyway

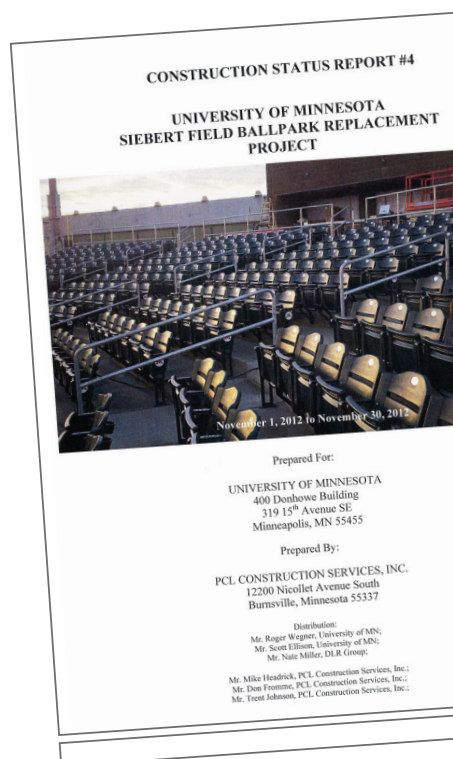
Siebert Field, University of Minnesota (source: U of M Office for Business & Comm. Econ Dev.)

The first phase of Siebert Field was contracted to PCL in the amount of \$6.9 million with a stated expectation that 10% of the value would be subcontracted to women-owned, minority-owned or other disadvantaged businesses. Through diligent planning and structuring of strategic bid packages, PCL was positioned to successfully award scopes of work to a total of 17 subcontractors meeting the desired criteria. This amounted to over \$700,000 dollars of work and the goal was exceeded.



Total Contract Value: \$6,906,328 (Phase I only)
 Goal: 10% work subcontracted to Targeted Business
 Actual Result: 10.2% subcontracted to 17 W/M/S/DBE

Goal: 8% minority participation Achieved: 10.2%
 Goal: 4% female participation Achieved: 4%
 Goal: 1% disabled participation Achieved: .3%



SECTION 5.0

AFFIRMATIVE ACTION / TARGETED VENDOR STATUS

PCL along with all of our associated subcontractors have committed to the following Targeted Business Enterprise participation amounts as of November 30, 2012. As subcontractors/vendors are confirmed, this list will be updated in order to meet the 10% goal for the project.

Name of Targeted Business Enterprises	Certification	Type of Work or Supplies	Dollar Amount	Comments
Pierce Pini + Associates	WBE	Civil Design Consultant	\$19,300	Sub-consultant to DLR Group
Willis Trucking	WBE	Trucking	\$5,634	Subcontractor to Carl Bolander & Sons
MBE Trucking	MBE	Trucking	\$4,249	Subcontractor to Carl Bolander & Sons
Shaw Trucking	MBE	Trucking	\$119,589	Subcontractor to Carl Bolander & Sons
OTA Trucking	MBE	Trucking	\$49,153	Subcontractor to Carl Bolander & Sons
OTA Street Sweeping	MBE	Street Sweeping	\$3,500	Subcontractor to Carl Bolander & Sons
Bald Eagle Erectors	MBE	Rebar Installation	\$80,000	Subcontractor to Northland Concrete & Masonry
Econ Placer	MBE	Concrete Pumping	\$12,000	Subcontractor to Northland Concrete & Masonry
Advance Specialties	WBE/SBE	Concrete Materials Supplier	\$4,000	Vendor to Northland Concrete & Masonry
Life Safety Systems	DBE	Fire Alarm Systems	\$11,949	Subcontractor to Parsons Electric
Crocus Hill Electric	WBE	Light Fixtures & Electrical Gear Supplier	\$51,011	Vendor to Parsons Electric
Bald Eagle Erectors	MBE	Steel Erection	\$120,306	Subcontractor to PCL
Spec 7 Group, Inc.	WBE	Waterproofing	\$10,201	Subcontractor to PCL
C&H Baseball	WBE	Backstop Netting & Field Padding	\$138,057	Subcontractor to PCL
M.C. Supply, Inc.	WBE	Mechanical Insulation Installation	\$36,946	Subcontractor to Harris Mechanical
Carciofini Company	SBE	Caulking & Sealants	\$13,000	Subcontractor to PCL
Stern Drywall, Inc.	SBE	Drywall	\$31,448	Subcontractor to PCL
Totals			\$710,343	



