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 **Buyer Phone #: 651.266.8915**
Solicitation #: RFP-30505-12 **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: Ryan Companies US, Inc. Number of Addenda Received: 4

Address: 50 South Tenth Street, Suite 300, Minneapolis, MN 55403

Signature: _____ **Date:** 12/19/2012
By:
Michael P. Cairl Executive Vice President
Name Title

Phone: 612-492-4228 **Fax:** 612-492-3228 **E-Mail Address:** mike.cairl@ryancompanies.com

E.I Number: 41-0882483
(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

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 RFP Response shall include one original clearly labeled as "ORIGINAL", plus 8 copies, and one digital copy (cannot be password protected or encrypted) Sealed in one package clearly labeled with the following information: RFP-30505 Design/Build RFP Lowertown Ballpark Project Respondent's Company Name and Address Within the sealed package shall be a sealed envelope containing the Lump Sum Fee Attachment and labeled "LUMP SUM FEE"				

We acknowledge receipt of the following addenda:

1. Attachment A – Addendum Acknowledgment
    a. Addendum #1 RFP-30505-12
    b. Pre-Proposal Meeting Sign-in Sheets
    c. Addendum #2 RFP-30505-12
    d. Document A – Contract Documents Revised
    e. Addendum #3 RFP-30505-12
    f. Document J – Preliminary Geotechnical Evaluation Report
    g. Addendum #4 RFP-30505-12
    h. Document K – Addendum to Additional Investigation Report

Submission for Proposal

12.19.2012

RFP 30505-12 Design/Build RFP Lowertown Ballpark

RYAN®

JULIE SNOW ARCHITECTS INC.

AECOM

WWW.RYANCOMPANIES.COM

RYAN COMPANIES US, INC.
50 South Tenth Street, Suite 300
Minneapolis, MN 55403-2012

612-492-4000 *tel*
612-492-3000 *fax*

December 19, 2012

Jessica Brokaw
City of Saint Paul Contract & Analysis Services
15 W. Kellogg Blvd.
Suite 280
Saint Paul, MN 55102

Dear Ms. Brokaw and Members of the Selection Committee,

RE: RFP 30505 Design/Build RFP Lowertown Ballpark Project

Our relationships with the City of Saint Paul and the St. Paul Saints go back some time. It is with everyone's collective effort that we have arrived at this momentous occasion with project funding in hand, ready to move forward and break ground. This Ryan Team, consisting of Ryan as the design-builder, Julie Snow Architects as the design architect, AECOM as the sport architect and Ryan A+E as the architect-of-record, understands that the opportunity to collaborate on the creation of Saint Paul's next great urban park is an absolute privilege. We have challenged ourselves to propose something worthy of this significant opportunity, and we hope you feel we have delivered.

In Tabs 1 through 12, we will demonstrate the specific knowledge of your project that we feel makes us uniquely qualified to deliver. But if you read one tab twice – we'd even suggest reading it first – refer to Tab 13. There you will find the 'other' qualities that you should consider when selecting your partner. The Ryan Team possesses important intangibles, such as:

- **Relationships -** We were your first choice, and we believe we still are. Our team was assembled in large part by you, the City and Saints organizations. There is a reason we were selected in the first place, and this team is committed to leveraging the countless individual relationships for the betterment of this project and Lowertown.
- **This is Not Just Any Ballpark, It's The Lowertown Ballpark! -** We understand and appreciate the level of commitment to Lowertown by all parties involved. We will make this a special ballpark, because we know how special Lowertown is. We trust that you will be inspired by the design presented in the trade secret envelope.
- **Team Bond and Collaboration -** As a result of more than 7 years of hard work, our team possesses unmatched project knowledge and proven working relationships that will allow us to restart this project at a sprint. Moreover, we have all worked on this project together, so you know we will be successful as a team.
- **2014 Opening Day -** When the mandate to stop work was issued, we immediately rallied the team. Because we have worked so closely with you to understand your needs we chose to continue design, confidently shaving months off the schedule. The ability to open for baseball in 2014 will save the project, the Saints, and the City millions, generate revenue a year earlier and provide an economic and cultural boost to the Lowertown community.

Above all, enjoy this proposal as it is illustrative of the Ryan Team's knowledge, commitment, and creativity. We have rallied around your vision for the Lowertown Ballpark and had a lot of fun in the process. We hope to have the opportunity to share more at the interview.

Sincerely,
Ryan Companies US, Inc.

Mike Ryan & Pat Ryan

01 Team Proposal Form

01 Team Proposal Form

The Ryan Team synergy is built on long term relationships and has been proven during the completion of the Lowertown Ballpark pre-design.

Attachment B: **Team Proposal Form**

Name of Respondent's firm: RYAN COMPANIES US, INC.

Lead Pre-Construction Project Manager:	**Ryan Companies US, INC.**	**Mark Maghrak**
Lead Construction Project Manager:	**Ryan Companies US, INC.**	**Mark Maghrak**
Lead Site Superintendent:	**Ryan Companies US, INC.**	**Bob Curley**
Lead Cost Estimator:	**RLB/Garrison**	**Jason Schultz**
Lead Design Project Manager/Architect of Record:	**Ryan A+E, INC.**	**Logan Gerken**
Lead Design Architect:	**Julie Snow Architects**	**Julie Snow**
Lead Sport Architect:	**AECOM**	**Jon Niemuth**
Public Artist:	**4RM+ULA**	**James Garrett Junior**
Lead Safety Manager:	**Ryan Companies US, INC.**	**Scott Beron**
Lead Environmental Manager:	**Ryan Companies US, INC.**	**Jon Blaha**
Lead Site Work Manager:	**Ryan Companies US, INC.**	**Larry Rogers**
Landscape Architect:	**Bob Close Studio, LLC**	**Bob Close**

NOTE: Attach resumes of ALL individuals listed in this attachment

02 Vendor Outreach Questionnaire

02 Vendor Outreach Questionnaire

Transparency, Community and Collaboration are cornerstones of our process.

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.

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

MBE 5% **SBE 10%** **WBE 10%**

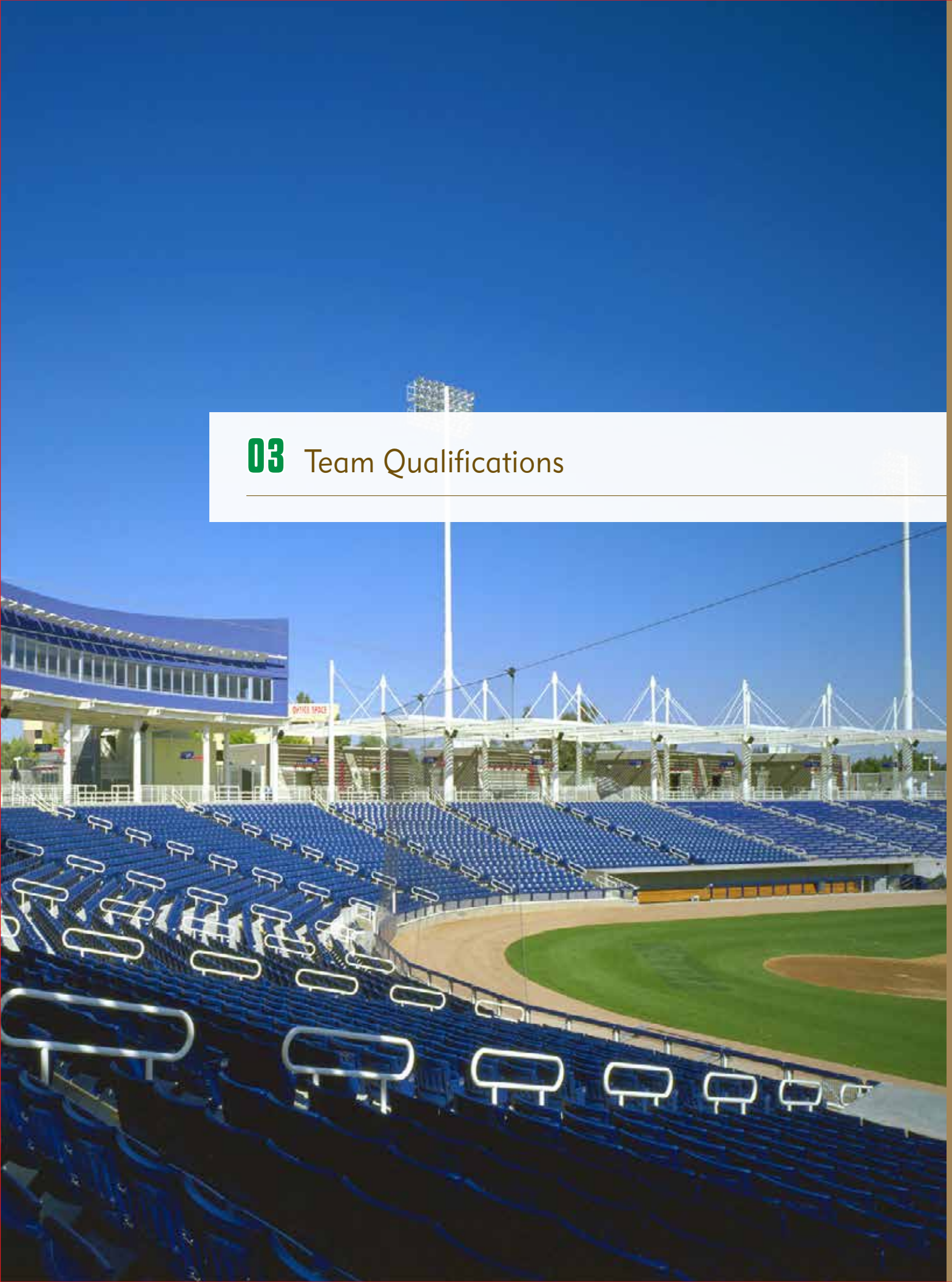
Proposed certified vendors names may be provided after award is made. Percentages and estimated dollar amount is required at time of proposal. Attach additional pages if necessary.			
Name of VOP Certified Vendor	**MBE/SBE/WBE**	**Type of Work or Supplies**	**Dollar Amount**
TRI-Construction	MBE	CM Services	$TBD
Julie Snow Architects	WBE	Design Services	$TBD
4RM+ULA	MBE, SBE	Design Services	$TBD
Solution Blue, Inc.	SBE	Design Services	$TBD
EVS Engineering	MBE	Design Services	$TBD

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

5% Minorities **25% Women** **3% Disabled Persons**

3. Expected number of new hires **for this Project: 3**. Expected number of hours (labor) **on this project: 19,200** assumes a successful bid on self-performed work.
4. Percent of the Respondent's permanent workforce **for this Project** will be unskilled minorities: **32%**.
5. Percent of the Respondent's permanent workforce **for this Project** will be skilled minorities: **32%**.
6. Percent of the Respondent's workforce **for this Project** will be women: **6%**.
7. Do you have a current Affirmative Action Program Registered: **YES**

03 Team Qualifications



03 Team Qualifications

We have established relationships and direct experience on your project that only the Ryan Team can provide.

Attachment D: **Respondent's Team Qualifications**

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: **Lead Pre-Construction Project Manager**

   A. Name of Individual: **Mark Maghrak, LEED® AP, BD+C**

   B. Individual's Firm Name: **Ryan Companies US, Inc.**

   C. Years working for Firm: **18**

   D. Years working in Industry: **25**

   E. Years in the present position/job function: **8**

   F. Number of comparable projects completed (within last 7 years): **32**

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

   i. **Lowertown Ballpark Pre-Design, Saint Paul, MN** Construction Cost: **$54,000,000**

   ii. **Sage Electrochromics, Faribault, MN** Construction Cost: **$22,029,000**

   iii. **University of St. Thomas - Parking Ramp & Observatory, Saint Paul, MN** Construction Cost: **$15,712,308**

   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: **32**

   iii. Site Superintendent: **1**

   iv. Cost Estimator: **1**

   v. Design Project Manager: **1**

   vi. Design Architect: **1**

   I. Percent of Time Devoted to Project: **100%**

   J. Project Responsibilities: **Mark will be the leader of the Ryan Lowertown Ballpark team for all phases of project management, including, but not limited to, leading the pre-construction and construction focused efforts (provides continuity between both phases) in the review, development, and maintenance of project designs, budgets and schedules, construction administration, office and field operations management, change management and cost control, shop drawing and submittal process oversight and management, sustainability (B3) process oversight and management, EEOC/AA oversight and management, facilitation and documentation of all project meetings, RFI and Construction Memo process oversight and management, coordination, estimating, bidding establishment and maintenance of Owner, architect, engineer, subcontractor and supplier relationships, project start-up, project close-out and Owner move-in.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Construction Project Manager**

   A. Name of Individual: **Mark Maghrak, LEED® AP, BD+C**

   B. Individual's Firm Name: **Ryan Companies US, Inc.**

   C. Years working for Firm: **18**

   D. Years working in Industry: **25**

   E. Years in the present position/job function: **8**

   F. Number of comparable projects completed (within last 7 years): **32**

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

   i. **Lowertown Ballpark Pre-Design, Saint Paul, MN** Construction Cost: **$54,000,000**

   ii. **Sage Electrochromics, Faribault, MN** Construction Cost: **$22,029,000**

   iii. **University of St. Thomas - Parking Ramp & Observatory, Saint Paul, MN** Construction Cost: **$15,712,308**

   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: **32**

   ii. Construction PM: **N/A**

   iii. Site Superintendent: **1**

   iv. Cost Estimator: **1**

   v. Design Project Manager: **1**

   vi. Design Architect: **1**

   I. Percent of Time Devoted to Project: **100%**

   J. Project Responsibilities: **Mark will be the leader of the Ryan Lowertown Ballpark team for all phases of project management, including, but not limited to, leading the pre-construction and construction focused efforts (provides continuity between both phases) in the review, development, and maintenance of project designs, budgets and schedules, construction administration, office and field operations management, change management and cost control, shop drawing and submittal process oversight and management, sustainability (B3) process oversight and management, EEOC/AA oversight and management, facilitation and documentation of all project meetings, RFI and Construction Memo process oversight and management, coordination, estimating, bidding establishment and maintenance of Owner, architect, engineer, subcontractor and supplier relationships, project start-up, project close-out and Owner move-in.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Site Superintendent**

   A. Name of Individual: **Bob Curley**

   B. Individual's Firm Name: **Ryan Companies US, Inc.**

   C. Years working for Firm: **13**

   D. Years working in Industry: **35**

   E. Years in the present position/job function: **13**

   F. Number of comparable projects completed (within last 7 years): **6**

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

      i. **Midtown Exchange, Minneapolis, MN** Construction Cost: **$164,000,385**

      ii. **Two MarketPointe, Bloomington, MN** Construction Cost: **$36,357,000**

      iii. **Target Midway, Minneapolis, MN** Construction Cost: **$13,442,816**

   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: **1**

      iii. Site Superintendent: **N/A**

      iv. Cost Estimator: **1**

      v. Design Project Manager: **1**

      vi. Design Architect: **1**

   I. Percent of Time Devoted to Project: **100%**

   J. Project Responsibilities: **Bob will be responsible for all phases of jobsite field operations including, but not limited to, management of all Ryan field staff and self-perform crews, scheduling, site safety, quality control, subcontractor and supplier monitoring and supervision, detailed design reviews for constructability, shop drawing and submittal review, and oversight and management of the RFI process. He will act as a liaison with all visiting designers creating "field reports," all City of Saint Paul personnel, all on-site inspectors (special inspectors, fire/life safety inspectors, etc.). Bob will also be responsible for confirming the work is compliant with the project documents and of the quality expected, sustainability (B3) jobsite requirement implementation, as-built drawing preparation, oversight and management of punchlists, site security and closeout process.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Cost Estimator**

   A. Name of Individual: **Jason Schultz, LEED® AP**

   B. Individual's Firm Name: **RLB|Garrison**

   C. Years working for Firm: **3**

   D. Years working in Industry: **14**

   E. Years in the present position/job function: **3**

   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):

      i. **Lowertown Ballpark Pre-Design, Saint Paul, MN** Construction Cost: **$54,000,000**

      ii. **Northwestern Baseball Stadium** Construction Cost: **$13,500,000**

      iii. **University of Missouri Stadium Expansion** Construction Cost: **$46,800,000**

   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: **1**

      iii. Site Superintendent: **1**

      iv. Cost Estimator: **N/A**

      v. Design Project Manager: **1**

      vi. Design Architect: **1**

   I. Percent of Time Devoted to Project: **80% during SD & DD and 20% for duration of the project.**

   J. Project Responsibilities: **For the Lowertown Ballpark Project, we are proposing Jason Schultz as the Senior Cost Manager. Jason's responsibilities will include cost planning, cost management and estimating from the concept stage through to construction administration.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Design Project Manager/Architect of Record**

   A. Name of Individual: **Logan Gerken, AIA, NCARB, LEED® AP, BD+C**

   B. Individual's Firm Name: **Ryan A+E, Inc.**

   C. Years working for Firm: **1**

   D. Years working in Industry: **9**

   E. Years in the present position/job function: **1**

   F. Number of comparable projects completed (within last 7 years): **18**

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

   i. **Lowertown Ballpark Pre-Design, Saint Paul, MN** Construction Cost: **$54,000,000**

   ii. **Goodyear Ballpark, Goodyear, AZ** Construction Cost: **$108,000,000**

   iii. **TCF Bank Stadium, Minneapolis, MN** Construction Cost: **$303,000,000**

   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: **1**

   iii. Site Superintendent: **1**

   iv. Cost Estimator: **3**

   v. Design Project Manager: **N/A**

   vi. Design Architect: **2**

   I. Percent of Time Devoted to Project: **100%**

   J. Project Responsibilities: **Logan Gerken will lead the design team and be Ryan Companies' day to day Owner contact in conjunction with Mark Maghrak. He will oversee the design evolution through out all phases of the project, working with Julie Snow and Jon Niemuth to deliver a high performance ballpark integrated with the look and feel of Lowertown. Logan will leverage Ryan's design-build capabilities to work seamlessly with the construction team. Specific responsibilities include schematic design, design development, construction documentations, specifications, construction administrations, approvals and permitting coordination, code and accessibility, community process, coordination of entire design team, sustainability and client satisfaction.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Design Architect**

   A. Name of Individual: **Julie Snow, FAIA**

   B. Individual's Firm Name: **Julie Snow Architects, Inc.**

   C. Years working for Firm: **17**

   D. Years working in Industry: **38**

   E. Years in the present position/job function: **17**

   F. Number of comparable projects completed (within last 7 years): **12**

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

      i. **Lowertown Ballpark Pre-Design, Saint Paul, MN** Construction Cost: **$54,000,000**

      ii. **US Land Port of Entry, Van Buren MI** Construction Cost: **$29,000,000**

      iii. **Target Plaza Commons, Minneapolis, MN** Construction Cost: **$9,000,000**

   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: **1**

      iii. Site Superintendent: **1**

      iv. Cost Estimator: **1**

      v. Design Project Manager: **2**

      vi. Design Architect: **NA**

   I. Percent of Time Devoted to Project: **80% during design, 30-40% for the duration of the project**

   J. Project Responsibilities: **As lead design architect, Julie Snow will be responsible for the how the Lowertown Ballpark fits within Lowertown and becomes a Saint Paul community asset and landmark. She will be responsible for the ballpark visitor experience and the "look and feel" of the park. She and her team will work with Logan Gerken and Jon Niemuth to assure the City of Saint Paul and the Saints that the ballpark design will do all of the above while being delivered within the time and budget restraints of the project and provide a durable and functionally excellent sports facility. Julie will also play a key role in facilitating the community process.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Sport Architect**

   A. Name of Individual: **Jon D. Niemuth, AIA, LEED® AP, BD+C**

   B. Individual's Firm Name: **AECOM**

   C. Years working for Firm: **17**

   D. Years working in Industry: **19**

   E. Years in the present position/job function: **7**

   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):

   i. **Lowertown Ballpark Pre-Design, Saint Paul, MN** Construction Cost: **$54,000,000**

   ii. **Old Dominion University, Bud Metheny Stadium Renovation Study** Construction Cost: **$9,200,000**

   iii. **West Virginia University, Hawley Field Renovations + Locker Room Study** Construction Cost: **$15,000,000**

   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: **1**

   iii. Site Superintendent: **1**

   iv. Cost Estimator: **0**

   v. Design Project Manager: **1**

   vi. Design Architect: **1**

   I. Percent of Time Devoted to Project: **20%**

   J. Project Responsibilities: **Jon is responsible for sports programming, planning, budget advisory, design and construction review. He brings a lengthy resume of sport design projects, industry best practices and the resulting lessons learned. His leadership at AECOM will help ensure the functionality and performance of the ballpark.**

Attachment D: **Respondent's Team Qualifications**

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: **James Garrett Junior, AIA**

   B. Individual's Firm Name: **4RM+ULA**

   C. Years working for Firm: **10**

   D. Years working in Industry: **17**

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

   F. Number of comparable projects completed (within last 7 years): **21**

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

      i. **Central Corridor LRT Art Coordination, Minneapolis/Saint Paul, MN** Construction Cost: **$2,700,000**

      ii. **Juxtaposition Arts Classroom Addition, Minneapolis, MN** Construction Cost: **$30,000**

      iii. **Weisman Plaza Design Competition, Minneapolis, MN** Construction Cost: **$1,000,000**

   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: **20%**

   J. Project Responsibilities: **James Garrett Junior is an architect and artist responsible for the implementation of the Public Art component of the Ballpark. He is responsible for the integration of public art concepts and principles into urban design directions, managing the art across various disciplines and coordination with broader city-building concepts and strategies.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Safety Manager**

   A. Name of Individual: **Scott Beron**

   B. Individual's Firm Name: **Ryan Companies US,Inc.**

   C. Years working for Firm: **16**

   D. Years working in Industry: **35**

   E. Years in the present position/job function: **16**

   F. Number of comparable projects completed (within last 7 years): **72**

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

      i. **Midtown Exchange, Minneapolis, MN** Construction Cost: **$164,000,385**

      ii. **Two MarketPointe, Bloomington, MN** Construction Cost: **$36,357,000**

      iii. **Sage Electrochromics, Faribault, MN** Construction Cost: **$22,029,000**

   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: **32**

      ii. Construction PM: **32**

      iii. Site Superintendent: **6**

      iv. Cost Estimator: **0**

      v. Design Project Manager: **0**

      vi. Design Architect: **0**

   I. Percent of Time Devoted to Project: **10%**

   J. Project Responsibilities: **Scott is responsible for the overall leadership, direction and implementation of the safety program that is an integral part of every Ryan job. He personally visits every project and is continually in contact with key jobsite leaders to ensure that all guidelines and requirements are being met. He also works closely with subcontractors and customers to provide clear communication and establish measurable results. Scott is tenacious about his responsibilities and is always up-to-date on the latest governmental and safety guidelines.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Environmental Manager**

   A. Name of Individual: **Jon Blaha, CHMM**

   B. Individual's Firm Name: **Ryan Companies US, Inc.**

   C. Years working for Firm: **3**

   D. Years working in Industry: **15**

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

   F. Number of comparable projects completed (within last 7 years): **12**

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

      i. **Two MarketPointe, Bloomington, MN** Construction Cost: **$36,357,000**

      ii. **Lowertown Ballpark Pre-Design, Saint Paul, MN** Construction Cost: **$54,000,000**

      iii. **222 Hennepin, Minneapolis, MN** Construction Cost: **$56,660,626**

   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: **3**

      iii. Site Superintendent: **5**

      iv. Cost Estimator: **1**

      v. Design Project Manager: **1**

      vi. Design Architect: **1**

   I. Percent of Time Devoted to Project: **5%**

   J. Project Responsibilities: **Jon will assist the team with any health and environmental issues. With 15 years in the real estate and construction industry, Jon has extensive experience with site remediation, environmental investigation and the legal process. He is responsible for the environmental risk management and coordination with environmental sub-consultants.**