Mystic Lake Performing Arts Center (source: Shakopee Mdewakanton Sioux Community)

Through PCL's 18 years of continuous work with the Mdewakanton Sioux Community, we have developed strong construction capacity with Native American-owned subcontractors and developed Native American tradespeople who today do work for PCL beyond the reservation. For the recent Performing Arts Center project, PCL broke all records for Native participation at Mystic Lake with a total hourly participation of 40% of the work on a nearly \$32 million project. Mystic Lake does not set goals for minority subcontracted work, preferring to emphasize hourly participation by Native Americans.

Total Contract Value: \$31,828,075
 Goal: 30% Native American participation
 Actual Result: 40% Native participation by subcontractors and PCL direct hires

Mystic Lake Performing Arts Center

Minneapolis Central Library

PCL was selected to complete the \$26 million "interiors" package at the new Central Library in downtown Minneapolis. This work scope included all interior finishes, stairways, elevators, offices, restrooms and some site work. It was the largest single package for the project. PCL exceeded City of Minneapolis requirements by placing 21.4% of the total work scope with WBE and MBE subcontractors and suppliers. This translated to nearly \$5 million in awarded contracts.



Minneapolis Central Library

Please describe in detail how your firm plans to meet or exceed Workforce inclusion goals on this project.

Outreach Efforts

PCL's Diversity Initiatives Coordinator Sheena Maloney and Finance and Administration Manager Heidi Wherland are responsible for work force outreach for PCL. Where appropriate, PCL involves project managers, superintendents, estimators and business development. We stand by a statement expressed by Summit Academy: **"The best social service program in the world is a living wage job."**

Our outreach efforts are strategic, on-going and two-fold in nature. We seek to identify and connect with members of the targeted workforce, and we work to support those organizations that are successfully building capacity within that workforce. Here are specific PCL efforts recorded by our outreach team **in 2012 alone:**

Jan 12: PCL spoke on a panel for "Careers in Construction" at an Open House held at Merrick Community Services.

Feb 22: PCL staffed a Met Council construction outreach event held at the MN American Indian Center in Minneapolis.

Mar 8: PCL participated in an Advisory Council meeting for the Construction training program at Goodwill Easter Seals, helping to align future training with the emerging needs of the construction industry.

April 11: PCL staffed a "speed networking event" sponsored by the American Women Contractors and the National Association of Minority Contractors at Century College in White Bear Lake.

May 3: PCL participated in "Let's Build Ramsey County" construction career expo sponsored jointly by Ramsey County and the Met Council.

May 10: PCL sponsored and staffed the "Dream, Design, Build" event for high school student from Saint Paul Humboldt, North Saint Paul, Minneapolis Henry and Minnesota Transitions High School. The event was held at Coffman Hall at the U of M and included a tour of the Lowertown CCLRT O&M Facility.

June 1: PCL conducted a day of "Mock Interviews" for prospective construction tradespeople sponsored by Goodwill Easter Seals.

Aug 29: PCL participated in the DBE "Meet and Greet" sponsored by MnDOT and specifically related to the upcoming St. Croix Bridge construction opportunity.

Oct 10: PCL participated in the Saint Paul public schools Construction Advisory Meeting held in Saint Paul.

Nov 1: PCL conducted a day of "Mock Interviews" for prospective construction tradespeople sponsored by Summit Academy OIC.

Also, PCL financially supports and draws from numerous organizations involved with the development of inclusion in the construction industry, including: Metropolitan Council, Summit OIC, Merrick, Dunwoody Institute, Goodwill Easter Seals, University of Minnesota Foundation, MEDA, NAMC, Neighborhood House, MN American Indian Chamber of Commerce, and the Association of Women Contractors.



Sheena Maloney, PCL Workforce Diversity Coordinator

Please provide information on how your firm has met or exceeded Business Inclusion goals via dollar amounts on three to five past projects.

We have responded to this question within our response to question number one.

Please describe in detail how your firm plans to meet or exceed Business Inclusion goals on this Project.

Workforce inclusiveness and targeted business inclusion are related efforts, so the specific involvement noted above also has a positive effect upon business goals. However, PCL uses other, specific techniques to support our successful accomplishment of subcontracting with women-owned, minority-owned and small or disadvantaged subcontracting firms.

First and foremost, PCL maintains an active database of pre-qualified WBE/MBE/SBE eligible firms. Our database is continually fed from a variety of important sources that include, but not limited to:



Metropolitan Economic Development Agency

- Central Certification (CERT) Program (Ramsey & Hennepin Co.; City of Saint Paul)
- National Association of Minority Contractors (NAMC)
- Metropolitan Economic Development Association (MEDA)
- National Minority Purchasing Council Vendor Information Service
- Metropolitan Council (platinum sponsor of “Constructing Success” 2011 & 2012)
- Minnesota Department of Transportation



National Association of Minority Contractors

As we did successfully with the CCLRT O&M Facility, PCL will hold a series of targeted subcontractor information events, using our existing offices in Lowertown on Broadway (immediately west of the Lowertown Stadium site.)



Association of Women Contractors

Our team will tailor work packages that are manageable and provide targeted subcontractors with opportunities that best fit existing talents and capacities.

We will dedicate time and resources to meet with each and every targeted subcontractor who has interest in bidding on the Lowertown Stadium project. These meetings will be conducted one on one for the purpose of fully explain all expectations, construction logistics and performance standards to help targeted subcontractors successfully compete for opportunities and to do so in a profitable and responsible way.





PCL's Project Manager Steve Bates received the 2012 Turtle Award from the MN American Indian Chamber of Commerce for efforts above and beyond in the creation of construction work opportunities for Native Americans.



PCL received the Construction Achievement Award from the City of Saint Paul for exceeding inclusion goals for women and minorities during the construction of the Science Museum of Minnesota.



Upon receiving the MEDA "Entrepreneur of the Year Award," owner of Bald Eagle Erectors David Bice thanked PCL for twelve years of support to foster the growth of his MBE company.



PCL is a platinum sponsor and panel participant for the Met Council's "Constructing Success Seminar - Training for Small, Minority & Women Owned Businesses".

Our detailed project procurement plan will maximize coverage of all scopes of work, identifying potential gaps and seeking opportunities to build capacity or otherwise assist targeted bidders in submitting complete proposals with qualified personnel and appropriate resources.

At PCL, we are proud of our commitment and accomplishments with regard to diversity. We are a recognized leader in our industry. We see construction diversity as the future of our industry and we continue to embrace that concept at the highest levels of our organization, with our commitment to building "real" capacity within our industry, rather than treating goals as strictly numeric targets.

Our design-build team for the Lowertown Stadium includes the following DBE partners:

- Sanders Wacker Bergly (SBE) - landscape architecture
- Rani Engineering (M/WBE) - civil and structural engineering
- EVS (MBE) – surveying
- Solution Blue (SBE) – storm water management & sustainability
- 106 Group (WBE) – historic preservation
- Goff Public (SBE) – community & neighborhood relations
- Robert Rippe & Associates (SBE) – food service design

WBE Mentor-Protégé Opportunity REALIZED – Rani Engineering

Rani Engineering is a WBE Civil Engineering firm and an exclusive member of the PCL/DLR team. In initial meetings with Rani, the company expressed its strong desire to expand its capacity and expertise by taking on structural engineering as an added discipline. With two structural engineers already on staff, Rani needed the support of a Mentor-Protégé relationship to take the WBE firm to the next level.