Attachment D: **Respondent's Team Qualifications**

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: **Lead Site Manager**

   A. Name of Individual: **Larry Rogers**

   B. Individual's Firm Name: **Ryan Companies US, Inc.**

   C. Years working for Firm: **17**

   D. Years working in Industry: **31**

   E. Years in the present position/job function: **17**

   F. Number of comparable projects completed (within last 7 years): **72**

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

      i. **Midtown Exchange, Minneapolis, MN** Construction Cost: **$164,000,385**

      ii. **Two MarketPointe, Bloomington, MN** Construction Cost: **$36,357,000**

      iii. **Lowertown Ballpark Pre-Design, Saint Paul, MN** Construction Cost: **$54,000,000**

   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: **32**

      ii. Construction PM: **32**

      iii. Site Superintendent: **6**

      iv. Cost Estimator: **1**

      v. Design Project Manager: **1**

      vi. Design Architect: **1**

   I. Percent of Time Devoted to Project: **10%**

   J. Project Responsibilities: **Larry will be actively engaged in geotechnical evaluations and building system considerations during the preconstruction phases of the design and build collaborative efforts of the Lowertown Ballpark project. His first-hand experience with corrosive, moisture sensitive and contaminated soils in downtown sites makes Larry the perfect individual to provide the team with practical guidance that can be applied to the geotechnical and utility requirements of the project, leading to effective procurement strategies and eventual vendor installation quality control management.**

Attachment D: **Respondent's Team Qualifications**

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: **Bob Close**

   B. Individual's Firm Name: **Bob Close Studio, LLC**

   C. Years working for Firm: **1**

   D. Years working in Industry: **36**

   E. Years in the present position/job function: **1**

   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):

   i. **Chestnut Plaza, Saint Paul, MN** Construction Cost: **$2,400,000**

   ii. **Upper Landing Park, Saint Paul, MN** Construction Cost: **$1,500,000**

   iii. **Union Depot, Saint Paul, MN** Construction Cost: **$750,000**

   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: **1**

   iii. Site Superintendent: **1**

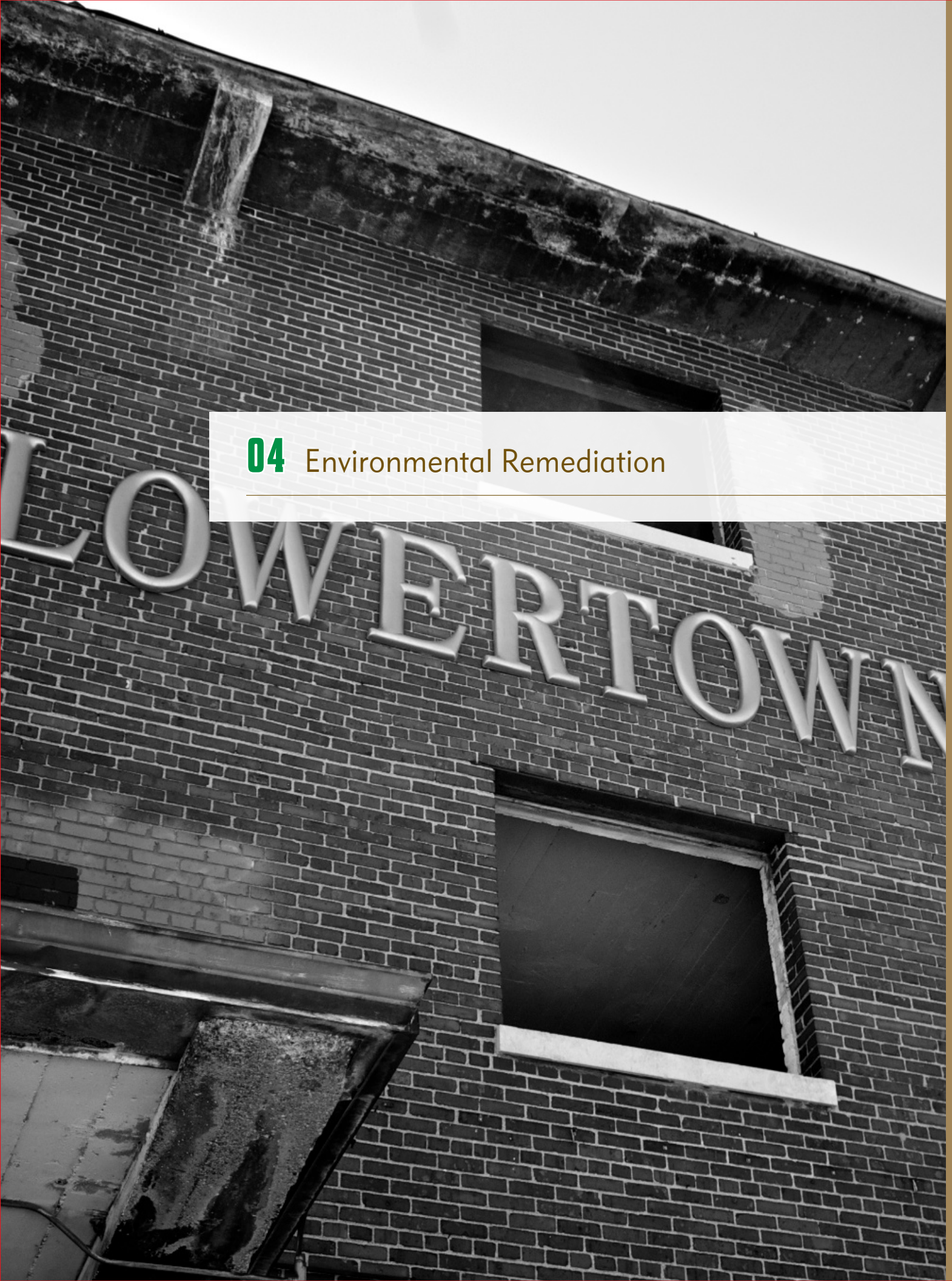
   iv. Cost Estimator: **1**

   v. Design Project Manager: **1**

   vi. Design Architect: **1**

   I. Percent of Time Devoted to Project: **25-40%**

   J. Project Responsibilities: **Bob will direct the landscape architecture team and champion sustainable landscape design. He is responsible for coordination with the architectural look and feel, extending it into the landscape design and Lowertown Public Way including, but not limited to, entry plazas, streetscape, dog park, topography, and site boundaries.**



04 Environmental Remediation

04 Environmental Remediation

The Ryan Team will confidently apply its years of experience in environmental clean up on self developed projects to mitigate your risk.

Environmental Remediation

3 Things to Remember:

- We have unparalleled experience cleaning up similar sites.
- In Jon, Jared, and Larry you have an unmatched site and environmental team.
- We already understand the site better than anyone.

Introduction

One of the exciting opportunities associated with the new Lowertown Ballpark is the opportunity to clean up an environmentally challenged site within the City of Saint Paul. In the spring of 2009, the Ryan Team, with significant contribution from Jared Olson, began gathering data on the proposed Diamond Products site to help prepare the Regional Ballpark Initiative – Feasibility Report. Braun Intertec was an integral team member in analyzing the site based on the existing Diamond Products building, the adjacent Operations and Maintenance Facility (OMF) to the south and the new Lafayette Bridge to the east. We are confident that the Ryan Team brings a depth of knowledge of the Site's contamination and remediation issues that is unmatched by any other service provider. Our experience over the past three years exploring, evaluating and testing the Site, in collaboration with the City, will enable us to quickly and accurately address and remediate contamination issues without having to get up to speed on the current status.

The Ryan Team has over 25 years of experience working on dozens of environmentally contaminated sites in Minnesota and across the nation.

The Feasibility Report, dated July, 2010, shows the previous site uses and identifies areas of known contamination. Specifically, it highlights the following concerns:

- The ballpark site is in the MPCA VIC (Voluntary Investigation and Cleanup) and Petroleum Programs.
- The MPCA has investigated a portion of the site for petroleum impacts.
- The ballpark site was listed as a Resource Conservation and Recovery Act (RCRA) hazardous waste generator, and is also on several state lists documenting leaking underground storage tanks and various chemical releases.

During the summer and fall of 2012, Ryan worked with Braun Intertec, the City of Saint Paul and the Minnesota Pollution Control Agency (MPCA) to develop the Additional Investigation Results, Response Action Plan and Construction Contingency Plan as prepared and issued by Braun Intertec in October, 2012. This plan was used to secure a required letter from the MPCA accepting the RAP/CC Plan as required for the DEED Environmental Grant application the City was preparing to submit on November 1, 2012.

Experience

Ryan has an in-house Environmental Team that can help with all aspects of environmental work, from initial environmental due diligence associated with property acquisitions and sales to various compliance matters during construction or with property management issues. This team has over 25 years of experience working on dozens of environmentally contaminated sites in Minnesota and across the nation. From asbestos abatement to brownfield sites, Ryan has addressed and remediated many of the environmentally challenged sites in the Twin Cities metro area. Contaminated sites offer the Ryan Team a chance to play to one of our strengths - complex, multi-layered projects requiring precise coordination between our customer, team vendors, and compliance agencies. **In 1998, Ryan was awarded the National Phoenix Award** for Brownfield Redevelopment on The Quarry Retail Center. The list of environmentally contaminated sites below is a select sampling of sites which are similar to the types and levels of contamination associated with the Lowertown Ballpark site.

Jon Blaha is Ryan's Environmental Manager and has over 15 years of environmental experience, six of which have involved in-house environmental management and the remainder as an outside environmental consultant. Jon is a Certified Hazardous Materials Manager (CHMM). He provides the in-house expertise to review RAP/CC plans, develop a strategy to execute on those plans, and administer the proper oversight to document and closeout environmental projects. His experience on all types of development and construction projects will definitely benefit the Lowertown Ballpark project.

Larry Rogers is Ryan's Site Specialist and has over 31 years of experience in earthwork. Larry worked for earthwork subcontractors for the first 14 years of his career, and has worked for Ryan the last 17 years. Larry brings a wealth of knowledge to the project in terms of demolition, earthwork, utilities, and soil remediation at a urban site. These scopes of work are intertwined and require close coordination. Larry has been involved with all major site developments including environmentally challenged sites since joining Ryan. He provides the in-house expertise required to help oversee demo, earthwork and utility subcontractors, and ensures they execute their scope of work without putting Ryan or our clients at risk.

Environmentally Contaminated Sites

Below is a listing and a brief summary of environmentally sensitive projects our Environmental Team has worked on for Ryan in the City of Minneapolis:

222 HENNEPIN – MINNEAPOLIS, MN

- Former Jaguar Sales and Service facility.
- Property enrolled in the Minnesota Pollution Control Agency (MPCA) Voluntary Investigation & Cleanup (VIC) Program and Petroleum Brownfields (PB) Program with No Further Action and closure confirmation letters to be obtained.
- Issues dealt with included contaminated soil removal, underground storage tank removal, and asbestos, lead, and polychlorinated biphenyl abatement.

MOZAIC PROJECT – MINNEAPOLIS, MN

- General Contractor for 3rd Party.
- Issues included undocumented fill soil, former leaning underground storage tanks, petroleum and non-petroleum soil contamination.
- Soil and soil vapors managed per MPCA approved Response Action Plan.
- Owner enrolled in the MPCA VIC and Petroleum PB Programs for liability assurances, No Further Action Letter obtained.

THE QUARRY – MINNEAPOLIS, MN

- Limestone quarry from 1937 to 1957; construction demolition dump in the 1960's.
- Enrolled in the MPCA VIC Program.
- Permanent capping of areas with remaining contamination as approved by the MPCA with use restrictions recorded against the title to the property.
- Development of a Biopile for the purpose of remediation of petroleum soils found on-site.
- Continued groundwater and methane vapor monitoring as well as soil management for future development under an MPCA approved Contingency Plan.

RIVER PARKWAY PLACE – MINNEAPOLIS, MN

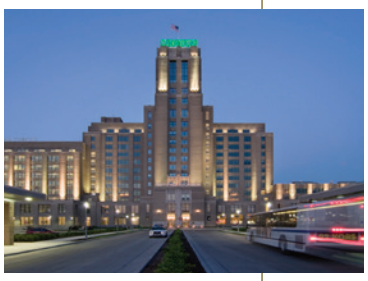
- Former railroad yard.
- Contaminants included arsenic, lead, and petroleum contamination.
- Soils excavated for off-site disposal and management on site beneath parking lot.
- Property enrolled in the MPCA VIC Program with a No Further Action Letter to be obtained.

GRAIN BELT BREWERY – MINNEAPOLIS, MN

- Former vacant brewery, issues included petroleum contaminated soil, buried asbestos debris, and interior asbestos, lead abatement
- Enrolled in the MPCA VIC Program
- Permanent capping of contamination as approved by the MPCA. Environmental covenant in place
- No Further Action Determination issued by MPCA

HIAWATHA BUSINESS CENTER – MINNEAPOLIS, MN

- Former railroad yard subsequently used to operate an agricultural chemical business and a bulk oil storage facility
- Contaminants included arsenic, lead, and petroleum contamination
- EPA considers the Property a source site for arsenic contamination in a residential neighborhood. Lead environmental agency is the Minnesota Department of Agriculture (MDA) and the Property is also enrolled in the MPCA VIC Program
- Obtained a 'comfort letter' from the EPA allowing development of a multi-tenant commercial building on the Property
- Long-term groundwater monitoring at on- and off-site related wells
- MDA Environmental Covenant recorded against the title to the Property documenting use and operation restrictions



MIDTOWN EXCHANGE – MINNEAPOLIS, MN

- Renovation and redevelopment into residential, retail, office, hotel
- Contaminants included petroleum and non petroleum contamination, asbestos, and lead abatement
- Soils excavated for off-site disposal and management on site
- Property enrolled in the MPCA VIC Program with a No Further Action Letter to be obtained

Some additional environmental projects completed in Minneapolis where Ryan was an integral team partner include:

- Redevelopment of Retek on the Mall (MPCA VIC Program)
- Construction of Target Headquarters buildings (MPCA VIC Program)
- Uptown Retail – Demolition/Renovation (MPCA VIC Program)Property enrolled in MPCA VIC and PBP programs
- Issues included soil remediation and asbestos abatement
- Worked with Seller to complete soil remediation

Our Environmental Team has worked with the MPCA on VIC and Petroleum Brownfields (PB) sites, and has successfully worked to acquire No Further Action Determination and Environmental Covenant letters. We understand how this state-mandated regulatory agency works and how to navigate through their requirements to provide the best possible development solutions early in the process.

Some of the environmental services the Ryan Environmental Team can provide include:

1. Environmental Consultant Selection and Management: Based on the characteristics of the facility, Ryan will recommend and work with an Environmental Consultant who can provide various types of operational environmental services, e.g., facility compliance and permitting, analytical laboratory services, indoor air quality, construction materials testing/geotechnical engineering, environmental training, pollution prevention plans, and hazardous materials surveys. If necessary, Ryan can suggest the names of Environmental Consultants who can provide environmental services related to land acquisition, development, remediation and business operations, e.g. Phase I ESAs, Phase II ESAs, remediation plans, contingency plans, renovation/demolition, and risk assessments. Ryan can work with you and your attorney and provide oversight of the Environmental Consultant to ensure project goals are met without delays or budget surprises.
2. Environmental Compliance - Permits & Registration, Compliance Auditing and Annual Reporting: Ryan will work with you and the Environmental Consultant to obtain or renew permits and/or registrations, some of which are listed below, as well as help with compliance checks and annual reporting.
    a. Storage Tanks - underground and aboveground, including diesel fuel tanks for backup generators, process tanks, etc.
    b. Spill Response Plans – types of plans are dependent on size of tanks, amount of product stored on site
    c. Emergency Planning and Community Right to Know Act (EPCRA), Tier 2 Reporting – diesel fuel & many other chemicals
    d. Air Emissions Permits for such things as paint booths, welding stations, machinery, etc.
    e. National Pollutant Discharge Elimination System (NPDES) Industrial Permits - storm water and waste water discharges; storm water pollution prevention plans (SWPPPs)
    f. Hazardous Waste Generator Licensing
    g. Specialized production equipment needs
    h. Drywells used for storm water retention and in some cases wells requiring specialized construction, e.g., gas stations or gas storage on site.
3. Asbestos/Lead/Mold and Hazardous and Regulated Materials Management: Ryan can assist with arranging environmental survey work for building remodeling or demolition projects or in the event of emergencies (such as water intrusion events) that may require remediation and repair or removal of building materials. If asbestos/lead/mold or regulated materials are present, Ryan can work with the Environmental Consultant to arrange for proper abatement and obtaining proper disposal/monitoring documentation for the property file. We can also work with an Environmental Consultant in preparing Operations and Maintenance (O&M) Plans that address how to manage identified regulated materials in place.
4. Phase I ESAs: Phase I ESAs are a routine part of the due diligence process for property acquisitions, financing and sales. Ryan works with Environmental Consultants to obtain Phase I ESAs to meet specific needs that might go beyond the current industry standard ASTM 1527 requirements. Ryan will gather and provide various information to the Environmental Consultant that will enable them to complete a Phase I ESA that provides a clear understanding of the past and proposed use of the Property and meet the requirements of the ASTM Standard or beyond, if requested. Conducting a Phase I ESA to ASTM Standards allows one to qualify for one or more of the Landowner Liability Protections under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). Types of information needed by the Environmental Consultant include previously prepared

environmental reports, survey or plat of the property, concept development plan, Title Commitment evidencing current ownership and any evidence of environmental documents recorded against the property.

5. Phase II ESAs: If the Phase I ESA identifies the presence or potential presence of contamination from hazardous substances or petroleum products on or adjacent to the Property, Ryan will work with the Environmental Consultant in designing a Phase II ESA Work Plan to further investigate subsurface conditions at the Property. Upon completion of the Phase II ESA, Ryan will work with you and the Environmental Consultant to identify what, or if, steps need to be taken to remediate the Property, including working with regulatory agencies to obtain various liability release assurance letters.

6. Construction Activity and Stormwater Permitting: The Environmental Team works with the Ryan Construction Team in obtaining and ultimately terminating the NPDES Stormwater Permit for Construction Activity required for all sites over one acre. In addition, the Environmental Team works with the Ryan Construction Team to obtain environmental information and documentation for any soils that may be required to be imported to or exported from a site.

Our Approach to the Lowertown Ballpark

Upon award of the Lowertown Ballpark, the Ryan Team would schedule a meeting with our environmental and geotechnical consultant, Braun Intertec. The first step would be to develop a bid package for demolition of the Diamond Products building including plans, specifications and an appropriate bid form with unit prices to address handling of contaminated soil and water. The specifications will address the requirements laid out in the RAP/CC Plan and geotechnical report. Other requirements such as HAZWOPER (Hazardous Waste Operations and Emergency Response) training, schedule, and coordination with our environmental and geotechnical consultant, Braun Intertec will be identified.

At the same time, our civil engineer, Jared Olson, will work with the City Engineer, John Maczko, and TKDA on the design for relocation of the utilities in 5th street. In addition to this, Jared will work on the grading plans in coordination with the architectural and structural design. During these portions of design, all project elements will be reviewed with Braun Intertec for environmental and geotechnical concerns and evaluated for conformance to the requirements of the RAP/CC Plan and final geotechnical report. Potential risks and how they will be managed include:

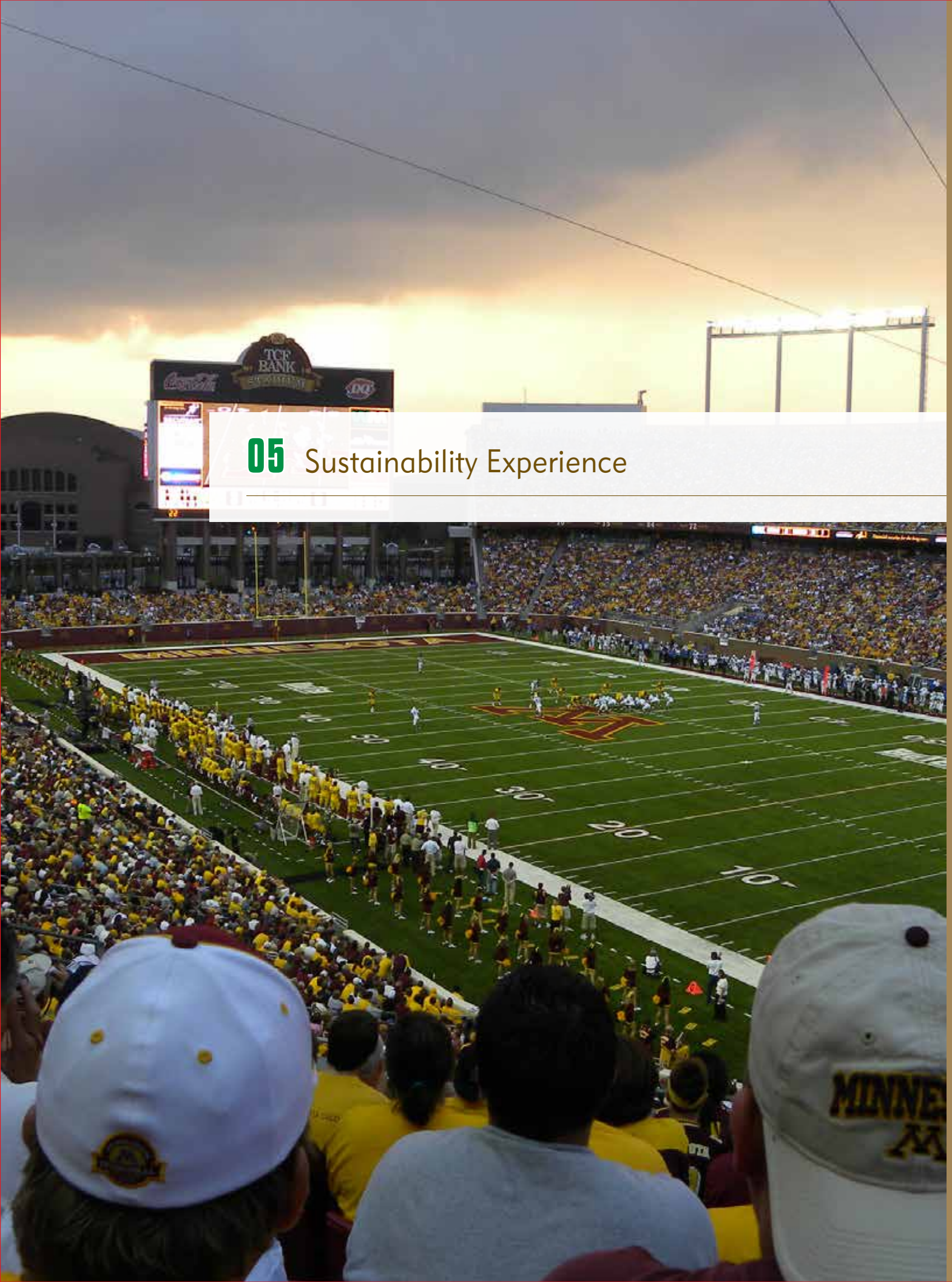
- **Building demolition:** Braun Intertec will examine the floors of the Diamond Products building after the City has completed the abatement scope. Any areas that exhibit concrete staining will be tested and classified for possible reuse or landfill. During floor slab removal, excess soil will be removed from concrete. Existing pile caps that will not be reused as part of the final design will be cut off approximately two feet below the existing floor slab elevation. Full time environmental monitoring/testing will be required during slab/pile cap removals. Based on how stout the building was built, it will need to be de-constructed. This is especially true along the south wall common to the OMF building.
- **Site grading, excavation and utility installation:** Full time environmental monitoring/testing will be required during general excavation and excavation required for utility installation. Contaminated soils that exceed Industrial SRVs will be transported offsite for disposal at an appropriately permitted landfill. In areas of high contamination, an exclusion zone will be established to protect other workers on site. Any construction equipment leaving the exclusion zone will have excess soil removed to avoid tracking contaminants outside of that area. Soils that are stockpiled on site for further screening will be staged on site in one or more stockpiles. A map will be created that identifies where the stockpiled soils came from onsite. Stockpiles will be placed on polyethylene covered with polyethylene at the end of each day, and will be bermed to prevent storm water run-on and/or runoff.
- **Locations and depth of earth retention system:** Required for excavation and utility installations. This system will be designed to minimize use and thereby reduce project costs. It will be required along Broadway north of the existing Diamond Products building and along the north boundary of the site extending east towards Lafayette Bridge.