Rani's interest prompted PCL to identify Meyer Borgman Johnson as our exclusive structural engineer, in part because of Meyer Borgman's interest in serving as a mentor to Rani Engineering. The net result? With Meyer Borgman's help, Rani Engineering will be positioned to take on approximately 30% of the structural engineering for the Lowertown ballpark – effectively launching a new side of Rani's business and opening many future opportunities for this local woman-owned firm.

Finally, on a national level, because of our large volume of federal work, PCL is regularly audited by the U.S. & Community Outreach Department of Labor, Office of Federal Contract Compliance. Locally, we are certified by the Minnesota Department of Human Rights, City of Saint Paul Human Rights Department and the City of Minneapolis Department of Civil Rights.



Renovation of Williams Arena by PCL

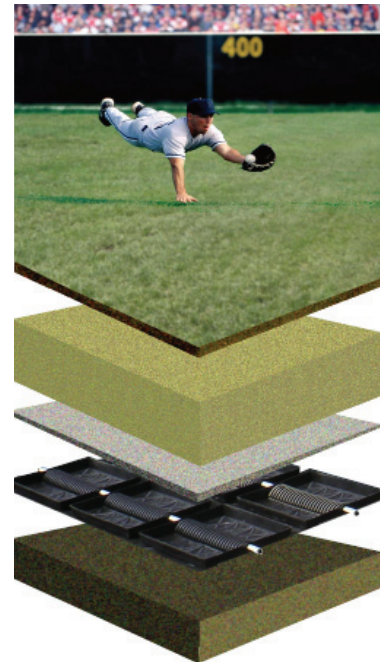
Describe any value added special services, product characteristics, or other benefits or advantages that will be afforded to the City of Saint Paul in selecting the Respondent for the project.

Experience with national vendors We have numerous experiences working with national vendors for sports related equipment and systems. From synthetic surfaces, to sports lighting, to aluminum bleacher and chair back seating, to scoreboards. This experience will provide the City with an unmatched ability to confidently chose the systems that make the most financial sense.

Architectural bench marking by the leading inter collegiate/minor league/independent league ballpark designer Our design team, specifically DLR Group, has provided design oversight for a number of minor and independent league baseball complexes. Their insight to what others are doing/have done will allow for the City’s facility to at par with other facilities and guarantee that the project meets all baseball standards, at each level.

Environmental Passive Integrated Chamber System

Conventional natural turf fields utilize a sand based profile with underground pipes for drainage, additional pipes for irrigation and supplementary systems for stormwater management. Fortunately, there is an alternative solution that integrates these primary field functions into a comprehensive, multi functional system – the Environmental Passive Integrated Chamber (“EPIC”) System. The EPIC System is an efficient, economical and long lasting system that is comprised of washed sand, EPIC chambers, PVC pipes, valve boxes and other common construction sealants and fittings. As an integrated multi functional system, the EPIC System provides water storage, filtration, drainage and passive, sub surface irrigation. For irrigation, the EPIC System relies upon gravity and the capillary movement of water (via the sand) to passively deliver water and nutrients to the roots of plants, which is much more efficient than traditional spray or drip irrigation methods. Additionally, the EPIC System can store water within a contained underground area (via waterproof liner), which essentially creates a “bathtub” below the surface to capture, store, filter and convey the water.



For the Lowertown Ballpark, the EPIC System can provide a cost effective solution with multiple benefits related to stormwater management, irrigation, sustainability and soil remediation. Because the site has contaminated soils and calls for remediation, there is a great opportunity to utilize a liner to “cap” the contaminated soils, but also provide a contained area for the EPIC System. Utilizing the EPIC System at the Lowertown Ballpark would enable the field to function as a natural ecosystem that provides stormwater storage, treatment and conservation via re use for passive irrigation. This system could also be utilized at the West Plaza serving as a “green” extension for the Farmer’s Market.



Primary Benefits of EPIC System

- Decrease pollution of stormwater runoff (TSS, Phosphates, Nitrates) and improve water quality
- Increase water conservation and facilitate water re use
- Reduce the costs associated with traditional stormwater pipes and systems
- Improve plant health by promoting deep root growth, hence providing superior turf quality
- Save energy (compared to typical irrigation systems) by relying on capillary movement of water through sand
- Increase irrigation efficiency by 50-80% when compared to traditional spray and drip irrigation systems
- Reduce runoff volumes and provide flood attenuation for critical storm events
- Reduce maintenance no moving parts, which can freeze and need to be “winterized” for conventional irrigation
- Integrate with vapor barrier and contamination cap (via membrane liner) to provide “green” site remediation

Advanced Turf System

Out of the 200+ events a year that will be scheduled in the Ballpark, many of them will be non baseball related. To that end, the natural grass playing surface will most likely be subject to abuse from pedestrian as well as truck traffic, causing damage creating drainage issues and poor infiltration. As a result of these problems, many sports field have recently been converted to artificial turf for increased durability and decreased maintenance. Other design considerations must be made given the possibility of concerts, similar to Target Field, as well as an ice rink for figure skating and hockey events.



Fortunately, there is a solution available to enable a natural grass field to perform like artificial turf – this technology is called the Advanced Turf System (“ATS”). ATS consists of polypropylene mesh elements that are mixed into the top layer of a sand based soil profile. These ATS mesh elements will increase a natural grass field’s durability, infiltration rates and load bearing capacity. Additionally, ATS prevents compaction, which preserves more space for air and water to maintain healthier turf grass. Members of our team are the only ones with recent, relevant experience designing and installing this system.

Primary Benefits of ATS

- Increase the load bearing capacity of natural turf
- Double the infiltration rate of sand profiles
- Provide superior durability in dry or wet conditions
- Increase the frequency of use for natural turf
- Improve user safety due to “cushioning effect” on impact
- Notable applications: Houston Texans Stadium, TCF Bank Stadium



“From a sustainability standpoint, we are able to reduce our need and related costs for irrigation because the roots from the turf pull water up through the sand profile,” said Doug Lauer, Landcare Supervisor for the University of Minnesota, of the EPIC System installed on the green space outside of the stadium. “We also save money by eliminating the disposal of water down the storm sewer.”

A “fresh” perspective

Our entire team respects the amount of personal time and effort City officials have expended over the last several years refining the current design. With this in mind, we are ready to hit the ground running with the existing pre design as well as provide commentary regarding the existing plans and how to provide the best possible project while still meeting the schedule and budget.



University of Minnesota Athletics

Bierman Field Athletic Building | 516 15th Avenue S.E. | Minneapolis, MN 55455

December 14, 2012

To Whom it May Concern:

I've had the pleasure of working with PCL Construction Services, Inc. on our design-build baseball stadium project here at the University of Minnesota. Siebert Field is one of those iconic facilities at the University of Minnesota, as well as in the State of Minnesota, that has to be "done right". PCL did it right! The project had challenges from the beginning, a tight site and a tight budget. PCL, along with their architect DLR Group, showed great creativity in designing the stadium with the site and budget in mind at all times. We started the project with a visioning session where we discussed the project priorities. PCL and DLR used those priorities throughout the design and construction process to ensure that our end product met our vision, and I can proudly say that it has.

I mentioned earlier the tight budget we were faced with on this project and I can say that PCL stretched our dollars to the max. John Anderson, Head Coach for the Golden Gophers Baseball team, has mentioned to me that he feels we got more in our stadium based on the money available than he thought we would when the project started. I can't remember once where PCL came back to the table and said "we need more money", they found a way to make it work without cutting corners. That's a credit to the way they managed the project, and to the team they assembled. The PCL team was easy to work with, organized and detail oriented. From Trent Johnson, project manager, to Tim Brown, project superintendent, the team was effective, responsive and thorough.