- **Vapor barrier to cap contaminated soils:** A majority of the site, including the playing field area and the footprint of any occupied areas on grade, will require the use of a 15-mil-thick, High Density PolyEthylene (HDPE) liner. Lapped seam joints and penetrations through the vapor barrier will be taped to mitigate soil vapor transmission.
- **On-Site storm water management:** A storm water detention system is required to control the rate of water that leaves the Site once construction is complete. The final location and details will be determined during the course of design. Details will be reviewed with the MPCA, and additional response actions will be identified and implemented. Water that will be collected by this system is expected to be above the HDPE liner that is installed below the playing field or other finished areas. That will allow this water to be treated and used to wash down the seating bowl and to water landscaped areas.
- **Dewatering:** Groundwater and storm water that accumulates in excavations with exposed contaminated soils will likely occur. Dewatering will be permitted through the Metropolitan Council Environmental Services as necessary. This water may be treated onsite to remove free product or excess contaminant concentrations prior to discharge.
- **Passive vapor mitigation system:** An engineered vapor mitigation system will be required below the lowest level of the concourse and clubhouse. This will consist of piping installed below grade that will passively vent to atmosphere above the highest occupied level.
- **Reuse of the Diamond Products west foundation wall and other foundations:** Our design and construction will be based on leaving the existing west foundation wall along Broadway in place. During construction, the wall will be braced and used as a retention wall. After foundations are complete, the space between the old foundation and new foundation will be backfilled and compacted. The new foundation wall will have waterproofing, insulation, protection board and draintile installed as appropriate. As design progresses, the structure will try to take advantage of any existing pile caps. The benefit is a lower cost for demolition and a lower cost for installing new piles/foundations.
- **Surcharge on the playing field:** Due to the poor existing soils beneath the Diamond Products building, a surcharge will be required on the playing field within the footprint of the building to prevent settlement. Areas north of the building will not require a surcharge, because in their current state they have undergone surcharge for years. The Ryan Team intends to use crushed concrete from the demolition of the building for the surcharge. The surcharge will need to stay in place for 90 – 100 days to achieve maximum settlement.

Ryan always conducts a preconstruction conference for these scopes of work. During the preconstruction meeting, the specification and RAP/CC Plan requirements are reviewed in detail between our Senior Superintendent, Bob Curley; our Environmental Specialist, Jon Blaha; our Site Specialist, Larry Rogers; our geotechnical and environmental consultant, Braun Intertec; the required City staff and their independent testing agency; and the subcontractor's project manager and foreman/site superintendent. Meeting minutes are recorded and distributed after the meeting to document the discussion and planned outcomes.

We anticipate that there could be two earthwork subcontrators working on the Site at the same time. One subcontractor performs demolition of the Diamond Products building and one performs excavation, utilities and demolition of 5th Street and John Street. If there are two subcontractors, close coordination will be required to ensure both subcontractors conform to the RAP/CC Plan requirements. The same unit prices will be required for each scope of work in order to effectively manage contaminated soils and dewatering.

Per Addendum #3, dated December 7, 2012, it is the Ryan Team's understanding that we will retain an environmental and geotechnical consultant (Braun Intertec) during design and construction administration. The City will retain the services for special inspection and material testing. Our proposal is based on the City providing environmental monitoring/testing as required during all demolition, excavation, utility installation and associated dewatering activities.



05 Sustainability Experience

05 Sustainability Experience

By crafting a strategy to maximize both the facility's energy and functional performance, the Ryan Team will achieve Minnesota B3 standards and maximize return on investment.

Sustainability Experience

3 Things to Remember:

- Over 200 LEED AP accredited professionals and the author of the most comprehensive publication on sustainability in sport facilities.
- We have a unique sustainability plan which includes stormwater and materials management.
- We know how to lower operating cost to maximize your ROI.

Introduction

We understand your passion and drive to represent and respect the community in which you operate.

"Greenest ballpark in America."
— St. Paul Saints

Sport owns a unique place in the mind share of the broader American and global community. Traditions are passed from parent to child and rivalries created among the best of friends, all solidifying sport's place in the hearts of the collective. But never before has sustainability been such a popular topic among team owners and the scores of people who own and operate sports facilities. Only in the last few years has sustainability and sport been on a collision path; each leveraging the other to win hearts and minds and to improve bottom lines. Whether it is reducing a carbon footprint or increasing return on investment, everyone is in it together.

The Ryan Team brings a comprehensive understanding of sustainability and its role in ballpark design and construction. Our Team is strategically assembled to bring targeted expertise to the ballpark design, including building systems analysis, facility operations and game day management and long term flexibility for multiple events. Only by integrating sustainable strategies from the very beginning can decisions be fully vetted, returns on investment calculated, ballpark operations planned for and value fully realized.

Experience

Our team has completed two projects meeting Minnesota Sustainable Building Guidelines (B3) and more than 68 LEED certified projects. Of those projects,13 are sport facilities exhibiting many of the same opportunities and challenges relevant to the Lowertown Ballpark project. In addition, our team is led by LEED AP accredited individuals and is backed up by over 200 other team members with this accreditation, ensuring access to additional expertise and support around B3 guideline compliance. LEED certification guidelines are more stringent than those required for B3, so we are confident that our team's depth in LEED will apply to and facilitate B3 certification.

	MSBG - B3	LEED CERTIFIED	LEED SILVER	LEED GOLD	LEED PLATINUM	XCEL ENERGY EDA
Projects Completed*	2	17	19	20	5	7

*Includes projects completed by team members while employed at another firm.

In addition to completed projects on the next page, Logan Gerken co-authored the book "Sustainable Buildings for the Public Realm." **The book is the most comprehensive publication on sustainability in sport facilities**, and Logan will bring that passion and experience to the Lowertown Ballpark project.

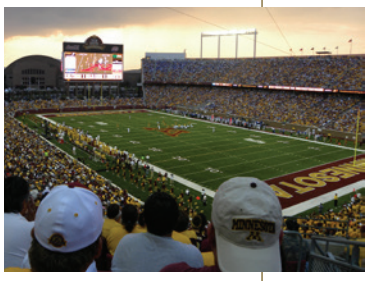
Sustainable Project Experience

I-35 W AND COUNTY ROAD C PARK AND RIDE FACILITY - ROSEVILLE, MN

- Minnesota Sustainable Building Guidelines (B3)
- 41,000 SF
- The project met the B3 standards through innovative use of recycled aluminum siding, native landscape plantings, recycled mulch, LED lighting throughout the facility, and recycled and low VOC materials.

KENRICK AVENUE PARK AND RIDE - LAKEVILLE, MN

- Minnesota Sustainable Building Guidelines (B3)
- 165,000 SF
- The project met B3 standards through innovative use of landscape plantings, recycled mulch, LED lighting throughout the facility and recycled and low VOC materials. A robust security system was designed to allow Metro Transit to capture activity throughout the building.



TCF STADIUM - MINNEAPOLIS, MN

- LEED Sliver Certification
- 33 points achieved
- The stadium gets the designation in part because it was built with 90 percent recycled steel. It also uses an underground system to drain and filter rainwater before it's discharged to the Mississippi River.

JELD-WEN FIELD, PORTLAND, OR

- LEED Sliver Certification
- JELD-WEN Field's sustainability efforts include a number of initiatives, including the use of energy-efficient lighting and low-flow plumbing fixtures; recycling stations and food-waste composting programs for staff and visitors; subsidized mass transit programs and availability of bicycle racks for fans; and utilizing reusable commodities, using green-certified materials and equipment.

UNIVERSITY OF OREGON MATTHEW KNIGHT ARENA, EUGENE, OR

- LEED Gold Certification
- Photovoltaic solar panels that will generate electricity for the arena and send any energy surpluses back into the public utility grid.
- A roof that captures rain water and channels it through elaborate stormwater bioswale planters on the building's front face.

Requirements

While working on the Lowertown Ballpark Pre-design, the Ryan Team participated in a "Ballpark Sustainability" meeting to review and discuss requirements for the new ballpark. Kurt Schultz, Legislative Assistant with the Department of Planning and Economic Development (PED); Anne Hunt, Environmental Policy Director, with the Mayor's office; and Wes Saunders-Pearce, Water Resource Coordinator with the Department of Safety and Inspections (DSI) provided valuable information on the requirements for this project.

At the State level, we understand the project requirement to meet Minnesota State Building Guidelines (B3). We confirmed that because the project is funded with State of Minnesota general obligation bonds, it is not eligible for a B3 waiver to pursue LEED. This is different from TCF Bank Stadium and Target Field which were funded with State revenue bonds that do not carry the same requirements. In a comparison between B3 and LEED, meeting B3 requirements does not guarantee equivalency to LEED Certification, but a combination of meeting the requirements and some recommendations will achieve performance equated to LEED Certification or higher.

At the City level, we understand the requirement to meet the Saint Paul Sustainable Building Policy for New Municipal and HRA Owned Buildings in the City of Saint Paul. This policy requires compliance with the following:

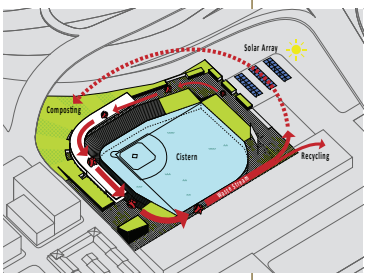
- Compliance with an approved sustainability rating system with mandatory "Saint Paul Overlay" requirements.
  - B3 with "Saint Paul Overlay" meets this requirement.
- Minnesota Sustainable Building 2030 (SB 2030) "Energy Standards" for New Buildings.
- Xcel Energy Design Assistance Program.

The Owner will need to budget for 3rd Party commissioning services during both design/ construction and post-occupancy. This is a requirement of the Minnesota State Building Guidelines.

Our Approach for the Lowertown Ballpark

Sport projects face challenges unique to the building type, but present opportunities to impact communities in ways a standard office building never can. The Ryan Team has analyzed the project requirements and has outlined an approach for compliance and targeted strategies to address project constraints while crafting a compelling story of sustainability for the Lowertown Ballpark.

Sustainable design begins with a thoughtful, coordinated process geared toward exploring how systems can operate in complementary and synergistic ways to conserve energy, water and material resources. **Our sustainable systems are based on proven, workable technologies that deliver high performance energy savings within our project budgets.** Our experience with sustainable strategies tells us that implementation of LEED Silver strategies typically results in additional incremental costs of less than 1% of project costs above and beyond the code baseline. Further, we have developed a model for how our client's buildings might be adapted post-occupancy to reduce non-renewable energy consumption.



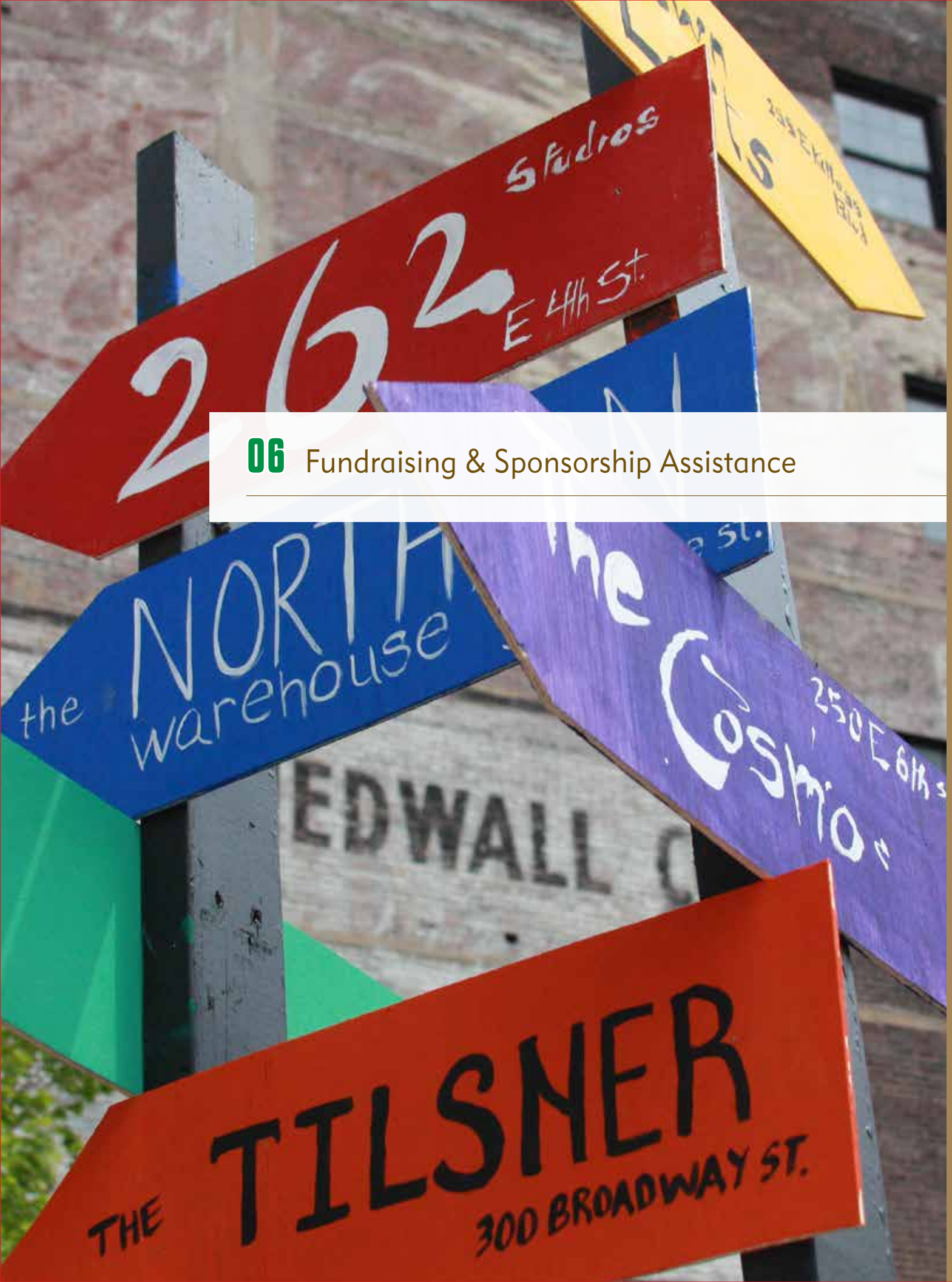
Upon project award, the Ryan Team will immediately contact Patrick Smith at the Center for Sustainable Building Research to set up an account in the B3-MSBG Tracking Tool. In addition, we will contact Lauren Huynh with The Weidt Group to enroll in Xcel Energy's Energy Design Assistance (EDA) program, and submit the EDA application. This will be followed by a series of meetings to review design progress. The Ryan Team has worked with The Weidt Group and Xcel on many projects in the seven county metro area. It will also be important to engage Nina Axelson with District Energy Saint Paul. Our Team will perform a comprehensive analysis to understand the differences in life cycle costs between on-site generation and connection to a district-wide utility. The ultimate energy solution will drive decisions throughout the life of the project such as first costs and energy provider sponsorship values. Registration in the B3 program is also a priority to confirm the approach and gain access to the B3 tracking tool for the input of project data.

With the energy foundation set, the Lowertown Ballpark is on its way to becoming the exemplary facility that the City and the St. Paul Saints want it to be. Strong client vision and commitment is a critical part to the holistic vision for the ballpark. In addition to the standards in sustainability like recycled materials, efficient water use, daylighting, and low energy consumptions, the Ryan Team has identified opportunities in the ballpark design for several big moves:

- Use a **distributed under-playing-field storm water detention system** to prevent infiltration into the capped environmental contamination. This system will also reduce water consumption for playing field irrigation. Additionally, it can be supplemented with warm air or water to melt snow during the early spring games, reducing the Saints' game day revenue risk.
- **Integrate photovoltaic panels** into the ballpark to supplement the ballpark operations and provide a visible example of being environmentally conscious. By activating an associated brand sponsorship, the impact can be made tangible and become a revenue generator as well.
- Plan a ballpark program and layout that supports **efficient materials management streams**. By making it easier to sort waste streams, the ballpark operator can influence spectator behavior, encouraging recycling and reducing waste left within the seating bowl. This translates into waste diversion from the landfill, reduced operating costs and creating opportunity for activation of an additional sponsorship partner.

High Performance Realized

At the end of the day, perhaps nothing is more sustainable than a Lowertown Ballpark that integrates with the neighborhood, supports existing community events, enhances the quality of life and bolsters the economy. By creating a ballpark with specific elements to support the Farmer's Market, the Lowertown artist community and other City of Saint Paul events such as the Winter Carnival, the ballpark will be used more often - the ultimate goal of such a community asset. The Ryan Team is committed to a compelling and comprehensive strategy to help you make the most informed decisions and maximize value. When the gap between the environment, community, spectator experience, facility operations, bottom line, and project legacy is bridged, we call that a truly high performance building.



06 Fundraising & Sponsorship Assistance

06 Fundraising & Sponsorship Assistance

The Ryan Team has the experience and network to assist in the identification of and application for grant money, sponsorship opportunities, market & demand studies and the creation of ballpark collateral for fundraising.

Fundraising and Sponsorship Assistance

3 Things to Remember:

- We develop projects.
- We were advocates and partners in securing DEED Funding.
- Our relationships are to be leveraged.

Introduction

The Ryan Team does not just design or build buildings, **we develop projects**. Our Team brings an integrated approach to project delivery. By having development services, capital markets, design, construction and property management all under one roof, we deliver a more coordinated and value driven process.

We understand how to support successful funding, sponsorship and corporate branding efforts. By taking a holistic view of the project, we are able to clearly communicate the total economic, environmental and social impact. This is critical when applying for highly competitive grant funding sources. Similarly, we can deliver customized project collateral to help you, the Owner, to tell your story. Tools like e-blasts and public project web sites serve the sponsor audience and the broader community, and we can help you build the tools and the messaging for both. Corporations, organizations and other potential project donors sponsors are looking for meaningful and tangible extensions of their brand. We will help you craft a strong, clear and relevant brand message and integrate it seamlessly into the look and feel of the ballpark.

"Fun is good."
— St. Paul Saints

Experience

Ryan's development staff, led by Rick Collins, has many years of experience putting development deals together. Because of this we are uniquely positioned with industry relationships and an understanding of the grant writing process, sources and uses strategy, sponsorship valuation and market analysis. The Ryan Team also has longstanding relationships and success seeking funds from many of the same organizations the Lowertown Ballpark will potentially seek out.

During this past summer, the Ryan Team, with the City of Saint Paul, kicked off the ballpark fundraising and sponsorship discussion. We have met with many of the interested and involved parties and have built relationships and trust with them specifically revolving around this project. Our approach has been built on passion and commitment to improve Saint Paul whether it is through exceptional storm water strategies, innovative alternative on-site energy production or enriching Lowertown's public environment.

These groups and potential grant funding sources include, but are not limited to:

- State Department of Employment and Economic Development (DEED).
- Saint Paul Port Authority.
- Ramsey County.
- Metropolitan Council.
- Minnesota Pollution Control Agency (MPCA).
- District Energy St. Paul.
- Xcel Energy.
- Capital Region Watershed District.
- Neighborhood Development Center.
- Central Corridor Funders Collaborative.
- Lowertown Future Fund.
- National Endowment for the Arts.

We understand your financing and the Ballpark project and are personally committed to helping you identify a project funding path. This includes but is not limited to:

- Identifying specific sponsorship opportunities such as: plazas, club, alternative energy, classroom, batting academy, and scoreboard.
- Making connections with business owners and high net worth investors.

Specific to the Lowertown Ballpark, Logan Gerken worked hand in hand with the City of Saint Paul's Planning and Economic Development department, Parks and Recreation department, Owner's Representative and the St. Paul Saints to craft language and manage logistics of the $27M DEED Capital Projects Grant Program application and Environmental Clean-up Grant program application. The Capital Projects Grant application was successful in securing a $25M State match for the project. Similarly, Mark Maghrak and Jared Olson coordinated the Response Application Plan with Braun Intertec for expedited approval, allowing the City to meet the DEED qualifications and an expedited grant submittal deadline.

In addition to grant writing experience, the Ryan Team also has experience on a variety of projects assisting the Owner with the identification of sponsorship opportunities. These range from premium club spaces to entry plazas to highly integrated spectator experiences that bring together food and beverage, unique seating types and exclusive access. One relevant example is Logan Gerken's recent experience on a club renovation for the New England Patriots. The club level at Gillette Stadium was renovated to remove old underperforming concessions, expand square footage, improve sightlines and incorporate technology, delivering an enhanced spectator experience. All of this created additional value for the Patriots during a recent rebranding of their stadium clubs.

Fundraising activities require their own set of tools. It can be difficult for many people to really understand a compelling vision or feel the emotion building around a city changing project. For the Minnesota Children's Museum, Julie Snow presented designs at "cultivation dinners,"building enthusiasm for the project and its contribution to downtown Saint Paul and early childhood learning in the state. For TCF Bank Stadium at the University of Minnesota, Logan Gerken helped develop customized renderings, plans and seating diagrams that allowed the University to successfully hit their committed fundraising goal early and ultimately exceed it. This additional value went directly back into the project, further enhancing it for generations of fans to come.

PROJECT	REVENUE	FIRM
LOWERTOWN BALLPARK PRE-DESIGN, CITY OF SAINT PAUL	Grant Funds Sponsorship Activities Fundraising Initiatives	▪ Completed $27M DEED Capital Projects Grant application ▪ Coordinated DEED Environmental Clean-up Grant application ▪ Sources and uses analysis ▪ Met with community business leaders from Honeywell, 3M and Ecolab on behalf of the project
NORTH LOOP BUILDING	Grant Funds	▪ Completed and submitted environmental grant application
MINNESOTA CHILDREN'S MUSEUM	Fundraising Initiatives	▪ Participated in public speaking engagements
TCF BANK STADIUM, UNIVERSITY OF MINNESOTA	Sponsorship Activities Fundraising Initiatives	▪ Created customized project collateral for client presentations
NEW ENGLAND PATRIOTS	Sponsorship Activities	▪ Renovated Gillette Stadium club level for Patriots to leverage in new sponsorship deal

Our Approach to the Lowertown Ballpark

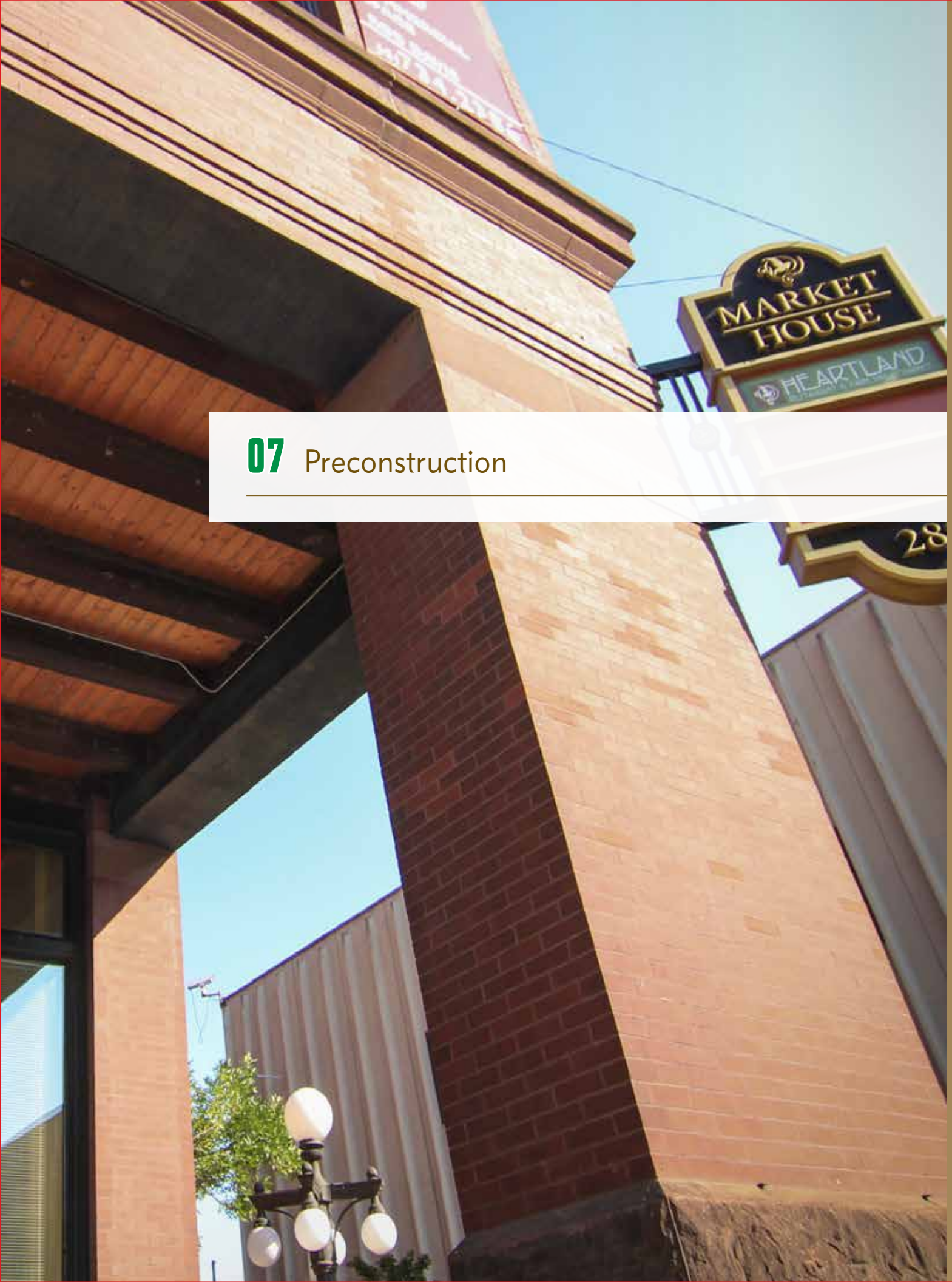
When seeking money from a variety of sources, it is paramount to be coordinated and focused. The Ryan Team will support you in crafting a strategic financing vision by tapping in-house resources such as the Ryan Companies development group and AECOM's economics practice in addition to capable industry partners. It is important to have a firm understanding of the projected revenues generated from sponsorships, fundraising and other incremental sources such as secondary baseball events, City of Saint Paul events, premium seating, advertising, concessions, merchandise, TV and broadcast rights, and parking. A coordinated effort will seek to **maximize value by aligning interested parties** and minimizing cannibalization of assets.

This background is also valuable in the validation of programmatic assumptions. A market study will help refine ballpark capacities, quantities of suites, club offerings and the prices at which they can be sold. Once the financial goals have been established and program validated, we work with you to create vivid building renderings, models, animations and other graphic means to tell your story. A picture speaks a thousand words and **each offering can be tailored for that prospective donor or sponsor.**

Further, we can offer support in the communication about and promotion of the project. We can help you develop project key messages and progress reports for use in communicating with key stakeholders and the public at large. We will work with City and Saints representatives directly and/or with outside PR or marketing agencies. In addition, we can create, populate, and maintain a public project web site which will offer additional information and updates on project progress. The information and messaging can be customized to a variety of audiences and can be used not only to engage the community, but also to attract sponsors and other business partners.

Value Realized

On opening day the The Ryan Team wants you to be confident that you have maximized the value of your brand, your ballpark and your partners, integrating it all with a consistent value proposition.



07 Preconstruction

07 Preconstruction

By managing the design and construction under one roof, the Ryan Team will lead with cutting edge technology and best practices to help you make the right decision up front, saving you money and time.

Preconstruction (Constraint Analysis, Regulatory Approvals)

3 Things to Remember:

- The Ryan Team identified and understands the project constraints.
- We have already engaged the key project stakeholders.
- We help you make the most informed decisions saving you time and money.

Introduction

Preconstruction services are a critical component of any project and the cornerstone of the design-build process. This is where design and construction collaborate and start to track scope, budget, and schedule. The success of any project is usually measured against meeting all of the requirements of a detailed scope of work, coming in at or below budget, and completing the project on or ahead of schedule.

In order to achieve these attributes, the project must start with a solid foundation – preconstruction. To determine the budget and schedule, you need a clear understanding of the scope of work. To develop the scope of work you need to identify your clients wants, their needs – their vision!

As we have gotten to know City and Saints team members, we have learned a lot about what you want from this project. Here is a recap of some of the things we heard:

- Amateur baseball is HUGE!
- Affordability and accessibility are big.
- Art and transportation are important in the Lowertown community.
- Sustainability – the Saints want to be known as the "Greenest Ballpark" in the US.
- Education – "classroom in the ballpark."
- Lowertown is a great location – an anchor for the east side of downtown Saint Paul.
- "Fun is good."

Once you have defined the vision, you can start to create the budget and the schedule. Preconstruction requires a planned approach, a disciplined leader, and a proven track record.

Each Ryan project team is formed with a focus on an individual's track record for delivering customer satisfaction and completing successful projects. We begin each project with three principles in mind:

- Dedication to honesty and integrity
- Exceeding customer expectations
- Clear and open communication

Because of our long history working on the Lowertown Ballpark project, we are prepared to hit the ground running, saving you time and money.

Experience

The Ryan Team was commissioned by the St. Paul Saints, the City of Saint Paul, the City of Saint Paul Parks & Recreation Department, and the Capital City Partnership to prepare the Regional Ballpark Initiative - Feasibility Report dated July, 2010. Through this experience we listened and heard the vision for the Lowertown Ballpark. Prior to submitting on this RFP – the Ryan Team completed the Lowertown Ballpark Pre-Design. This was an opportunity to learn more about the City as the Owner, and the Saints as the Tenant, and we heard what was important for this ballpark in the Lowertown community. It was a chance to discuss what does not work so well at the Midway Stadium and what the possibilities are for the Lowertown Ballpark.

Further, preconstruction services performed to date by the Ryan Team have uncovered and scoped project constraints critical to risk mitigations and successful delivery of the ballpark. The Ryan Team has already met with the responsible agencies and begun the process of resolving issues.

In addition to programming, we had the opportunity to meet with key stakeholders in the community who will have an impact on the project with regards to approvals, permits, and coordination of work:

- LB-DCC – Lowertown Ballpark Design and Construction Committee. This is an important interface with the community to acknowledge and begin dialogue about their role in the design and construction process.
- HREEO – Human Rights and Equal Economic Opportunity. This meeting provided an overview of the business and workforce inclusion goals.
- DSI – Department of Inspections. This meeting provided an overview of the project site, the anticipated design, and a discussion on which codes to use for design. It was also an opportunity to discuss platting, zoning, site plan review, permits, and coordination with State Historic Preservation Office (SHPO) and MnDOT.
- MnDOT – Minnesota Department of Transportation. This meeting provided an opportunity to discuss bridge construction schedule and sequence for the new Lafayette Bridge. Similarly, we had a more important discussion regarding proposed zoning by MAC/FAA/MnDOT Aeronautics and its impact on the proposed project. This allowed the City to jumpstart discussions with the proper authority to make sure the Lowertown Ballpark schedule would not be impacted.
- City Engineering/Public Works Department. This meeting provided an overview of the utilities in 5th street and John Street that need to be relocated. There was discussion of how these utilities might be re-routed through the Site, and how some utilities would be coordinated with MnDOT. It also touched on access and construction of the new Prince and Willius streets.
- Met Council CCLRT. This meeting provided an opportunity to discuss the OMF building construction schedule and sequence. We also discussed the concerns of demolition next to the renovated OMF, use of the adjoining sites, and restoration options for the OMF north wall once the Diamond Products Building is demolished.
- Jared Olson, Ryan A+E, Inc. civil engineer, was instrumental in the 2010 feasibility study and kicking off the EAW process. This included assembling a team of consultants to address the requirements of the EAW and establish the timeline for completing the EAW. Jared worked with Doug Bergstrom of Braun Intertec to transfer responsibilities for completing the EAW on behalf of the City.

As noted in Addendum #2, the project is anticipating following guidelines established in Minnesota Statute Chapter 138. State Historic Preservation Office (SHPO) is expected to review the design as required by grant funding. The Ryan Team has worked with SHPO on the following projects:

PROJECT NAME	COMMENT
Phillips Office – former Pillsbury Library in Minneapolis	Worked with the Minneapolis Heritage Preservation Commission. SHPO reviewed this project for tax credits (Tax Act #MN9300002)
Grain Belt Brew House Preservation Project – former Grain Belt Brew House in Minneapolis	Worked with the Heritage Preservation Commission. SHPO reviewed this project for tax credits (NPS Project Number 6109) and did a section 106 review for HUD (SHPO File No. 2000-2661)
Midtown Exchange – former Sears, Roebuck and Company Mail-Order Warehouse and Retail Store in Minneapolis	Worked with Hess Roise as the Historical Consultant; Worked with SHPO to get building listed in the National Register of Historic Places. SHPO reviewed this project for tax credits (NPS Project Number 13532) and did a section 106 review for HUD (SHPO File No. 2004-0792)

Westin Hotel – former Farmers and Mechanics Savings Bank in Minneapolis	Worked with Hess Roise as the Historical Consultant; SHPO reviewed this project for tax credits (NPS Project Number 15953). There was no Section 106 review for this project.
W Minneapolis, The Foshay – former Foshay office tower in Minneapolis	Worked with Hess Roise as the Historical Consultant; SHPO reviewed this project for tax credits (NPS Project Number 19028). There was no Section 106 review for this project.

Midtown Greenway Bridges	Working for the City of Minneapolis to replace bridges in the Midtown Greenway but retain its historic character. Several meetings with Dennis Gimmestad of SHPO to review design.
Whitney Hotel	Worked with interim owner and teamed with Hess Roise to develop the design submitted to SHPO regarding its conversion into condominiums.
Jackson Street Roundhouse	Worked with the Minnesota Transportation Museum to renovate the historic Roundhouse into a museum use in the Manitoba Railway Co. Shops Historic District in Saint Paul. Worked with McDonald Mack historic architects to submit multi-phased renovation work to SHPO.
Humboldt Lofts	Design for the renovation of the Humboldt Mill and loft addition in Minneapolis Mills Historic District. Reviewed with the Minneapolis Historic Preservation Committee which is overseen by SHPO.

Requirements

Based on the pre-design work the Ryan Team has done to date, we believe the following coordination, permits, and approvals will be required. It is our understanding that the City of Saint Paul has identified Jody Martinez of the Parks and Recreation Department to work as the full time project manager for this project. During the design and preconstruction phase we would anticipate full time participation relative to the project. Once construction starts, participation will fluctuate based on a fixed meeting schedule, Owner project reviews/tours, processing pay applications, and other various administrative tasks required of an Owner. There are several other people who represent the Owner including Jody Martinez with the Parks and Recreation Department, building officials at the Department of Safety and Inspection, city engineers and planners, and other city staff who will remain involved with the project during the preconstruction and the construction phases.

UNIT OF GOVERNMENT	TYPE OF APPLICATION
City of Saint Paul DSI	Zoning/Lot Consolidation
City of Saint Paul DSI	Street Vacation
City of Saint Paul DSI	Site Plan Review
City of Saint Paul DSI	Demolition Permit
City of Saint Paul DSI	Grading Permit
City of Saint Paul DSI	Utilities Permit
City of Saint Paul DSI	Footing & Foundation Permit
City of Saint Paul DSI	Building Permit
City of Saint Paul DSI	Signage Permit
City of Saint Paul DSI	Mechanical Permit
City of Saint Paul DSI	Electrical Permit

City of Saint Paul DSI	Plumbing Permit
City of Saint Paul DSI	Elevator Permit
City of Saint Paul DSI	Sidewalk Closure Permit
City of Saint Paul DSI	Street Permit
City of Saint Paul DSI	Noise Permit
City of Saint Paul DSI	Working Hours Permit
City of Saint Paul DSI	Warm Air/Ventilation Permit
City of Saint Paul DSI	Food, Beverage and Liquor License- By Tenant
City of Saint Paul	State of Minnesota B3 Review
City of Saint Paul	Schematic Design Plan Review
City of Saint Paul	Design Development Plan Review
City of Saint Paul	Construction Document Plan Review
Ramsey County	Demolition Permit
Capitol Region Watershed District	Storm Water Management Permit
MPCA	Response Action Plan
MPCA	NPDES Permit
MPCA	Demolition Permit
MPCA	Soil and Groundwater Remediation Plan Approval
MPCA	No Association Letter
MPCA	Generator Storage Tank Registration
MnDOT	Site Plan/Traffic/ROW Approval
MnDOT	Air Rights Use Permit
MnDOT - Aeronautics	Plan Approval, Proposed Zoning
Federal Aviation Administration	Plan Approval, Proposed Zoning
Metropolitan Airports Commission Federal Aviation Administration	Plan Approval, Proposed Zoning Obstruction Permit - Form 7460
MCES	Sewer Availability Charge/Water Availability Charge
St. Paul Fire Department/DSI	Certificate of Occupancy
Minnesota Department of Health	Site Plan Review - utilities
Minnesota Department of Health	Food & Beverage Plan Review
Minnesota Department of Health	Well Permit
LB-DCC	Coordination
State Historic Preservation Office	Coordination

DSI = Department of Safety & Inspections
MPCA = Minnesota Pollution Control Agency
MCES = Metropolitan Council Environmental Services
LB-DCC = Lowertown Ballpark Design and Construction Committee

Our Approach to the Lowertown Ballpark

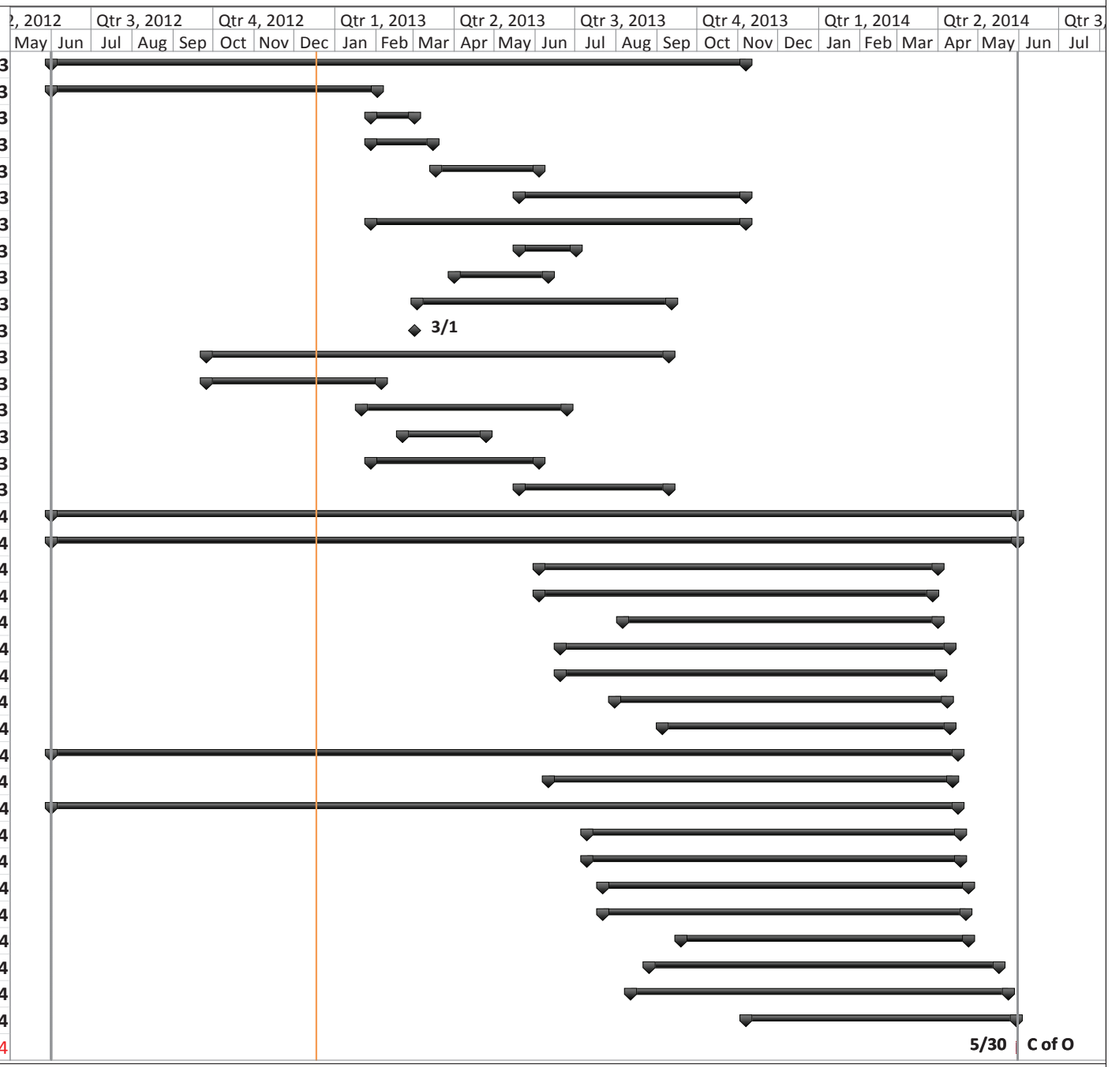
Our schedule is not just a formality to meet a contract requirement it is the foundation of our entire integrated project delivery process. The Lowertown Ballpark project will be completed according to this plan. It integrates review periods, key decision dates, governmental submittals and approvals, long lead-time procurement, subcontractor responsibilities, and a myriad of other activities. The success of this project depends on three factors: establishing expectations, responsibilities and accountability at the very beginning; communicating consistently throughout the project; and building trust and mutual respect amongst team members. These factors are at the heart of our preconstruction approach and we believe it distinguishes us in the industry. It allows us to be innovative while we focus on effective, meaningful solutions for this project. We will work with the City and the St. Paul Saints to ensure the design and construction schedule is thoroughly reviewed and vetted, due dates for each key design and construction milestone are established, and deliverables are fully understood.

We have included a summary schedule at the end of this tab. This schedule includes the following milestone dates as identified in the RFP.

- RFP Submitted 12/19/2012
- Interviews 1/7/2013 – 1/11/2013
- Executed Contract 1/25/2013
- Environmental Assessment Worksheet approval 3/1/2013
- Abatement of the Diamond Products building completed by the City 3/1/2013
- Demolition of the Diamond Products building starts 3/18/2013
- Natural turf at playing field installed before dormancy begins in fall of 2013*
- Project is substantially complete by 5/30/2014*

*Please refer to Tab 13 on delivering the Lowertown Ballpark June 1st – 2014

ID	Task Name	Duration	Start	Finish
1	**Property Development**	**365 days**	**Fri 6/1/12**	**Wed 11/6/13**
2	**Property Acquisition and Funding (DEED)**	**170 days**	**Fri 6/1/12**	**Fri 2/1/13**
16	**Approvals**	**25 days**	**Mon 1/28/13**	**Fri 3/1/13**
20	**Ballpark/Site Design**	**35 days**	**Mon 1/28/13**	**Fri 3/15/13**
23	**Design Development**	**55 days**	**Mon 3/18/13**	**Mon 6/3/13**
27	**Construction Documents**	**120 days**	**Mon 5/20/13**	**Wed 11/6/13**
31	**Subcontractors Awards**	**200 days**	**Mon 1/28/13**	**Wed 11/6/13**
41	**Shop Drawings**	**30 days**	**Mon 5/20/13**	**Mon 7/1/13**
46	**Permits**	**50 days**	**Mon 4/1/13**	**Mon 6/10/13**
54	**Procurements**	**135 days**	**Mon 3/4/13**	**Wed 9/11/13**
76	**Abatement of the Diamond Building**	**0 days**	**Fri 3/1/13**	**Fri 3/1/13**
78	**Demolition of Diamond Product's Site**	**241 days**	**Wed 9/26/12**	**Mon 9/9/13**
79	**Pre-Demolition Planning**	**89 days**	**Wed 9/26/12**	**Mon 2/4/13**
88	**Demolition of Diamond Building**	**110 days**	**Mon 1/21/13**	**Mon 6/24/13**
112	**City Related Construction**	**45 days**	**Thu 2/21/13**	**Wed 4/24/13**
116	**City Utility Relocations**	**90 days**	**Mon 1/28/13**	**Mon 6/3/13**
134	**Soil Correction/ Surcharge**	**78 days**	**Mon 5/20/13**	**Mon 9/9/13**
139	**Construction**	**507 days**	**Fri 6/1/12**	**Fri 5/30/14**
140	**Stadium Construction**	**507 days**	**Fri 6/1/12**	**Fri 5/30/14**
141	**North Elevation (3rd Base Line)**	**209 days**	**Tue 6/4/13**	**Mon 3/31/14**
142	**Clubhouse Level**	**207 days**	**Tue 6/4/13**	**Thu 3/27/14**
149	**Concourse Level**	**165 days**	**Tue 8/6/13**	**Mon 3/31/14**
166	**Home Plate Area**	**204 days**	**Thu 6/20/13**	**Wed 4/9/14**
167	Clubhouse Level	**199 days**	**Thu 6/20/13**	**Wed 4/2/14**
195	**Concourse Level**	**174 days**	**Wed 7/31/13**	**Mon 4/7/14**
216	**Suite Level**	**151 days**	**Thu 9/5/13**	**Wed 4/9/14**
244	**West Elevation (1st Base Line)**	**475 days**	**Fri 6/1/12**	**Tue 4/15/14**
245	**Clubhouse Level**	**213 days**	**Tue 6/11/13**	**Fri 4/11/14**
270	**Concourse Level**	**475 days**	**Fri 6/1/12**	**Tue 4/15/14**
291	**South Elevation (Right Field)**	**197 days**	**Wed 7/10/13**	**Thu 4/17/14**
292	**Clubhouse/Concourse Levels**	**197 days**	**Wed 7/10/13**	**Thu 4/17/14**
309	**East Elevation (Left Field)**	**193 days**	**Mon 7/22/13**	**Wed 4/23/14**
310	**Clubhouse Level**	**191 days**	**Mon 7/22/13**	**Mon 4/21/14**
330	**Concourse Level**	**151 days**	**Thu 9/19/13**	**Wed 4/23/14**
351	**Playing Field**	**185 days**	**Mon 8/26/13**	**Fri 5/16/14**
368	**Plaza/ Sitework**	**200 days**	**Mon 8/12/13**	**Fri 5/23/14**
379	**Substantial Completion**	**141 days**	**Thu 11/7/13**	**Thu 5/29/14**
387	**C of O**	1 day	Fri 5/30/14	Fri 5/30/14



Project: 12-18-2012 Lowertown 1
Date: Wed 12/19/2012

Critical Split · Task · Milestone · Summary · Critical

Milestone Schedule

Lowertown Ballpark

08 Ballpark & Sport Experience

08 Ballpark & Sport Experience

The Ryan Team blends its unmatched understanding of Saint Paul, Lowertown and the Saints with industry best practices and market trends, to deliver a truly flexible and "Saintified" Saint Paul experience.

Pre-Design
7,000 Seat Ballpark
St. Paul, MN

Reference
Jody Martinez
City of Saint Paul, Parks and Recreation
Design & Construction Manager
400 City Hall Annex
25 West 4th Street
Saint Paul, MN 55102

Architect
Ryan A+E, Inc.
Julie Snow Architects
AECOM

Responsibility
Programming
Preconstruction
Development Coordination

Size
195,000 SF
7,000 Seats

Construction Cost
$54,000,000

Year to be Completed
2014

Transferable Knowledge
History of strong working relationships with the City and Saints

We get Lowertown and the Saints

Committed to community involvement

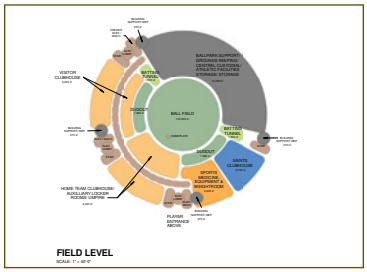
Deep knowledge of approvals processes and the parties responsible

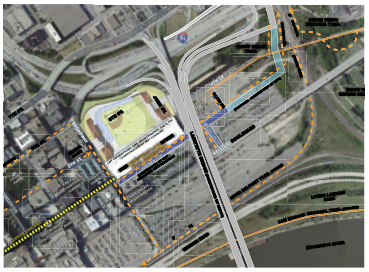
Lowertown Ballpark Pre-Design

Saint Paul, Minnesota

The Ryan Team was retained in the summer of 2012 to provide development coordination, preconstruction and pre-design services. This included the coordination of multiple DEED Grant applications, one of which was awarded $25M, making this project possible. The Ryan Team also conducted targeted goal setting sessions, user interviews, cost analysis, and generated a tailored ballpark program. The 25-30 in-depth interviews were conducted with the City and Saints staff, including the Director of Park & Recreation, Executive Vice President of the Saints, Department of Emergency Response Management and the Saint's head baseball coach.

The program included a design narrative and also outlined the community input process. By identifying the key project stakeholders early, the Ryan Team was able to assist the Owner in creating a plan to gather input and incorporate the feedback into a design that is truly of Lowertown. During this time, the Ryan Team also began the validation of all of the assumptions from the feasibility study completed in 2009. By overlaying what we know today, the key project risk factors have been identified allowing the City and Saints to better plan for the process ahead. This has reduced the City's risk and will help them continue to move the project forward. The Ryan Team left no stone unturned.





Maryvale Baseball Park

Phoenix, Arizona

Baseball Park
7,000 Seat Ballpark
Phoenix,AZ

Reference
Rob Harman
Deputy Director
City of Phoenix
602.256.3369
Rob.Harman@phoenix.gov

Architect
AECOM

Responsibility
Architecture
Interior Design
Construction Observation
Construction Administration

Size
62 Acres
7,000 Seats

Delivery Method
Fast track, phased

Construction Cost
$19,000,000

Year Completed
1998

Transferable Knowledge
Spring training ballpark of similar size and scope

Multi-use facility

Urban setting

Design respects local environmental and historical issues

This is a multi-use ballpark, housing the spring training facilities and functions of the Milwaukee Brewers baseball team, as well as minor league activities on a seasonal basis. The facility will serve as a community recreational use facility with an emphasis on baseball, while allowing for various non-baseball related uses during the majority of the year. It is located on a 62-acre urban site surrounded by residential and commercial uses. The design respects local environmental and historical issues while creating a point of community pride.

Premier Soccer Venue
Portland, OR

Reference
Merritt Paulson
President and
General Manager
Peregrine Development
503-553-5401
mpaulson@pgepark.com

Architect
AECOM

Responsibility
Architecture
Masterplanning
Interior Design

Size
42,000 SF
24,000 Seats

Delivery Method
Construction Management
at Risk

Construction Cost
$31,000,000

Year Completed
2011

Transferable Knowledge
Adaptive reuse in an
urban setting

Use of natural materials
native to the
Portland, OR region

Stadium architecture is an
extension of the
Timber's brand

Won AIA Merit Award for
Excellence in Architecture

Jeld-Wen Field

Portland, Oregon

Peregrine Sports commissioned AECOM to convert PGE Park from a baseball facility into a premier soccer venue for the Portland Timbers.

The phased upgrades to PGE Park transformed the historic venue into a world-class Major League Soccer (MLS) facility and provides an authentic fan experience for the Timbers. The improvements added several state-of-the-art amenities, including permanent seats and concessions on the east side of the park, widened concourses, improved player facilities and a restaurant with a view of the field.

The design itself played heavily on the use of local resources such as sustainably harvested wood to create a stadium that acted as an extension of the Timber brand. This innovative use of materials allowed the Timbers to strengthen their outreach and attract new fans and sponsors.

Multi-Purpose Sports & Entertainment Venue
Hoffman Estates, IL

Reference
Jeff Smith
President
MadKatStep
111 Shuman Boulevard,
Suite 400
Naperville, IL 60563
612-492-4848

Architect
Design Architect
Ryan Companies US, Inc.
Architect of Record
Walsh Bishop

Responsibility
Development
Architecture & Engineering
Construction
Real Estate Management

Size
252,000 SF
35 Acres

Delivery Method
Design-Build

Construction Cost
$62,000,000

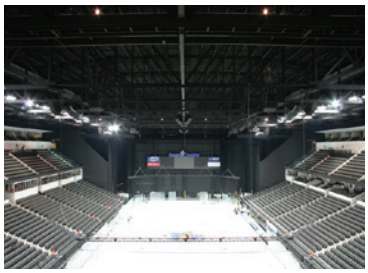
Year Completed
2006

Transferable Knowledge
Design-Build sport facility

Full use of Ryan Companies Integrated Project Delivery model

Sears Centre

Hoffman Estates, Illinois



Sears Centre is a flexible, design-build delivery, multi-purpose sports and entertainment venue that occupies 35 acres in Prairie Stone, an office park surrounding the Sears' corporate campus. Developed using environmentally friendly guidelines that enhance the gently rolling native prairie landscape, Sears Centre seats more than 9,000 for hockey and open floor events, and up to 11,000 for end-stage concerts. The facility includes 64 luxury suites with two food concourses. The medium scale of the arena, along with the horseshoe bowl configuration, allows for all spectators to enjoy premium sight lines and a feeling of close proximity to the event floor.

As the centerpiece of an abundantly landscaped site, the arena features an ample plaza area for pre- and post-event functions. The event floor has been recessed 20 feet into the ground to conceal half the size of the 252,000-square-foot building mass, allowing it to sit low and nestle into the landscape. The arena has an impressive nighttime atmosphere with dramatic evening lighting which utilizes the ribbon windows of the suite level and the glowing lantern of the multi-story glass entry.

Barclays Center at Atlantic Yards

Brooklyn, New York

Multi-Purpose Sports & Entertainment Venue
Brooklyn, NY

Reference
Bob Sanna
Executive Vice President,
Director of Construction
Forest City
Ratner Companies
718.923.8414
bsanna@fcrc.com

Architect
AECOM

Responsibility
Architecture
Programming
Planning
Interior Design

Size
670,000 SF

Delivery Method
Design-Build

Construction Cost
$480,000,000

Year Completed
2012

Transferable Knowledge
Design-Build sport facility

Exemplifies integration of the latest sporting technology

Experience on large scale sport delivery

Designed to meet LEED Silver

Urban setting

Visible arts program

The arena is part of the Atlantic Yards, a mixed-use development including retail, apartments and offices

In collaboration with SHoP Architects, AECOM was selected by Forest City Ratner Companies to deliver, design-build, the new Barclays Center, a world-class sports and entertainment arena that is the new home to the Brooklyn Nets and the heart of the Atlantic Yards development in Brooklyn, New York.

The design features a unique weathered steel facade, and a main entrance that showcases an impressive canopy with oculus that contains a dynamic marquee, which frames the pedestrian's view of the arena. The main concourse is located at street level to allow for direct views to and from the street, making the arena pedestrian-friendly and creating a strong visual connection with the surrounding neighborhood. The Barclays Center has 18,200 seats for basketball and up to 19,000 seats for concerts. The arena features 102 luxury suites, including 12 backstage suites, 63 standard suites, 30 loft suites, 40 loge boxes, and 10 clubs and restaurants. The facility also includes a practice facility for the Nets and an assortment of retail spaces at grade.

09 Past Performance

09 Past Performance

By combining the Ryan Team's integrated project delivery process with expertise gained from the Twin Cities subcontracting community, you get deep sports construction knowledge.

Past Performance

3 Things to Remember:

- Single source for integrated project delivery and one point of contact for all responsibilities.
- The Ryan Team conducted the feasibility study and pre-design.
- By having design and construction under one roof, we are working together in real time.

Introduction

It is critical to establish the project scope of work, budget and schedule early on in the pre-construction process. This includes engaging architectural, civil, structural, mechanical, electrical and specialty consultants in a thorough review of the project requirements. In working with the City and the St. Paul Saints on the Regional Ballpark Initiative – Feasibility Report and the Lowertown Ballpark pre-design, we are in a unique position to understand the history of this project and all of the requirements identified within the Request For Proposal.

The Ryan Team has already developed a detailed schedule that will allow for the project to be completed in time for the opening of the 2014 season.

Over the summer of 2012, the Ryan Team hosted a programming session and interviewed members of the Saint Paul Parks and Recreation department and members of the St. Paul Saints baseball organization. The purpose of the programming session was to define what the new Lowertown Ballpark needed in order to function and create a space that could be used not only for baseball, but other sporting and civic events. It was a time to review what worked (and did not work so well) at the Midway Stadium, and create the framework and vision for the new Lowertown Ballpark. The results were tabulated and memorialized in the Lowertown Ballpark - Draft Programming Document Part I of II dated September 28, 2012.

This is a traditional approach and first step in identifying the scope. The next step will include verifying the scope by completing the programming phase. This will be accomplished by Reviewing Part I of the Draft Programming document, expanding on the details and confirming with the City and the St. Paul Saints that programming is complete. After confirmation, the Schematic Design (SD) Phase will begin. This is the point at which pencil hits paper and actual design begins.

Managing the Design Process

During SD, the playing field will be laid out and major components of the facility will be located (concourse, suites, seating, entrances, stairs/elevators, locker rooms, concession stands, restrooms, etc.). The mechanical and electrical systems and scope of work will be identified. At the end of SD's, the plans will be presented along with a written scope narrative that begins to discuss the materials that will be used. At the conclusion of SD's, we will request a sign-off including comments and feedback from the City and the St. Paul Saints that design (scope) is headed in the right direction.

The transition between Schematic Design and Design Development is an opportune time to consider bringing on mechanical, electrical and fire protection (MEP) subcontractors on a design-build basis. There are several reasons for doing this:

1. MEP scopes of work combined represent a major cost component of the overall project budget.
2. MEP scopes of work typically require the most coordination during design – coordination with each other, and with architectural and structural design.
3. MEP systems play a major role in LEED – having these subcontractors on board allows them to design with budget in mind while evaluating design alternatives to achieve the desired LEED points

4. MEP design needs to be coordinated in order to integrate with BIM. Ryan has taken this approach on many projects and would issue an MEP RFP that would allow us to bid this scope of work early and on a competitive basis. By bringing these key subcontractors onto the team early, it adds one more layer of confidence that design will remain aligned with budget and schedule and reduce the likelihood of change orders and/or cost overruns down the road.

Upon acceptance of the SD's, Design Development (DD) will begin. At this stage of design, more details are being added to the plans. Sections of major components start to take shape (e.g., building floor plans, elevations, building sections, wall sections, field sections, shafts, door, finish, mechanical and electrical equipment schedules), and details are added. The structural and civil designs begin to advance and coordinate with architectural plans. By this time, the design-build mechanical, electrical and fire protection subcontractors will be identified, and will coordinate with the other design disciplines. Specialty design consultants will start to coordinate in depth with the entire design team. DD is where the majority of design occurs. At the end of DD, we will present plans, an updated scope document and preliminary specifications, and request a sign-off from the City and the St. Paul Saints. This sign-off allows for comments and feedback, and confirms that the current design meets the needs and requirements as established in the Programming and SD phases.

In preparation of this RFP, the Ryan Team has worked at risk to develop preliminary SD's based on the Phase I of II programming. This has been done in an effort to provide for an early delivery of the Lowertown Ballpark for the 2014 season. Please refer to Tab 13 for more information on this exciting opportunity for the City and the St. Paul Saints.

Construction/Design Collaboration

The next step is Construction Documents (CDs). During this stage, all comments from the DD phase are incorporated and all design disciplines are fully coordinated. All floor plans, elevations, sections and details are finalized and coordinated. The project specifications are finalized. At this point the plans and specifications are ready to be submitted to the Department of Safety and Inspections (DSI) for permit and are used for bidding the various scopes of work. One final sign-off is required to acknowledge the design is complete and has met all of the stated requirements and objectives.

During all phases of design, the Ryan Team will be verifying the required codes to be followed for design. There will be scheduled meetings with DSI to make sure the current design conforms to code requirements. This will help to set expectations and reduce the potential for code violations. The Ryan Team has already had one meeting with DSI in preparation of the Lowertown Ballpark - Draft Programming Document Part I of II document. In addition to this, the Ryan Team includes a nationally renowned code expert, Ed Roether Consulting, LLC, to help deal with accessibility issues, and a local fire code consultant, Summit Fire Consulting, both of whom will aid in design decisions with DSI.

Concurrent with design, the Ryan Team is working on the budget in real time. This allows the entire project team to answer questions and move design forward with an informed decision-making process. For each phase of design, the budget is updated to reflect an accurate and current estimate of the project cost. Subcontractor input is used during all phases to account for current market conditions. Potential unit prices and alternates are identified to help adjust the budget and aide in identifying scope wants versus needs.

Ryan has developed a custom estimating tool that allows us the flexibility to prepare a parametric or systems-based estimate and break it down by key project components. We can generate comparison estimates between Schematic Design and Design Development or Construction Document estimates to identify changes. The GMP estimate can be uploaded into our Proliance project management software to help us manage the project costs during construction. This format is easy to understand, update and communicate to the entire Project Team.

We use constructability reviews to challenge the design team on how the project will be constructed in the field. Constructability review begins in the planning and programming phases of a project. Collaboration with the Project Team early in the pre-construction process allows us to identify challenges and improve efficiencies in the actual construction of the project. This includes understanding how the site will be utilized, establishing the flow during construction and determining design considerations driving how the structure will be raised and by what methods. One of our roles during preconstruction is to assist in the project design rather than react to it. This includes building system selection and refinement, technical specification review, budget estimate preparation and refinement, value design options, constructability analysis, major subcontractor input, procurement strategy, bid package preparation and bid analysis.

The team will review the environmental status of the site, to identify what if any contamination exists and how, if necessary, it should be dealt with. We have an environmental specialist on staff to help deal with these delicate but urgent issues. We also have a site specialist to help evaluate the geotechnical report and offer cost saving ideas for site design and utilization. Our site specialist will work with the geotechnical engineer and structural engineer to assist in foundation design and evaluate the need for deep foundations. He will work with the civil engineer to ensure proper drainage away from the structure and the need for any drain tile on the site.

The construction industry term is "Value Engineering," we prefer to call it "Value Design." Providing great value while balancing cost and performance expectations is the key to a successful building that meets the Project Team's goals. Our approach focuses on: optimizing building systems while balancing function, image and expense with input from the entire team; "Visual-listening" to programming input and providing feedback; and, discussing proactive cost and performance of building systems, construction materials, equipment selections and life-cycle costs. This proactive approach is far more effective and valuable than a shopping list of cuts when budget problems arise. As a result, maximum value will be infused into the design and costly backtracking and redesign avoided. Ryan will document the project team's ongoing decisions and design changes, keeping them focused on the critical issues.

In preparation of this RFP, the Ryan Team has worked at risk to develop preliminary SD's based on the Phase I of II programming.

Our estimating philosophy is similar to our Value Design philosophy – design should proceed from a detailed estimate rather than estimating from a detailed design. The probability for missing expectations is high when design proceeds without a parallel estimating track. This collaborative effort prevents miscommunication and underscores accountability. Our goal is to provide continuous real-time estimating, allowing the Project Team to make the most informed decisions possible.

For this particular project, we have added the estimating expertise of RLB|Garrison (Rider Levett Bucknall Ltd.). RLB|Garrison has a wealth of estimating knowledge specific to sports facilities. This experience coupled with Ryan's relationships with subcontractors in the Twin Cities marketplace will allow us to maintain a real time budget with accurate cost information. As part of the Lowertown Ballpark - Draft Programming Document Part I of II document, the Ryan Team, including RLB|Garrison, prepared a conceptual cost model based on the

programming data gathered. This information was then used to generate three options for the City and St. Paul Saints to consider in finalizing programming. This cost model will be the basis of our estimate moving forward.

During the SD and DD phase of the project, Ryan will define scopes for each portion of work and set a budget for that scope. Ryan will track each significant change in the design or the schedule against the budget originally established to confirm that priorities are maintained. The process of constantly monitoring the design, budget and schedule and reporting the effects of any changes on the project to the Team will help refine the budget and maintain established project goals.

Although the RFP requests the project to be turned over in February 2015, we have already developed a detailed schedule that will allow for the project to be completed in time for the opening of the 2014 season. Our Team is able to achieve this by working at risk and advancing a preliminary SD plan. The Ryan Team reviewed the RFP requirements and the draft programming document and conferred with local subcontractors to develop this schedule. We reviewed it multiple times with other construction professionals outside of our Team to test our assumptions and validate the sequence and logic. Please refer to Tab 13 for more information on this exciting opportunity for the City and the St. Paul Saints.

Clear and consistent communication is critical to a project's success. Poor communication results in wasted efforts, additional costs and frustration. From the onset of this project, we will work hard to establish a system of communication that works well for the Project Team. During the pre-construction phase, we will hold weekly or bi-weekly design review meetings involving the design team, superintendent, selected architectural team members and other professionals.

During construction of the Lowertown Ballpark, Ryan will facilitate a method for reporting weekly progress on the project through the use of weekly Foreman's Meetings, weekly Owner's Meetings, two week "look-ahead" schedules and task lists that assist in the planning for upcoming activities. Ryan utilizes Microsoft Project to develop and manage our project schedules. This tool allows the Project Team to view task-or trade-specific critical paths in addition to the project critical path, ultimately identifying and controlling potential schedule variances.

Further, Ryan will meet with subcontractors weekly to update the schedule with actual field activities, ensuring real-time reporting to the Project Team. Throughout, we examine the schedule to determine critical areas to improve schedule durations and analyze all cost versus benefit scenarios of any potential change in logic.

With design-build, there is not a construction versus design mentality. The beauty of design-build is that it fosters collaboration at all levels. Design-build provides a single source of responsibility for all aspects of the project. This single source of responsibility allows you the assurance that the Lowertown Ballpark project will be built to your satisfaction, without delays or cost overruns.

In addition to holding regular weekly meetings to discuss project issues, the project team will establish a project submittal log and mutually agreeable submittal and shop drawing review procedures, that will ensure timely and accurate shop drawing and submittal approvals. For any item of work for which submittals are required, their review and approval is always on the schedule's critical path. Therefore, to keep the project fast-tracked and streamlined, our efforts will always be focused on achieving approvals on the first submittal.

Ryan will also provide the City and St.Paul Saints with written progress reports summarizing the current status of the project every month. This monthly report will be customized to your needs including: summaries of project meetings held during the past month; schedules of project meetings for the next month; week by week overviews of construction activities; copies of available test reports or results; lists of unresolved issues; monthly updates of the status of the project's MSGB-B3 goals; project photos and monthly schedule updates.

Included at the end of this Tab are examples of estimates produced for a past client's project that Ryan recently completed. This was a design-build project of similar cost and complexity.

The project required a breakout between shell building (Conventional Building) costs and Tenant Improvement (T.I.) costs that the owner wanted to identify and manage themselves. The first example shows our estimate format and the breakout for the Conventional Building, T.I. items and the project Total costs. It was prepared in late October 2010 during Schematic Design and was updated on a weekly basis until the Preliminary GMP was established in early December 2010 during Design Development.

The second example shows a list of Alternates to the Preliminary GMP (Guaranteed Maximum Price). The cost for these alternates was not included in the GMP at the time the Owner Contract was issued allowing the client more time to evaluate their design objectives and available financing.

The third example was a document used in the Owner Contract to show the difference between the Best and Final Offer (BFO) and GMP estimates.

The fourth example shows how the estimate was converted to a schedule of values and was updated on a monthly basis. Any pending change order items were updated and included so that the client had an up-to-date budget each month. During certain budget cycles, the Owner Update was updated more regularly so that the client could make budget and financing adjustments accordingly.

The fifth example shows a Change Order Request for an Owner scope change. These documents were issued as preliminary estimates until a final scope and change order amount were accepted. Once accepted, the client would sign the Change Order Request. Once signed, the Change Order Request allowed Ryan to release subcontractors to start on the work. Several Change Requests would be added to an Owner Change Order to keep the owner Contract up-to-date for our billing purposes. The referenced project included many scope changes (39 total) that were not included in their BFO Request For Proposal. These changes were well documented and accepted by the client.

Past Client
City/State: City, MN
Job #: 2479-000

Part of Exhibit A -
Preliminary Drawings, Scope Document and Other Documents
Ryan Companies US, Inc.
Preliminary GMP dated 12/07/10

				Conventional Building		T.I. Components		Totals		
Component Description	PRICE	u/m		QTY	Cost	QTY	Cost	QTY	Cost	Comments
SUBSTRUCTURE										
Foundation Excavation & Backfill Subtotal					**$119,567**		**$0**		**$119,567**	
L Concrete Layout-Ryan		hr			$0		$0	.	$0	
S SubQuote-Footings and Foundations		lf			$0		$0	.	$0	Ryan Concrete
S Column Pad - Neat Dug	$13.41	sfsa		15,238.	$204,382		$0	15,238.	$204,382	Ryan Concrete 11-30-10
S Stoop Footings	$24.35	sfsa		153.	$3,726		$0	153.	$3,726	Ryan Concrete 11-30-10
S Stoop Walls	$16.58	sfsa		612.	$10,146		$0	612.	$10,146	Ryan Concrete 11-30-10
S Loading Dock Area Walls	$15.04	sf		1,720.	$25,868		$0	1,720.	$25,868	Ryan Concrete 11-30-10
S Concrete Stem Walls	$17.45	sfwa		3,029.	$52,844		$0	3,029.	$52,844	Ryan Concrete 11-30-10
S Loading Dock Pit Walls	$18.28	sfwa		725.	$13,250		$0	725.	$13,250	Ryan Concrete 11-30-10
S Retaining Wall Footings	$56.63	lf		100.	$5,663		$0	100.	$5,663	Ryan Concrete 11-30-10
S Retaining Walls	$21.37	lf		650.	$13,891		$0	650.	$13,891	Ryan Concrete 11-30-10
S Mud Slabs		sfsa			$0		$0	.	$0	
S Strip Ftg w/ Reinf. @ Clean/dirty Demising Wall	$0.00	lf		509.	$0		$0	509.	$0	Excluded - See Alternate #4 $9,813
S Transformer Pad	$24.93	lf		40.11	$1,000		$0	40.11	$1,000	Ryan Concrete 11-17-11
S Neat Dig Trench Footings	$169.79	cy		1,206.	$204,770		$0	1,206.	$204,770	Ryan Concrete 11-30-10
S Delete 4' recess @ Truck Dock	$1,000.00	ls		1.	$1,000		$0	1.	$1,000	Excluded - See Alternate #5 ($1,000)
S Elevator Pit Walls	$18.28	sfwa		176.	$3,217		$0	176.	$3,217	Elevator pit not shown on plans 11-29-10
S CIP Concrete Piers	$0.00	ea		162.	$0		$0	162.	$0	Included in winter conditions
S 16" CIP Foundation Walls		sf			$0		$0	.	$0	
S 12" CMU Foundation Walls		sf			$0		$0	.	$0	
S 8" CMU Foundation Walls		sf			$0		$0	.	$0	
S 16" CMU Foundation Walls		sf			$0		$0	.	$0	
Footings & Foundations Subtotal					**$539,757**		**$0**		**$539,757**	
S 12" Class 7 over 8" -5% Sand		sf		1.	$0		$0	1.	$0	Included in Sitework as part of Pad by Client
S Add 2" Class 7 for 6" SOG	$14.00	ton		3,108.09	$43,513		$0	3,108.09	$43,513	Ryan Estimate - Make up for deleting 8" SOG
S Vapor Barrier - 15 mil Stego Wrap		sf		285,000.	$0		$0	285,000.	$0	Included in 8" Slab on Grade
S 4" Employee Patio	$0.00	sf		1.	$0		$0	1.	$0	Included in Sitework as part of Concrete Paving
S 6" SOG with mesh	$3.53	sf		264,477.	$933,604		$0	264,477.	$933,604	Ryan Concrete 11-29-10
S 8" Slab on Grade w/#5 epoxy bars 12" O.C. each way	$6.76	sf		16,492.	$111,492		$0	16,492.	$111,492	Ryan Concrete 11-30-10
S Delete 4' recess @ Truck Dock	$6.76	sf		1,000.	$6,760		$0	1,000.	$6,760	Excluded - See Alternate #5 ($6,760)
S 8" Slab on Grade w/#5 bars 12" O.C. each way	$0.00	sf		264,477.	$0		$0	264,477.	$0	Excluded - See Alternate #3 $713,917
S Diamond Dowels at Construction Joints	$0.00	sf		1.	$0		$0	1.	$0	Not required for reinforced slab
S Equipment Pads	$0.00	sf		1.	$0		$0	1.	$0	By Sage as part of Equipment TI's
S 5" Stoops with crush box	$16.52	sf		324.	$5,353		$0	324.	$5,353	Ryan Concrete 11-30-10 - 8 each
S Elevator Pit Slab	$18.98	sf		120.	$2,278		$0	120.	$2,278	Assuming 10' x 12' x 12" thinck pit slab -Ryan Concrete
S Loading Dock Pit Slab	$8.62	sf		810.	$6,985		$0	810.	$6,985	Ryan Concrete 11-30-10
Slabs on Grade Subtotal					**$1,109,985**		**$0**		**$1,109,985**	
S Subquote-Waterproofing/Dampproofing	$4.00	sf		176.	$704		$0	176.	$704	Below Grade @ Elevator Pit Walls
S Foundation Insulation	$0.00	sf		1.	$0		$0	1.	$0	Included in concrete Neat Dug Ftg's and Fnd's
S SOG Joint Filler	$2.45	lf		47,500.	$116,494		$0	47,500.	$116,494	Ryan Concrete 11-30-10
Waterproofing/Dampproofing/Insulation Subtotal					**$117,198**		**$0**		**$117,198**	
Subtotal Foundations					**$1,886,507**		**$0**		**$1,886,507**	
SUBSTRUCTURE SUBTOTAL					**$1,886,507**		**$0**		**$1,886,507**	
SHELL										
S 2" Conc. Toppings - Mezzanine Precast	$1.93	sf		39,000.	$75,084		$0	39,000.	$75,084	Ryan Concrete 11-30-10
S F&I Precast Floor Plank 8" & 12"	$7.44	sf		39,000.	$290,160		$0	39,000.	$290,160	Wells budget 11-16-10
P Struct. Columns & Beams & Braces	$1,429.13	ton		464.	$663,116		$0	464.	$663,116	CMF qoute 12-1-10
P Deduct for 2nd Floor Mezz 2-4 & B-C	($9,843.00)	ls		1.	($9,843)		$0	1.	($9,843)	CMF qoute 12-1-10
P Add perimeter W10x17 for Joist Bearing	$0.00	ls		1.	$0		$0	1.	$0	CMF qoute 12-1-10 (included)
P Struct. Wind Girts	$1,719.09	ton		22.	$37,820		$0	22.	$37,820	CMF qoute 12-1-10
P Dock Overhang Framing - Fab	$0.00	lf		1.	$0		$0	1.	$0	Excluded - See Alternate #5 $15,813
P Struct. Joists & Girders	$904.33	ton		676.	$611,324		$0	676.	$611,324	CMF qoute 12-1-10
P Bridge Crain Rails	$0.00	ton		1.	$0		$0	1.	$0	FFE by Client
P 1-1/2" Metal Deck 18 Ga., Standard grey primer	$87.97	sq		2,914.	$256,344		$0	2,914.	$256,344	CMF qoute 12-1-10
P Add for Acoustical Deck	$0.00	sq		2,914.	$0		$0	2,914.	$0	Excluded - See Alternate #2 $44,619
P Skylight Opening Frames	$150.00	ea		203.	$30,450		$0	203.	$30,450	CMF qoute 12-1-10
P Roof Drain Opening Frames		ea		15.	$0		$0	15.	$0	CMF qoute 11-15-10
P Roof Hatch Opening Frames	$350.00	ea		2.	$700		$0	2.	$700	CMF qoute 11-15-10
P Masonry Lintels	$3,000.00	ls		1.	$3,000		$0	1.	$3,000	CMF qoute 12-1-10
S Columns & Braces & Beams - Erect	$348.00	ton		464.	$161,472		$0	464.	$161,472	Amerect quote 10-14-10
S Wind Girts - Erect	$348.00	ton		22.	$7,656		$0	22.	$7,656	Amerect quote 10-14-10
S Dock Overhang Framing - Erect	$0.00	ls		1.	$0		$0	1.	$0	Excluded - See Alternate #5 $25,000
S Girders & Joists - Erect	$283.00	ton		676.	$191,308		$0	676.	$191,308	Amerect quote 10-14-10
S W10x17 Joist Bearing Beams	$9.65	sf		1,850.	$17,850		$0	1,850.	$17,850	Amerect quote 11-19-10
S Decking - Erect	$55.63	sq		2,914.	$162,106		$0	2,914.	$162,106	Amerect quote 10-14-10
S Mechanically Install Roof Deck		sf		1.	$0		$0	1.	$0	Puddle Welds per LHB Spec
S Install Roof Hatch Frames	$174.43	ea		2.	$349		$0	2.	$349	Amerect quote 11-19-10
S Install (203) Skylight Opening Frames	$174.43	ea		203.	$35,409		$0	203.	$35,409	Amerect quote 11-19-10
Floor Construction Subtotal					**$2,534,304**		**$0**		**$2,534,304**	
L Plywd Blkg&Backing-Labor plywood @ Metal Panels	$1.92	sf		1,600.	$3,076		$0	1,600.	$3,076	Ryan SPW
M Plywd Blkg&Backing plywood @ Metal Panels	$1.24	sf		1,600.	$1,987		$0	1,600.	$1,987	Shaw-Stewart $37.18/sheet 3/4" treated plywood
L Perimeter Roof Blkg-Labor	$1.92	lf		2,500.	$4,805		$0	2,500.	$4,805	Ryan SPW
M Perimeter Roof Blkg	$2.41	lf		2,500.	$6,028		$0	2,500.	$6,028	Shaw-Stewart $25.54/16LF treated 2x12, $0.66/LF bevel
Roof Construction Subtotal					**$15,896**		**$0**		**$15,896**	
Subtotal Superstructure					**$2,550,201**		**$0**		**$2,550,201**	
S 12" Struct. Precast Panel Insulated @ Entry	$14.81	sf		720.	$10,661		$0	720.	$10,661	Ryan quantity. Fabcon bid dated 11-15-10
S 12" Struct. Precast Panel Insulated	$15.27	sf		74,715.	$1,141,250		$0	74,715.	$1,141,250	Fabcon bid dated 11-15-10
S 12" Struct. Precast Panel Insulated (Delete to Grid 4)	$13.93	sf		(2,683.)	($37,371)		$0	(2,683.)	($37,371)	Fabcon bid dated 11-15-10
S 8'W x 12'H Mock Up of Precast Panel	$34.11	ls		96.	$3,275		$0	96.	$3,275	Ryan quantity. Fabcon bid dated 11-19-10
S Precast Hard Trowel	$0.00	ea		72,032.	$0		$0	72,032.	$0	Included in Fabcon Scope
S Delete 4' recess @ Truck Dock	$10.01	ea		965.	$9,663		$0	965.	$9,663	Excluded - See Alternate #5 ($9,663)
S Composite Mtl Panels - Centria 3T FWDS 22/26ga.	$29.01	sf		21,237.	$616,085		$0	21,237.	$616,085	Ryan quantity, SGH quote 11-23-10
S Delete 4' recess @ Truck Dock	$29.01	sf		(4,750.)	($137,798)		$0	(4,750.)	($137,798)	Excluded - See Alternate #5 $137,798
S Composite Mtl Panels - Soffits 3T FWDS 22/26ga.	$34.00	sf		1,850.	$62,900		$0	1,850.	$62,900	Ryan quantity, SGH quote 9-27-10
S Delete 4' recess @ Truck Dock	$34.00	sf		(1,000.)	($34,000)		$0	(1,000.)	($34,000)	Excluded - See Alternate #5 $34,000
S Joint Sealers Between Precast & Metal Panels	$1.50	lf		2,750.	$4,125		$0	2,750.	$4,125	Ryan estimate
S Caulk Panel Joints (Int & Ext)		lf		1.	$0		$0	1.	$0	Included in Fabcon Scope
S Paint Precast Walls (Ext)	$0.90	sf		75,435.	$67,892		$0	75,435.	$67,892	Rainbow budget for Tex-Coat textured paint
S Delete 4' recess @ Truck Dock	$0.90	sf		965.	$869		$0	965.	$869	Excluded - See Alternate #5 $869
Exterior Walls Subtotal					**$1,707,551**		**$0**		**$1,707,551**	
S Alum. Punch Window 4'W x 4'H	$37.50	sf		1,952.	$73,200		$0	1,952.	$73,200	Ryan quantity, Interclad unit cost email 9-24-10
S Alum. Ribbon Window 12'W x 5'H & 6'W x 4'H	$37.50	sf		5,088.	$190,800		$0	5,088.	$190,800	Ryan quantity, Interclad unit cost email 9-24-10
S Alum. Storefront System	$50.00	sf		1,652.	$82,600		$0	1,652.	$82,600	Ryan quantity, Interclad unit cost email 9-24-10

S	Alum. Window - 5'H Ribbon window at Metal Panel	$37.50	sf	5,305.	$198,938		$0	5,305.	$198,938	Ryan quantity, Interclad unit cost email 9-24-10
	Exterior Windows/Glass & Glazing Subtotal				**$545,538**		**$0**		**$545,538**	
P	Exterior HM Frames	$300.00	ea	8.	$2,400		$0	8.	$2,400	6 perimeter man doors
P	Exterior HM Doors	$500.00	ea	8.	$4,000		$0	8.	$4,000	6 perimeter man doors
L	Install Doors & Hdwr	$900.00	ea	8.	$7,200		$0	8.	$7,200	6 perimeter man doors
S	Vestibule Entrance Aluminum Framing	$63.75	ea	300.	$19,125		$0	300.	$19,125	
S	Aluminum Doors at Vestibule and Dining	$3,600.00	ea	12.	$43,200		$0	12.	$43,200	
S	Overhead Dock Doors - 12x12 (9x10)	$1,706.06	ea	4.	$6,824		$0	4.	$6,824	TCGD Preliminary Pricing
S	Overhead Drive-in Dock Doors - 16x16 (12x14)	$3,181.74	ea	7.	$22,272		$0	7.	$22,272	TCGD Preliminary Pricing
S	Overhead Drive in Doors - 16x20 (20x20)	$7,576.03	ea	3.	$22,728		$0	3.	$22,728	TCGD Preliminary Pricing
	Exterior Doors Subtotal				**$127,750**		**$0**		**$127,750**	
Subtotal Enclosure					**$2,380,838**		**$0**		**$2,380,838**	
S	Roofing - 60 mil TPO fully adhered R23 w/3.8" of iso	$4.31	sf	285,000.	$1,228,350		$0	285,000.	$1,228,350	Ryan quantity, Dalco unit cost email 10-14-10
S	20 Year Warranty	$20,000.00	ls	1.	$20,000		$0	1.	$20,000	Ryan quantity, Dalco unit cost email 10-14-10
S	Install acoustical deck insulation	$0.00	sf	285,000.	$0		$0	285,000.	$0	Excluded - See Alternate #2 $128,250
S	Roofing - TPO Walkway Cap Sheet (30" wide)	$13.00	lf	2,450.	$31,850		$0	2,450.	$31,850	Ryan quantity, Dalco unit cost email 11-11-10
S	Metal Parapet Cap	$15.50	lf	2,500.	$38,750		$0	2,500.	$38,750	Ryan quantity, Dalco unit cost email 10-14-10
	Roof Coverings Subtotal				**$1,318,950**		**$0**		**$1,318,950**	
S	Roof Hatches	$1,500.00	ea	2.	$3,000		$0	2.	$3,000	Ryan estimate
S	Skylights - Naturalite Acrylic Domed 5'W x 5'L	$1,298.39	sf	186.	$241,500		$0	186.	$241,500	Dalco Quote 11-19-10
S	Skylights - Naturalite Single Sloped 5'W x 14'L	$6,088.24	sf	17.	$103,500		$0	17.	$103,500	Dalco Quote 11-19-10
	Other Roofing Subtotal				**$348,000**		**$0**		**$348,000**	
Subtotal Roofing					**$1,666,950**		**$0**		**$1,666,950**	
SHELL SUBTOTAL					**$6,597,989**		**$0**		**$6,597,989**	
INTERIORS										
S	Clean/Dirty Demising Wall 5/8 Gyp. Bd. w/ 6" studs	$0.00	sf	11,070.	$0		$0	11,070.	$0	Excluded - See Alternate #4 $112,914
S	Recycling Enclosure Wall 5/8 gyp. Bd. w/ 6" studs	$0.00	sf	5,640.	$0		$0	5,640.	$0	Excluded - See Alternate #4 $57,528
S	1 Hr Rated Partitions @ off/mfg	$5.72	sf	4,868.37	$27,847		$0	4,868.37	$27,847	Ryan estimate
S	Walls to Deck - Insulated	$6.00	sf	2,851.43	$17,109		$0	2,851.43	$17,109	Ryan estimate
S	Walls to Deck - Uninsulated - 6" stud @ 16"OC	$8.50	sf	26,542.	$225,607		$0	26,542.	$225,607	Custum Drywall unit cost email 9-10-10
S	Walls to Grid	$5.08	sf	469.71	$2,386		$0	469.71	$2,386	Ryan estimate
S	Int. Furred Perimeter Walls - Insul	$3.73	sf	6,953.96	$25,938		$0	6,953.96	$25,938	Ryan estimate
S	Skylight Interior Metal Trim Fascia	$15.00	sf	5,370.62	$80,559		$0	5,370.62	$80,559	Ryan estimate
S	Demising Wall above Mezz Glass	$8.28	sf	4,664.49	$38,622		$0	4,664.49	$38,622	Ryan estimate
	Interior Drywall Partitions Subtotal				**$418,068**		**$0**		**$418,068**	
S	CMU Partitions - 8" @ Mech Rm. & Employee Entrance	$14.00	sf	5,560.	$77,840		$0	5,560.	$77,840	Gresser unit price 18' & 22'
S	CMU Partitions - 8" @ Clean/Dirty Demising Wall	$0.00	sf	3,280.	$0		$0	3,280.	$0	Excluded - See Alternate #4 $45,920
S	CMU Partitions - 8" @ Recycling Wall	$0.00	sf	1,860.	$0		$0	1,860.	$0	Excluded - See Alternate #4 $26,040
	Interior CMU/CIP Partitions Subtotal				**$77,840**		**$0**		**$77,840**	
S	Interior Storefront	$110.00	sf	136.75	$15,043		$0	136.75	$15,043	Fire Rated Windows from Office/Conf. to Manf.
S	Aluminum Storefront at Private Dining	$33.80	sf	136.75	$4,622		$0	136.75	$4,622	
S	Interior Glazing/Frames at Private Offices	$114.50	sf	1,243.2	$142,346		$0	1,243.2	$142,346	Conisidered part of interior finishers
S	Glass Handrail Assembly	$318.00	lf	70.31	$22,360		$0	70.31	$22,360	Ryan estimate
	Interior Glazed Walls & Windows Subtotal				**$184,371**		**$0**		**$184,371**	
S	Chainlink Storage Partitions	$20.00	sf	233.1	$4,662		$0	233.1	$4,662	8 ft high around maint. and mech. / elec.
	Interior Special Partitions Subtotal				**$4,662**		**$0**		**$4,662**	
P	HM Doors/Frames/Hardware - Single	$624.54	ea	5.	$3,123		$0	5.	$3,123	Ryan estimate
P	HM Doors/Frames/Hardware - Pair	$1,800.00	ea	2.	$3,600		$0	2.	$3,600	Ryan estimate
L	Install HM Doors/HM Frame/Hdwr	$250.00	ea	32.	$8,000		$0	32.	$8,000	Ryan estimate
P	Wd Dr/HM Frame/Hdwr - Single	$969.25	ea	5.	$4,846		$0	5.	$4,846	Ryan estimate
P	Wd Dr/HM Frame/Hdwr - Pair	$2,299.00	ea	6.	$13,794		$0	6.	$13,794	Ryan estimate
P	Wood Doors @ toilet/showers	$761.25	ea	6.	$4,568		$0	6.	$4,568	Ryan estimate
	Interior Standard Doors Subtotal				**$37,930**		**$0**		**$37,930**	
L	Install Partitions/Screens	$247.50	ea	5.	$1,238		$0	5.	$1,238	Ryan estimate
P	Toilet Partitions	$462.00	ea	5.	$2,310		$0	5.	$2,310	Ryan estimate
P	Toilet Accessories	$77.00	ea	22.	$1,694		$0	22.	$1,694	Ryan estimate
L	Toilet Accessories-Labor	$38.50	ea	22.	$847		$0	22.	$847	Ryan estimate
L	Install Lockers	$0.00	ea		$0	1.	$0	1.	$0	By Client
P	Lockers (Full Height)	$0.00	ea		$0	1.	$0	1.	$0	By Client
	Fittings (Specialties) Subtotal				**$6,089**		**$0**		**$6,089**	
S	Glass Railings @ Grand Stair	$36,800.00	ls	1.	$36,800		$0	1.	$36,800	Metro Mfg. Budget 11-29-10
S	Line Rail w/ Kick Plate @ Mezz	$73.79	lf	280.	$20,660		$0	280.	$20,660	Metro Mfg. Budget 11-29-10
S	Line Rail w/ Kick Plate @ Loading Docks	$73.79	lf	100.	$7,379		$0	100.	$7,379	Metro Mfg. Budget 11-29-10
S	Embeded Bollard	$124.44	ea	36.	$4,480		$0	36.	$4,480	Metro Mfg. Budget 11-29-10
S	Ships Ladders	$3,740.00	ea	2.	$7,480		$0	2.	$7,480	Metro Mfg. Budget 11-29-10
S	Main Entrance Grand Stair	$10,840.00	ea	1.	$10,840		$0	1.	$10,840	Metro Mfg. Budget 11-29-10
S	Mezz Stair - One Run	$19,760.00	ea	1.	$19,760		$0	1.	$19,760	Metro Mfg. Budget 11-29-10
S	Service Stairs with Railing	$14,820.00	ea	2.	$29,640		$0	2.	$29,640	Metro Mfg. Budget 11-29-10
S	Dock Stairs & Railings	$3,724.00	ea	4.	$14,896		$0	4.	$14,896	Metro Mfg. Budget 11-29-10
S	Masonry Head Clips	$33.00	ea	40.	$1,320		$0	40.	$1,320	Metro Mfg. Budget 11-29-10
S	Paint Misc. Metals	$15,000.00	ls	1.	$15,000		$0	1.	$15,000	
S	Paint Bollards	$25.00	ea	36.	$900		$0	36.	$900	
	Interior Misc Metals Subtotal				**$169,155**		**$0**		**$169,155**	
Subtotal Interior Construction					**$898,115**		**$0**		**$898,115**	
S	Concrete Fill @ Mtl Pan Stairs	$8.16	sf	800.	$6,528		$0	800.	$6,528	Fill of 2 sets of stair pans and landings - Ryan concrete
	Stair Construction Subtotal				**$6,528**		**$0**		**$6,528**	
Subtotal Stairs					**$6,528**		**$0**		**$6,528**	
S	Ceramic Tile Walls	$13.00	sf	2,728.3	$35,468		$0	2,728.3	$35,468	Ryan estimate
S	Paint Interior Gypsum Walls @ Office Area	$0.38	sf	5,669.64	$2,154		$0	5,669.64	$2,154	Ryan quantity, Rainbow unit cost email 10-14-10
S	Paint Interior Gypsum Walls @ Metal Panel	$0.30	sf	26,542.	$7,963		$0	26,542.	$7,963	Ryan quantity, Rainbow unit cost email 10-14-10
S	Paint Interior Gyp. Walls @ Clean/Dirty Demising Wall	$0.00	sf	22,140.	$0		$0	22,140.	$0	Excluded - See Alternate #4 $6,642
S	Paint Interior Gyp. Walls @ Recycling Enclosure	$0.00	sf	11,280.	$0		$0	11,280.	$0	Excluded - See Alternate #4 $3,384
S	Paint Int. Masonry @ Mech Rm. & Employee Entrance	$0.45	sf	11,120.	$5,004		$0	11,120.	$5,004	Ryan estimate
S	Paint Int. Masonry Walls @ Clean/Dirty Demising Wall	$0.00	sf	6,560.	$0		$0	6,560.	$0	Excluded - See Alternate #4 $2,952
S	Paint Int. Masonry Walls @ Recycling Wall	$0.00	sf	3,720.	$0		$0	3,720.	$0	Excluded - See Alternate #4 $1,674
S	Paint Precast Walls - Interior Surface	$0.96	sf	965.	$926		$0	965.	$926	Ryan quantity, Rainbow unit cost email 10-14-10
A	Vinyl Wall Covering-Allow	$2.00	sf	10,518.22	$21,036		$0	10,518.22	$21,036	Ryan estimate
	Wall Finishes Subtotal				**$72,552**		**$0**		**$72,552**	
S	Floor Polishing and Sealer	$2.35	sf	200,000.	$469,555		$0	200,000.	$469,555	Ryan Concrete - 800 grit polish 11-30-10
P	Wood Base	$9.45	lf	1,228.79	$11,612		$0	1,228.79	$11,612	Ryan estimate
L	Wood Base-Labor	$3.00	lf	1,228.79	$3,686		$0	1,228.79	$3,686	Ryan estimate
S	Ceramic Tile Floors	$14.00	sf	5,546.35	$77,649		$0	5,546.35	$77,649	Ryan estimate
S	Ceramic Base	$8.00	lf	805.98	$6,448		$0	805.98	$6,448	Ryan estimate
S	Granite/Stone Floors	$30.00	sf	343.72	$10,312		$0	343.72	$10,312	Ryan estimate
S	Granite/Stone Base	$20.00	sf	31.67	$633		$0	31.67	$633	Ryan estimate
S	Wood Flooring	$6.00	sf	606.98	$3,642		$0	606.98	$3,642	Ryan estimate
S	Vinyl Base	$4.00	lf	58.04	$232		$0	58.04	$232	Ryan estimate
A	Carpet	$23.50	sy	1,512.41	$35,542		$0	1,512.41	$35,542	Ryan estimate
	Floor Finishes Subtotal				**$619,311**		**$0**		**$619,311**	
S	Dry Fall Paint Structure	$170,000.00	sf	1.	$170,000		$0	1.	$170,000	Rainbow Email Budget 11-23-10, not incl. duct work
S	Dry Fall Paint Structure - Mezzanine	$12,750.00	sf	1.	$12,750		$0	1.	$12,750	Rainbow Email Budget 11-23-11
S	Paint Interior Ceilings	$0.66	sf	2,524.48	$1,666		$0	2,524.48	$1,666	Ryan estimate
S	2x2 flat tile @ Office	$2.48	sf	17,063.68	$42,318		$0	17,063.68	$42,318	Ryan estimate
S	Acoustical Ceiling Clouds	$50,000.00	sf	1.	$50,000		$0	1.	$50,000	Allowance
S	Interior Gyp Bd Ceilings	$8.00	sf	846.06	$6,768		$0	846.06	$6,768	

	Ceiling Finishes Subtotal					**$283,503**		**$0**		**$283,503**	
	Subtotal Interior Finishes					**$975,365**		**$0**		**$975,365**	
	INTERIORS SUBTOTAL					**$1,880,008**		**$0**		**$1,880,008**	
	SERVICES										
S	SubQuote-Elevators	$50,000.00	ea	1.	$50,000		$0	1.	$50,000	2 stop hydraulic	
S	Bridge Cranes - 5 Tons		ea	1.	$0	.	$0	1.	$0	FFE by Sage	
	Elevators Subtotal				**$50,000**		**$0**		**$50,000**		
	Subtotal Conveying Systems				**$50,000**		**$0**		**$50,000**		
S	Subquote-Plumbing	$335,086.00	sf	.6	$201,052	.4	$134,034	1.	$335,086	Egan BFO 6-23-10	
S	Gray Water Cistern System	$218,649.00	ea	1.	$218,649		$0	1.	$218,649	Egan BFO 6-23-10	
	Plumbing Fixtures Subtotal				**$419,701**		**$134,034**		**$553,735**		
S	Domestic Water Distribution		gsf	1.	$0		$0	1.	$0	Included in plumbing	
S	SubQuote-Sanitary Waste		lf	1.	$0		$0	1.	$0	Included in plumbing	
S	Roof Drain System - Conventional (Included in BFO)	$231,567.00	ls	1.	$231,567		$0	1.	$231,567	Egan BFO 6-23-10	
S	Roof Drain System - Add for double sloped roof	$189,318.00	ls	1.	$189,318		$0	1.	$189,318	Egan Email 12-2-10	
S	Roof Drain System - Deduct for scupper overflow drains	($95,352.00)	ls	1.	($95,352)		$0	1.	($95,352)	Egan Email 12-2-10	
	Rain Water Drainage Subtotal				**$325,533**		**$0**		**$325,533**		
	Subtotal Plumbing				**$745,234**		**$134,034**		**$879,268**		
S	Subquote-HVAC	$3,278,308.00	ls	.6	$1,966,985	.4	$1,311,323	1.	$3,278,308	Egan BFO 6-23-10	
	Central Plant / Equipment Yard Subtotal				**$1,966,985**		**$1,311,323**		**$3,278,308**		
S	HVAC Ductwork in Manufacturing and Warehouse	$263,495.00	ls	.6	$158,097	.4	$105,398	1.	$263,495	Egan BFO 6-23-10	
S	Process Piping System	$518,322.00	ls		$0	1.	$518,322	1.	$518,322	Egan BFO 6-23-10	
S	Compressed Air System	$291,158.00	ls		$0	1.	$291,158	1.	$291,158	Egan BFO 6-23-10	
S	House Vacuum System	$119,471.00	ls		$0	1.	$119,471	1.	$119,471	Egan BFO 6-23-10	
S	RO/DI Water	$329,968.00	ls		$0	1.	$329,968	1.	$329,968	Egan BFO 6-23-10	
S	Desiccant Dry Air	$86,065.00	ls		$0	1.	$86,065	1.	$86,065	Egan BFO 6-23-10	
S	Nitrogen	$114,962.00	ls		$0	1.	$114,962	1.	$114,962	Egan BFO 6-23-10	
	Make-Up Air / Equipment Yard Subtotal				**$158,097**		**$1,565,344**		**$1,723,441**		
S	Subquote-Energy Management System	$307,000.00	ls	.6	$184,200	.4	$122,800	1.	$307,000	Egan BFO 6-23-10	
	Control & Building Automation Systems Subtotal				**$184,200**		**$122,800**		**$307,000**		
	Subtotal Heating, Ventilating, and Air Conditioning (HVAC)				**$2,309,282**		**$2,999,467**		**$5,308,749**		
S	Subquote-Fire Protection	$275,000.00	gsf	1.	$275,000		$0	1.	$275,000	Viking - BFO 8-17-10	
	Standard Fire Protection System(s) Subtotal				**$275,000**		**$0**		**$275,000**		
	Subtotal Fire Protection Systems				**$275,000**		**$0**		**$275,000**		
S	SubQuote-Electrical - GC's & Precon costs	$57,200.00	gsf	1.	$57,200		$0	1.	$57,200	Gephart BFO 5-26-10	
	Switch & Transformer Equipment Subtotal				**$57,200**		**$0**		**$57,200**		
S	UPS	$1.00	ea	36,100.	$36,100	386,900.	$386,900	423,000.	$423,000	Gephart BFO 5-26-10	
	Emergency Equipment / Power Back-Up Subtotal				**$36,100**		**$386,900**		**$423,000**		
S	Subquote-Primary Distribution	$1.00	gsf	432,497.	$432,497	434,543.	$434,543	867,040.	$867,040	Gephart BFO 5-26-10	
	Primary Distribution Subtotal				**$432,497**		**$434,543**		**$867,040**		
S	Subquote-Lighting Components	$363,000.00	ea	1.	$363,000		$0	1.	$363,000	Gephart BFO 5-26-10	
S	Site Lighting	$61,100.00	ea	1.	$61,100	.	$0	1.	$61,100	Gephart BFO 5-26-10	
A	3 Building Signs	$42,500.00	ea		$0	1.	$42,500	1.	$42,500	Gephart BFO 5-26-10 - Allowance per Client	
	Lighting Components Subtotal				**$424,100**		**$42,500**		**$466,600**		
S	Subquote-Fire Alarm Control Panel	$43,185.00	ea	1.	$43,185		$0	1.	$43,185	Gephart BFO 5-26-10	
	Fire Alarm System Subtotal				**$43,185**		**$0**		**$43,185**		
S	Subquote-Security Systems	$41,400.00	gsf	1.	$41,400		$0	1.	$41,400	Gephart BFO 5-26-10	
	Security Systems Subtotal				**$41,400**		**$0**		**$41,400**		
S	Subquote-Primary Data/Comm	$120,630.00	gsf	1.	$120,630		$0	1.	$120,630	Gephart BFO 5-26-10	
S	Paging System	$29,800.00	lf	1.	$29,800		$0	1.	$29,800	Gephart BFO 5-26-10	
	Primary Data/Comm. Subtotal				**$150,430**		**$0**		**$150,430**		
S	Wireless data	$11,600.00	gsf		$0	1.	$11,600	1.	$11,600	Gephart BFO 5-26-10	
S	Conference	$14,615.00	lf		$0	1.	$14,615	1.	$14,615	Gephart BFO 5-26-10	
S	Sound Masking	$21,800.00	gsf		$0	1.	$21,800	1.	$21,800	Gephart BFO 5-26-10	
	Secondary Data/Comm. Subtotal				**$0**		**$48,015**		**$48,015**		
	Subtotal Electrical Systems				**$1,184,912**		**$911,958**		**$2,096,870**		
	SERVICES SUBTOTAL				**$4,564,427**		**$4,045,460**		**$8,609,887**		
	EQUIPMENT AND FURNISHINGS										
S	Kitchen Equipment		ea		$0	1.	$0	1.	$0	By Client	
S	Vending Equipment		ea		$0	1.	$0	1.	$0	By Client	
S	Loading Dock Levelers (10),Shelters (4), Lights	$3,351.80	ea	10.	$33,518		$0	10.	$33,518	Fairborn Quote - 11-23-10	
S	Loading Dock Tr Restraint Locks - Wall Mounted	$2,927.00	ea	10.	$29,270		$0	10.	$29,270	Fairborn Quote - 11-23-11	
	Vehicular Equipment Subtotal				**$62,788**		**$0**		**$62,788**		
	Subtotal Equipment				**$62,788**		**$0**		**$62,788**		
P	Lower Cabinets	$125.00	lf	100.	$12,500		$0	100.	$12,500	Ryan estimate	
L	Lower Cabinets-Labor	$75.00	lf	100.	$7,500		$0	100.	$7,500	Ryan estimate	
P	Upper Cabinets	$225.00	lf	100.	$22,500		$0	100.	$22,500	Ryan estimate	
L	Upper Cabinets-Labor	$75.00	lf	100.	$7,500		$0	100.	$7,500	Ryan estimate	
	Fixed Casework & Architectural Millwork Subtotal				**$50,000**		**$0**		**$50,000**		
S	Window Blinds		ea		$0	1.	$0	1.	$0	By Client	
S	Furniture and Accessories		ea		$0	1.	$0	1.	$0	By Client	
	Subtotal Furnishings				**$50,000**		**$0**		**$50,000**		
	EQUIPMENT AND FURNISHINGS SUBTOTAL				**$112,788**		**$0**		**$112,788**		
	SPECIAL CONSTRUCTION AND DEMOLITION										
S	HVAC System / Class 10,000		tn		$0	1.	$0	1.	$0	By Client	
S	HVAC System / Class 1,000		tn		$0	1.	$0	1.	$0	By Client	
S	Racking Systems		sf		$0	1.	$0	1.	$0	By Client	
S	Conveying Systems		sf		$0	1.	$0	1.	$0	By Client	
	SPECIAL CONSTRUCTION AND DEMOLITION SUBTOTAL				**$0**		**$0**		**$0**		
	BUILDING TOTAL				**$15,041,719**		**$4,045,460**		**$19,087,178**		
	BUILDING SITEWORK										
A	Landscaping / Irrigation Allowance	$150,000.00	ls	1.	$150,000		$0	1.	$150,000		
	Landscaping Subtotal				**$150,000**		**$0**		**$150,000**		
A	Monument/Pylon Sign-Allow		ls	1.	$0		$0	1.	$0	Excluded - by Client if required	
	Subtotal Site Improvement				**$150,000**		**$0**		**$150,000**		
	BUILDING SITEWORK SUBTOTAL				**$150,000**		**$0**		**$150,000**		
	BUILDING & SITEWORK SUBTOTAL				**$15,191,719**		**$4,045,460**		**$19,237,178**		
	INDIRECT CONSTRUCTION COSTS										
L	Sr. Superintendent	$100.10	hr	2,080.	$208,208		$0	2,080.	$208,208		
L	Asst. Superintendent	$89.44	hr	1,513.	$135,323		$0	1,513.	$135,323		
L	Field Coordinator	$105.00	hr	260.	$27,300		$0	260.	$27,300	52 wks, 5 hrs per wk	
M	Parking	$400.00	ls	1.	$400		$0	1.	$400		
M	Superintendent Fuel/Transportation	$262.50	wk	112.	$29,400		$0	112.	$29,400	2 supts, 3 tanks ea. Wk.	
	Field Management Subtotal				**$400,631**		**$0**		**$400,631**		
M	Office Supplies	$150.00	mo	12.	$1,800		$0	12.	$1,800		
M	Supt/PM Cellular Phone	$400.00	mo	12.	$4,800		$0	12.	$4,800		
L	Office Trailer Set-Up/Demo	$1,750.00	ea	2.	$3,500		$0	2.	$3,500		

E	Job Site Trailer Rental (outside rental)	$413.08	mo	12.	$4,957		$0	12.	$4,957	Quote by WilliamsScotman 11/18/10
M	Copy Machine	$500.00	ls	12.	$6,000		$0	12.	$6,000	
M	Computer Equipment	$1,000.00	mo	12.	$12,000		$0	12.	$12,000	
M	Postage/Courier Service	$2,500.00	ls	1.	$2,500		$0	1.	$2,500	
M	Plan Printing	$2,500.00	ls	1.	$2,500		$0	1.	$2,500	
M	Chemical Toilets	$800.00	mo	12.	$9,600		$0	12.	$9,600	
L	Project Sign-Labor	$250.00	ea	1.	$250		$0	1.	$250	
M	Project Sign		ea	1.	$0		$0	1.	$0	By Client
	Field Office & Supplies Subtotal				**$47,907**		**$0**		**$47,907**	
L	Periodic Clean-up	$0.10	sf	324,000.	$32,400		$0	324,000.	$32,400	
S	Periodic Clean-up		sf	324,000.	$0		$0	324,000.	$0	
S	Final Clean up	$0.10	sf	324,000.	$32,400		$0	324,000.	$32,400	
S	Int Glass Cleaning (MN Only)	$0.20	sf	13,997.	$2,799		$0	13,997.	$2,799	
M	Constr Debris Dumpster	$355.00	ea	25.	$8,875		$0	25.	$8,875	Veit Quote 11-15-10
M	Recyclable Material Dumpster	$355.00	ea	40.	$14,200		$0	40.	$14,200	Veit Quote 11-15-11
S	Clean high bay structure	$10,000.00	ls	1.	$10,000		$0	1.	$10,000	By Client
	Maintenance and Housekeeping Subtotal				**$100,674**		**$0**		**$100,674**	
M	Install Telephone/Setup	$750.00	ea	1.	$750		$0	1.	$750	
M	Jobsite IP Camera	$9,449.00		1.	$9,449		$0	1.	$9,449	Ox Blue
M	Line Cost (monthly fee) Supts only	$300.00	mo	12.	$3,600		$0	12.	$3,600	
	Temporary Utilities Subtotal				**$13,799**		**$0**		**$13,799**	
L	Cable Rails/Barricades-Labor	$2.00	lf	790.	$1,580		$0	790.	$1,580	
M	Cable Rails/Barricades	$2.00	lf	790.	$1,580		$0	790.	$1,580	
	Temp Controls & Safety Subtotal				**$3,160**		**$0**		**$3,160**	
M	Security Fence	$0.00	lf	1.	$0		$0	1.	$0	
S	Security Guard	$0.00	wk	1.	$0		$0	1.	$0	
E	Misc. Equipment Rental	$2,750.00	mo	7.	$19,250		$0	7.	$19,250	
E	Stair Scaffold Tower	$1,250.00	mo	5.	$6,250		$0	5.	$6,250	
L	Yard Deliveries-Labor	$83.00	hr	48.	$3,984		$0	48.	$3,984	
	Construction Aids, Equipment and Tools Subtotal				**$29,484**		**$0**		**$29,484**	
	Subtotal General Requirements				**$595,655**		**$0**		**$595,655**	
S	Soil Borings	$10,075.00	ea	1.	$10,075		$0	1.	$10,075	AET - By Client
S	Survey - Registered	$13,300.00	ea	1.	$13,300		$0	1.	$13,300	Bolton & Menk - By Client
S	Survey - Layout Verification	$10,000.00	ea	1.	$10,000		$0	1.	$10,000	Ryan Budget
	Soil Testing / Survey Subtotal				**$33,375**		**$0**		**$33,375**	
S	Soil Testing - Pad Certification	$49,620.00	ls	.2	$9,924	.8	$39,696	1.	$49,620	AET quote 11-2-10, sitework
S	Soil Testing - Footing and Foundation	$16,200.00	ls	1.	$16,200	.	$0	1.	$16,200	AET quote 11-2-10
S	Retaining Wall Testing and Observation	$5,000.00	ls	.	$0	1.	$5,000	1.	$5,000	AET quote 11-2-10, sitework
S	Asphalt Testing	$20,500.00	ls		$0	1.	$20,500	1.	$20,500	AET quote 11-2-10, sitework
S	Concrete Testing	$28,000.00	ls	1.	$28,000		$0	1.	$28,000	AET quote 11-2-10
S	Concrete Testing - FF/FL	$7,000.00	ls	1.	$7,000		$0	1.	$7,000	AET quote 11-2-10
S	Masonry Testing	$2,440.00	sf	1.	$2,440		$0	1.	$2,440	AET quote 11-2-10
S	Structural Steel Testing	$5,580.00	sf	1.	$5,580		$0	1.	$5,580	AET quote 11-2-10
	Construction Testing Subtotal				**$69,144**		**$65,196**		**$134,340**	
L	Safety Inspector (Ryan)-Labor	$90.00	hr	150.	$13,500		$0	150.	$13,500	Ryan Safety Director
M	Ryan Safety Supplies	$100.00	mo	10.	$1,000		$0	10.	$1,000	
	Quality Control Subtotal				**$14,500**		**$0**		**$14,500**	
	Subtotal Testing and Quality Control				**$117,019**		**$65,196**		**$182,215**	
L	Sr. Project Manager (Constr)	$110.00	wk	2,424.8	$266,728		$0	2,424.8	$266,728	MM
L	Sr. Project Manager (Pre-Constr)	$110.00	wk	346.4	$38,104		$0	346.4	$38,104	MM & JS
L	Project Manager (Constr)	$70.00	hr	700.	$49,000		$0	700.	$49,000	AA
M	LEED-Registration Fees	$0.00	ls	1.	$0		$0	1.	$0	By Client
	Project Manager Time Subtotal				**$353,832**		**$0**		**$353,832**	
	Subtotal Project Management				**$353,832**		**$0**		**$353,832**	
S	Winter Conditions Costs	$0.00	mo	1.	$0		$0	1.	$0	Excluded - See Alternate #1 $695,734
M	Builder's Risk Insurance > $12 mil (rate per YR)	$0.12	yr	117,729.05	$14,127	28,651.27	$3,438	146,380.32	$17,566	
M	General Liability Insurance	0.80%	%	15,191,719	$121,534	4,045,460	$32,364	19,237,178	$153,897	
	Liability, Umbrella and Builder's Risk Insurance Subtotal				**$135,661**		**$35,802**		**$171,463**	
M	Site Improvement Bond	$0.00	ea	1.	$0		$0	1.	$0	
	Subtotal Insurance, Bonds & Taxes				**$135,661**		**$35,802**		**$171,463**	
K	Architectural Design (Outside Design Firm)	$ 540,000.00	ls	1	$540,000	0	$0	1.	$540,000	LHB
K	Ryan A+E Fee - Bim Only	$20,000.00	ls	1	$20,000		$0	1.	$20,000	Ryan A+E
K	Civil Engineer's Consult & Landscape	$ 105,000.00	ls	1	$105,000	0	$0	1.	$105,000	LHB - Site Work
K	Mech/Elec/Plumb Consultant	$ 5,000.00	ls	1	$5,000	0	$0	1.	$5,000	LHB
K	LEED Design Consultant & EDA	$65,000.00	ls	1.	$65,000		$0	1.	$65,000	LHB - Includes $15,000 for EDA
M	Ryan LEED Construction Manager	$3,400.00	wk	2.	$6,800		$0	2.	$6,800	Ryan
K	Concept Design	$ 40,000.00	ls	1	$40,000	0	$0	1.	$40,000	LHB
	Architectural Design Subtotal				**$781,800**		**$0**		**$781,800**	
	Subtotal Project Design Costs				**$781,800**		**$0**		**$781,800**	
C	Contingency	2.0%	%	17,175,686	$343,514	0	$0	17,175,686	$343,514	Building - Construction Related Only
	Design-Build Contingency Subtotal				**$343,514**		**$0**		**$343,514**	
	Subtotal Design-Build Contingency				**$343,514**		**$0**		**$343,514**	
M	Building Permit	0.00	ls	(611)	$0	13,665	$0	13,054.31	$0	Permits Deferred by City to be paid by Client
M	Plan Check	0.0%	ls	(611)	$0	13,665	$0	13,054.	$0	Permits Deferred by City to be paid by Client
M	MN State Surcharge	0.00%	ls	16,738,200	$0	4,146,457	$0	20,884,657.14	$0	Permits Deferred by City to be paid by Client
M	Building Permit - Footing and Foundation Permit	$ -	ls	1	$0	0	$0	1.	$0	Permits Deferred by City to be paid by Client
M	Building Permit - Interior Finishes Permit	$ -	ls	1	$0	0	$0	1.	$0	Permits Deferred by City to be paid by Client
M	2010 SAC Base Unit Fee (Mpls)	$0.00	unit	1.	$0		$0	1.	$0	By Client
M	WAC Charge		ea	1.	$0		$0	1.	$0	By Client
M	City Connection Charges		ea	1.	$0		$0	1.	$0	By Client
M	Elect. Connection Charges	$0.00	ea	1.	$0		$0	1.	$0	By Client
M	Park Dedication Fee		ac	1.	$0		$0	1.	$0	By Client
M	Assessment Charges		ea	1.	$0		$0	1.	$0	By Client
M	Nat'l Pollutant Dischg Elimination Syst		ea	1.	$0		$0	1.	$0	By Client
M	Impact Fees		ea	1.	$0		$0	1.	$0	By Client
C	Financing / Carry Costs	$300.00	ls	1.	$300		$0	1.	$300	Escrow Agreement
	Financing / Carry Costs Subtotal				**$300**		**$0**		**$300**	
M	Legal Fees	$500.00	ls	1.	$500		$0	1.	$500	Escrow Agreement
	Utility, Legal, and Development Fees Subtotal				**$500**		**$0**		**$500**	
	Subtotal Development Costs				**$800**		**$0**		**$800**	
	INDIRECT CONSTRUCTION COSTS SUBTOTAL				**$2,328,281**		**$100,998**		**$2,429,279**	
	CONSTRUCTION COSTS TOTAL				**$17,520,000**		**$4,146,457**		**$21,666,457**	
	FEES & OVERHEAD									
C	Overhead	0.0%	%	17,520,000	$0	4,146,457	$0	21,666,457	$0	
C	Profit	2.5%	%	17,520,000	$438,000	4,146,457	$103,661	21,666,457	$541,661	
	Design-Build Fees & Overhead Subtotal				**$438,000**		**$103,661**		**$541,661**	
	Subtotal Design-Build Fees & Overhead				**$438,000**		**$103,661**		**$541,661**	
	FEES & OVERHEAD SUBTOTAL				**$438,000**		**$103,661**		**$541,661**	
	PROJECT COSTS				**$17,958,000**		**$4,250,119**		**$22,208,119**	

Part of Exhibit A -
Preliminary Drawings, Scope Document and Other Documents
Past Client

Alternates Preliminary GMP

7-Dec-10

This document consists of alternates that are **NOT** included in our Preliminary GMP of $18,000,00. Any alternate that is accepted will be an add or deduct to the Preliminary GMP.

1	Winter conditions costs as identified in Client Winter Conditions Estimate dated 11/29/10 (to be done on a T&M basis plus fee).					
	Winter Conditions Costs				$	695,734
	Accept___	**Reject___**		**Add**	**$**	**695,734**
2	Add to use acoustical metal deck with insulation.					
	Acoustical Deck		$15.31/sf	2914 sq	$	44,619
	Acoustical Deck Insulation		$0.45/sf	285,000 sf	$	128,250
	Accept___	**Reject___**		**Add**	**$**	**172,869**
3	Change from a 6" SOG w/ mesh to an 8" reinforced SOG with #5 bar					
	6" SOG w/ Mesh	BFO	$3.53/sf	264,477 sf	$	(933,604)
	8" SOG w/#5 bars 12" O.C. each way		$6.23/sf	264,477 sf	$	1,647,521
	Accept___	**Reject___**		**Add**	**$**	**713,917**
4	Demising wall between the clean/dirty manufacturing space and wall to enclose the Recycling Room					
	Gyp. Bd. Clean/Dirty Demising Wall		$10.20/sf	11,070 sf	$	112,914
	Gyp. Bd. Recycling Wall		$10.02/sf	5,640 sf	$	57,528
	CMU Partitions - 8" @ Clean/Dirty Demising Wall		$14.00/sf	3,280 sf	$	45,920
	CMU Partitions - 8" @ Recycling Wall		$14.00/sf	1,860 sf	$	26,040
	Paint Interior Gyp. Walls @ Clean/Dirty Demising Wall		$0.30/sf		$	6,642
	Paint Interior Gyp. Walls @ Recycling Enclosure		$0.30/sf		$	3,384
	Paint Int. Masonry Walls @ Clean/Dirty Demising Wall		$0.30/sf		$	2,952
	Paint Int. Masonry Walls @ Recycling Wall		$0.30/sf		$	1,674
	Strip Footings		$19.28/lf	509 lf	$	9,813
	Accept___	**Reject___**		**Add**	**$**	**266,867**
5	Add to create a 4' recess at the loading dock doors.					
	Deduct Footings and Foundation		$1,000	ls	$	(1,000)
	Recess Precast		$10.01/sf	965 sf	$	(9,663)
	Add Structural Steel Framing		$15,813	ls	$	15,813
	Add Structural Steel Erection of Overhang		$25,000	ls	$	25,000
	Remove Paint Precast with Tex-Coat		$0.90/sf	965 sf	$	(869)
	Add Metal Panel Soffit		$34.00/sf	1000 sf	$	34,000
	Add Metal Panel		$29.01/sf	4750 sf	$	137,798
	Add 1000 sf 8" SOG		$6.76/sf	1000/sf	$	(6,760)
	Accept___	**Reject___**		**Add**	**$**	**194,319**
6	Add to use overflow drains piped inside of the building in lieu of scuppered off side of building					
	Overflow Drains Inside				$	95,352
	Accept___	**Reject___**		**Add**	**$**	**95,352**
7	Add bent plate at overhead garage doors on exterior of building.					
	3/16" bent plate 9' x 10'		$1,190/ea	4 Doors	$	4,760
	3/16" bent plate 12' x 14'		$1,661.67/ea	7 Doors	$	11,632
	3/16" bent plate 20' x 20'		$2,490/ea	1 Door	$	2,490
	Accept___	**Reject___**		**Add**	**$**	**18,882**

8	Add to rough in for future elevator at employee entrance area (excludes elevator equipment and associated electrical).					
	Elevator Pit Slab	$8.62/sf	810 sf	$	6,982
	Elevator Pit Footings	$19.28/lf	44 lf	$	848
	Elevator Pit Walls	$18.28/sf	176 sf	$	3,217
	Shaft Wall 8" CMU	$14.00/sf	1540 sf	$	21,560
	Waterproofing	$4.00/sf	176 sf	$	704
	Accept___ **Reject___**		**Add**	**$**	**33,312**
9	Deduct to use #3 rebar mats in lieu of #5 bars at 12" OC each way in the slab on grade *Total deduct based on acceptance of alternated #3*				
	6x6 D8.3xD8.3 grade 80 uncoated rebar mats (8'x24' sheets)	$0.56/sf	265000 sf	$	(148,117)
	Accept___ **Reject___**		**Deduct**	**$**	**(148,117)**
10	Deduct to use Helix metal fibers in lieu of #5 bars at 12" OC each way in the slab on grade *Total deduct (to be determined) based on acceptance of alternated #3*				
	Pricing forthcoming		265000 sf		
	Accept___ **Reject___**		**Deduct**	**$**	**-**
11	Add to change dock levelers, shelters, restraints and lights from Poweramp (Fairborn Equipment) to Kelly (Star Equipment).				
	Poweramp Air powered in lieu of hydraulic			$	62,788
	Kelly Air powered in lieu of hydraulic			$	77,940
	Accept___ **Reject___**		**Add**	**$**	**15,152**
11	Add for 33 extra skylights (203 included in preliminary GMP budget, 33 required to get to 2% of roof area)				
	33 Dome Skylights (excludes burglar (OSHA) bars)	$1,298.39/ea	33	$	42,847
	33 Skylight Frames	$150/ea	33	$	4,950
	33 skylight Frames Install	$174.43/ea	33	$	5,756
	Accept___ **Reject___**		**Add**	**$**	**53,553**

Part of Exhibit A -
Preliminary Drawings, Scope Document and Other Documents
Past Client

BFO Scope Changes

7-Dec-10

BFO "Chisel Concept": Footprint = 275,000 sf, Mezzanine = 10,000 sf, Gross Square Feet = 285,000 sf, Budget = $19,483,170 $68.36/sf
Preliminary GMP: Footprint = 285,000 sf, Mezzanine = 39,000 sf, Gross Square Feet = 324,000 sf, Budget = $17,958,000 $55.43/sf

Interior Construction Costs

BFO "Chisel Concept": 18,500 sf of office area per the RFP dated 07-31-09.	$ 772,043	$41.73/sf	Excludes MEP
Current Concept: 40,000 sf (10,000 on main floor, 30,000 on mezzanine)	$ 780,639	$19.52/sf	Excludes MEP

Total Mezzanine Addition Cost: $ 298,407 (Included in Preliminary GMP and excludes interior finishes)

1 Difference between the square footage of the metal wall panels and precast square footage.
Upgrade metal panel from existing building to Centria panels

Precast Panel	BFO	$15.73/sf	33,560 sf	$	(527,899)
Precast Panel	Preliminary GMP	$15.32/sf	72752 sf	$	1,114,540
Paint Precast Panel	BFO	$1.00/sf	33560 sf	$	(33,560)
Paint Precast Panel	Preliminary GMP	$0.90/sf	72,752 sf	$	64,829
Industrial Metal Panel	BFO	$10.43/sf	58,980 sf	$	(615,161)
Centria Metal Panel	Preliminary GMP	$29.41/sf	23,087 sf	$	678,985
			Addition to BFO	**$**	**681,734**

2 Concrete topping and precast floor plank quantity additions due to the Mezzanine area increasing.

Concrete Topping	BFO	$2.31/sf	10,000 sf	$	(23,100)
Concrete Topping	Preliminary GMP	$1.93/sf	39,000 sf	$	75,148
Precast Floor Plank	BFO	$8.75/sf	10,000 sf	$	(87,500)
Precast Floor Plank	Preliminary GMP	$7.44/sf	39,000 sf	$	290,160
			Addition to BFO	**$**	**254,708**

3 Add for stud backup wall at metal panel (6" stud @ 16"OC)

	Preliminary GMP	$8.50/sf	26,542 sf	$	225,607
			Addition to BFO	**$**	**225,607**

4 Change from a 6" SOG w/ mesh to an 8" reinforced SOG with #5 bar

6" SOG w/ Mesh	BFO	$3.53/sf	275,000 sf	$	(970,750)
6" SOG w/ Mesh & 8" SOG w/ #5 Epoxy Bar	Preliminary GMP		280,969 sf	$	945,096
Add 2" Class 7	Preliminary GMP	$14.00/tn	3.109 tons	$	43,513
			Addition to BFO	**$**	**17,859**

5 Remove acoustical ceiling tile from the manufacturing area and dry fall paint the structure

ACT	BFO	$2.40/sf	266,500 sf	$	(639,600)
Dry Fog Paint Structure	Preliminary GMP	$0.56/sf	324,000 sf	$	182,750
			Difference from BFO	**$**	**(456,850)**

6 Change in quantity of windows

Alum. Punch Windows	BFO	$67.90/sf	525 sf	$	(35,648)
Alum. Ribbon Windows	BFO	$33.80/sf	4450 sf	$	(150,410)
Sloped Glazing	BFO	$71.90/sf	3065 sf	$	(220,374)
Alum. Curtain Wall	BFO	$65.00/sf	560 sf	$	(36,400)
Alum. Punch Windows	Preliminary GMP	$37.50/sf	1952 sf	$	73,200
Alum. Ribbon Windows	Preliminary GMP	$37.50/sf	10393 sf	$	389,738
Sloped Glazing	Preliminary GMP			$	-
Alum. Curtain Wall	Preliminary GMP	$50.00/sf	1652 sf	$	82,600
			Addition to BFO	**$**	**102,706**

7	Add for retaining wall, retaining wall footings, loading dock pit walls and loading dock pit slab					
	Retaining Wall	Preliminary GMP	$18.28/sf	650 sf	$	13,891
	Retaining Wall Footings	Preliminary GMP	$56.53/sf	100 sf	$	5,663
	Loading Dock Pit Walls	Preliminary GMP	$18.28/sf	725 sf	$	13,250
	Loading Dock Pit Slab	BFO	$10.48/sf	360 sf	$	(3,773)
	Loading Dock Pit Slab	Preliminary GMP	$8.62/sf	810 sf	$	6,985
				Addition to BFO	**$**	**36,016**
8	Add for the increase in Overhead Doors					
	8 Doors	BFO			$	(38,000)
	14 Doors	Preliminary GMP			$	51,824
				Addition to BFO	**$**	**13,824**
9	Add for the additional skylights and skylight frames					
	Skylights	BFO			$	(290,400)
	Skylight Frames	BFO			$	-
	Skylight Frames	Preliminary GMP			$	71,050
	Skylight Frames (Install)	Preliminary GMP			$	35,409
	Skylights 5' x 5'	Preliminary GMP			$	241,500
	Skylights 5' x 14'	Preliminary GMP			$	103,500
				Addition to BFO	**$**	**161,059**
10	Add for additional Mezzanine stairs and railings					
	Line Rail at Mezzanine	Preliminary GMP	$73.79/lf	280/lf	$	20,660
	Mezzanine Stair	BFO	$18,000/ea	2 Stair	$	(36,000)
	Mezzanine Stair	Preliminary GMP	$19,760/ea	1 Stair	$	19,760
	Service Stair	Preliminary GMP	$14,820/ea	1 Stair	$	14,820
	Concrete Fill At Metal Pan Stairs	BFO	$8.16/sf	386 sf	$	(3,150)
	Concrete Fill At Metal Pan Stairs	Preliminary GMP	$8.16/sf	800 sf	$	6,528
				Addition to BFO	**$**	**22,618**
11	Credit for floor polishing and sealer					
		BFO	$2.07/sf	266,500 sf	$	(599,625)
		Preliminary GMP	$2.25/sf	200,000 sf	$	413,474
				Difference from BFO	**$**	**(186,151)**
12	Add for increase in quantity of Fixed casework & architectural millwork					
	Lower Cabinets L&M	BFO	$200/lf	50 lf	$	(10,000)
	Lower Cabinets L&M	Preliminary GMP	$200/lf	100 lf	$	20,000
	Upper Cabinets L&M	BFO	$300/lf	50 lf	$	(15,000)
	Upper Cabinets L&M	Preliminary GMP	$300/lf	100 lf	$	30,000
				Addition to BFO	**$**	**25,000**
13	Credit for MEP					
	Plumbing	BFO			$	(1,060,295)
	Plumbing	Preliminary GMP			$	651,268
	HVAC	BFO			$	(2,959,080)
	HVAC	Preliminary GMP			$	2,309,282
	Fire Protection	BFO			$	(510,650)
	Fire Protection	Preliminary GMP			$	275,000
	Electrical Systems	BFO			$	(1,751,665)
	Electrical Systems	Preliminary GMP			$	1,184,912
				Difference from BFO	**$**	**(1,861,228)**
14	Credit for Bridge Cranes					
	5-Ton Crane	BFO	$40,000/ea	9 Cranes	$	(360,000)
				Difference from BFO	**$**	**(360,000)**
				Total Difference from BFO	**$**	**(1,323,098)** *

BFO "Chisel Concept": Footprint = 275,000 sf, Mezzanine = 10,000 sf, Gross Square Feet = 285,000 sf	**Budget**	$ 19,483,170
Preliminary GMP: Footprint = 285,000 sf, Mezzanine = 39,000 sf, Gross Square Feet = 324,000 sf	**Budget**	$ 17,958,000
	Gross Difference from BFO	**$ (1,525,170)** *

* Difference in totals is a result of miscellaneous scope changes between the BFO estimate and Preliminary GMP estimate.

Past Client Project
Schedule of Values - G703

31-Jan-12

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
		OWNER BUDGET					Subcontract Awards					Buyout	Anticipated	Anticipated
ITEM No.	DESCRIPTION OF WORK	SCHEDULED VALUE	CHANGE ORDER	PENDING CO's	BUDGET TRANSFER	REVISED VALUE (C+D+E+F)	Subcontract Issued	Owner Scope Changes	Ryan CO's	Pending CO's	Revised To Date (H+I+J+K)	Gain/(Loss) (G-L)	Subcontract	Buyout Gain/(Loss) (L-N)
1	General Conditions- Ryan	610,155.00	39,358.00	0.00	0.00	649,513.00	610,155.00	39,358.00		98,136.00	747,649.00	(98,136.00)		
2	Cast-in-Place Concrete - Ryan SPW	1,687,840.00	537,449.00	0.00	0.00	2,225,289.00	1,740,928.00	433,864.00	1,168.00		2,175,960.00	49,329.00		
3A	Precast Walls - Fabcon	1,127,478.00	1,775.00	0.00	0.00	1,129,253.00	1,125,393.00	0.00	2,297.00		1,127,690.00	1,563.00		
3B	Precast Plank-County Materials	290,160.00	35,301.00	0.00	0.00	325,461.00	330,683.00	1,600.00			332,283.00	(6,822.00)		
4A	Masonry - Axel Ohman	77,840.00	73,090.00	0.00	0.00	150,930.00	89,860.00	5,610.00	6,283.00		101,753.00	49,177.00		
4B	Stone - Axel Ohman	10,945.00	0.00	0.00	0.00	10,945.00	0.00	7,800.00	14,190.00		21,990.00	(11,045.00)		
5	Steel Fabrication - CMF	1,592,911.00	137,970.00	0.00	0.00	1,730,881.00	1,634,076.00	108,291.00	38,440.00		1,780,807.00	(49,926.00)		
6	Steel Erection - KMH	540,392.00	46,357.00	0.00	0.00	586,749.00	455,250.00	16,750.00	32,099.00	909.00	505,008.00	81,741.00		
7	Misc. Metals	153,255.00	123,921.00	0.00	0.00	277,176.00	172,874.00	0.00	1,050.00	29,856	203,780.00	73,396.00		
8	Rough Carpentry - Ryan	15,896.00	2,500.00	0.00	0.00	18,396.00	15,896.00	0.00		21,795.00	37,691.00	(19,295.00)		
9	Wood Framing - Ryan	35,758.00	0.00	0.00	0.00	35,758.00	35,758.00	0.00		(21,795.00)	13,963.00	21,795.00		
10A	Finish Carpentry - Material - SMW	46,612.00	40,115.00	0.00	0.00	86,727.00	169,265.00	0.00		7,310.00	176,575.00	(89,848.00)		
10B	Finish Carpentry - Labor - Ryan	18,686.00	21,121.00	0.00	0.00	39,807.00	82,653.00	0.00		3,061.00	85,714.00	(45,907.00)		
11	Water/Dampproofing	704.00	704.00	0.00	0.00	1,408.00	5,000.00	0.00	9,377.00		14,377.00	(12,969.00)		
12A	Metal Wall Panels - McGrath	507,188.00	400,375.00	0.00	0.00	907,563.00	932,309.00	19,584.00			951,893.00	(44,330.00)		
12B	EIFS - McGrath	0.00	0.00	0.00	0.00	0.00	29,750.00	0.00			29,750.00	(29,750.00)		
13	Roofing - Dalbec	1,321,950.00	41,930.00	0.00	0.00	1,363,880.00	1,579,386.00	39,216.00	(138,875.00)		1,479,727.00	(115,847.00)		
14A	Joint Sealers, Caulking	120,619.00	0.00	0.00	0.00	120,619.00	15,950.00	0.00			15,950.00	104,669.00	15,950	-
14B	Joint Sealers, Caulking - Ryan SPW	0.00	0.00	0.00	0.00	0.00	116,494.00	(5,856.00)		30,000.00	140,638.00	(140,638.00)		
15A	Dr/Fr/Hrdw (Package A) - TC Hardware	36,330.00	840.00	0.00	0.00	37,170.00	45,754.00	0.00	(4,768.00)		40,986.00	(3,816.00)		
15B	Dr/Fr/Hrdw (Package B) - TC Hardware	0.00	22,511.00	0.00	0.00	22,511.00	48,138.00	0.00		150.00	48,288.00	(25,777.00)		
15B	Dr/Fr/Hrdw Install	15,200.00	4,274.00	0.00	0.00	19,474.00	26,260.00	0.00			26,260.00	(6,786.00)		
16	Skylights - Dalbec	345,000.00	40,250.00	0.00	0.00	385,250.00	0.00	0.00	272,590.00		272,590.00	112,660.00		
17A	Glass & Glazing (Exterior) - Harmon	607,862.00	357,601.00	0.00	0.00	965,463.00	895,228.00	0.00	13,665.00		908,893.00	56,570.00		
17B	Glass & Glazing (Interior) - Empirehouse	184,371.00	178,735.00	0.00	0.00	363,106.00	224,370.00	0.00		(14,770.00)	209,600.00	153,506.00		
17C	Exterior Glass Rail - Advantage Aluminum	0.00	8,140.00	0.00	0.00	8,140.00	8,140.00	0.00			8,140.00	0.00	8,140	-
17D	OH Doors & Grilles - Crawford	51,825.00	0.00	0.00	0.00	51,825.00	63,030.00	0.00	1,499.00	2,961.00	67,490.00	(15,665.00)		
18A	Drywall Systems - Custom	424,837.00	277,904.00	0.00	0.00	702,741.00	754,550.00	0.00	1,500.00	(24,217)	731,833.00	(29,092.00)		
18B	Exterior Framing - McGrath/Minuti	0.00	42,252.00	0.00	0.00	42,252.00	155,334.00	6,930.00	2,762.00		165,026.00	(122,774.00)		
18C	Drywall T&M NTE - Minuti-Ogle/McGrath	0.00	0.00	0.00	0.00	0.00	0.00	0.00	69,421.00		69,421.00	(69,421.00)		
19	Tile - Twin City Tile & Marble	119,565.00	86,772.00	0.00	0.00	206,337.00	192,773.00	0.00			192,773.00	13,564.00	192,073	700
20	Acoustical Ceiling Tile - Arch. Sales of MN	92,318.00	28,136.00	0.00	0.00	120,454.00	120,454.00	0.00		2,090.00	122,544.00	(2,090.00)	106,900	15,644
21	Special Flooring - Ryan SPW	469,555.00	0.00	0.00	0.00	469,555.00	469,452.00	(13,236.00)			456,216.00	13,339.00		
22	Resilient Flooring (included in carpet)	232.00	154.00	0.00	0.00	386.00	0.00	0.00			0.00	386.00	-	
23	Wood Flooring - N/A	3,642.00	2,421.00	0.00	0.00	6,063.00	0.00	0.00			0.00	6,063.00	-	
24	Carpet - Accoustics Associates	35,542.00	23,631.00	0.00	0.00	59,173.00	66,098.00	0.00			66,098.00	(6,925.00)	66,098	-
25A	Paint (Package A) - Rainbow	286,689.00	5,720.00	0.00	0.00	292,409.00	333,770.00	5,720.00	811.00	1,600.00	341,901.00	(49,492.00)		
25B	Paint (Package B) - Rainbow	19,471.00	57,972.00	0.00	0.00	77,443.00	72,320.00	0.00		300.00	72,620.00	4,823.00		
26A	Toilet Partitions & Access - Mat'l - BMSI	4,004.00	2,662.00	0.00	0.00	6,666.00	34,248.00	0.00			34,248.00	(27,582.00)	29,826	4,422
26B	Toilet Partitions & Access - Labor - BMSI	2,085.00	1,386.00	0.00	0.00	3,471.00	15,206.00	0.00			15,206.00	(11,735.00)	12,580	2,626
27	Operable Part'ns (Lockers F & I) - BMSI	4,662.00	3,100.00	0.00	0.00	7,762.00	26,045.00	0.00			26,045.00	(18,283.00)	27,991	(1,946)
28A	Dock Equipment - Poweramp	62,788.00	0.00	0.00	0.00	62,788.00	75,958.00	0.00	(8,264.00)		67,694.00	(4,906.00)		
28B	Fireplace - Fireside Hearth & Home	0.00	0.00	0.00	0.00	0.00	12,400.00	0.00	0.00		12,400.00	(12,400.00)		
29	Elevators & Escalators - Schindler	50,000.00	33,243.00	0.00	0.00	83,243.00	48,947.00	0.00	1,750.00	2,782.00	53,479.00	29,764.00		
30	Fire Protection - Viking	275,000.00	123,825.00	0.00	0.00	398,825.00	275,000.00	123,825.00	7,429.00		406,254.00	(7,429.00)		
31	Plumbing - Egan	745,234.00	14,329.00	0.00	0.00	759,563.00	757,948.00	14,329.00	31,522.00	12,714.00	816,513.00	(56,950.00)		
32	HVAC - Egan	2,309,282.00	142,122.00	0.00	0.00	2,451,404.00	2,384,282.00	54,408.00	4,821.00		2,443,511.00	7,893.00		
33	Electrical Systems - Gephart	993,082.00	406,033.00	0.00	0.00	1,399,115.00	1,100,327.00	324,879.00	69,977.00	3,590.00	1,498,773.00	(99,658.00)		
34A	Security & Communications - Gephart	191,830.00	0.00	0.00	0.00	191,830.00	41,400.00	26,971.00			68,371.00	123,459.00		
34B	Fire Alarm - Gephart	0.00	0.00	0.00	0.00	0.00	43,185.00	10,000.00			53,185.00	(53,185.00)		
35A	Earthwork	163,081.00	15,213.00	0.00	0.00	178,294.00	159,423.00	3,900.00	(42,311.00)		121,012.00	57,282.00		
35B	Dewatering	0.00	0.00	0.00	0.00	0.00	22,056.00	0.00	0.00		22,056.00	(22,056.00)		
36	Planting, Irrigation Systems	150,000.00	(150,000.00)	0.00	0.00	0.00	0.00	0.00			0.00	0.00		
37	Design Costs - LHB	710,000.00	87,079.00	0.00	0.00	797,079.00	705,000.00	90,528.00	7,021.00	5,943.00	808,492.00	(11,413.00)		
38A	LEED - LHB	71,800.00	0.00	0.00	0.00	71,800.00	50,000.00	0.00			50,000.00	21,800.00		
38B	LEED/BIM	0.00	0.00	0.00	0.00	0.00	26,800.00	0.00			26,800.00	(26,800.00)		
39	Legal Fees	500.00	0.00	0.00	0.00	500.00	1,895.00	0.00			1,895.00	(1,395.00)		
40	Insurance, Bonds & Misc.	135,661.00	27,112.00	0.00	0.00	162,773.00	135,661.00	27,112.00			162,773.00	0.00		
41A	Quality Assurance Testing - AET	79,219.00	0.00	0.00	0.00	79,219.00	0.00	0.00	105,196.00		105,196.00	(25,977.00)		
41B	Soil Borings - AET	0.00	0.00	0.00	0.00	0.00	10,075.00	0.00	1,543.00		11,618.00	(11,618.00)		
41C	Building Envelope Consultant - ATI	0.00	0.00	0.00	0.00	0.00	6,500.00	0.00			6,500.00	(6,500.00)		
42A	As-