If you have any questions please don't hesitate to contact me.

Sincerely,

Scott Ellison
Associate Athletics Director
University of Minnesota



December 12, 2012

To Whom it May Concern:

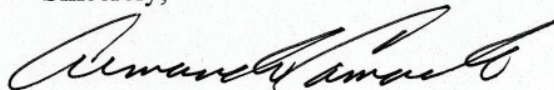
In their drive to be partners in the community, PCL Construction Services, Inc. (PCL) has created many lasting, strong relationships with nonprofits in St. Paul. This letter is to document the ever-growing partnership between Neighborhood House and PCL. Since 2003, our two organizations have continued to find new and innovative ways to work together to support the needs of the community. Below are the numerous ways that PCL has generously and consistently supported Neighborhood House throughout our near decade-long relationship:

- Various monetary support consistently since 2003 (in honor of past employees, United Way donations, holidays tributes)
- Sponsorship of main fundraising event (Revel with a Cause and Embrace the Dream) since 2009
- Donation of a forklift and forklift operator to support large food drive in collaboration with the Minnesota Twins in 2011.
- Ranking among our largest grossing food drives for March Food Drive campaigns in 2011 and 2012
- Donation of School Supplies for Neighborhood House's 2012 distribution.
- Consultation on various construction projects at the Wellstone Center and the Gilbert de la O Ball fields.

PCL has continuously supported Neighborhood House as our programs and services continue to grow. We are proud to partner with PCL and support the great work they do for their clients and the community.

If you have any further questions, please feel free to contact me at 651-789-2575 or acamacho@neighb.org.

Sincerely,



Armando Camacho
President Neighborhood House

UNIVERSITY OF MINNESOTA

Twin Cities Campus

Intercollegiate Athletics

*Bierman Field Athletic Building
516 - 15th Avenue S.E.
Minneapolis, MN 55455*

*Office: 612-624-4497
Fax: 612-626-7859*

December 13, 2012

To Whom It May Concern:

The purpose of this letter is to support the candidacy of the PCL Construction Services, Inc. in their bid to build the new St. Paul Saints Baseball Park in the Lowertown area of St. Paul.

In the past year, the University of Minnesota embarked on an exciting new campaign to replace Siebert Field baseball diamond on the U of M campus. The PCL Construction Services, Inc. firm bid on the project, won the bid and will finish the project later this month. The chain of events along this path has led us to believe that PCL is a fantastic construction partner with professionals at every level of their company. To complete this project as efficiently and as timely as they have has been amazing to watch.

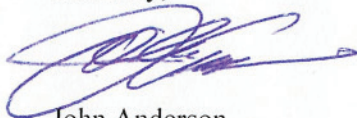
PCL has:

- 1) Been professional in all communications both in person and through documentation
- 2) Operated with integrity and the belief that the customer is first.
- 3) Operated a safety first environment on the job site.
- 4) Provided professional expertise to explain and guide us through the construction process.
- 5) Sought out top level sub contractors and demanded excellence in their work.
- 6) Repeatedly displayed a can-do attitude in planning meetings, on-site visits and follow-up.
- 7) Instilled confidence in the owners (U of M) that the job is being done right, on-time and on budget.
- 8) Helped with tough decisions on scope and direction of the construction process.
- 9) Held to a tight time construction time schedule and delivered.
- 10) Made us feel this project was important to their company.

We are very happy with our project and look forward to working with PCL in the future for additional components of the Siebert Field ball park.

If you have any questions, please do not hesitate to contact my office.

Sincerely,



John Anderson
Head Baseball Coach
University of Minnesota
ander014@umn.edu
651-231-8715 cell#

JA/rf



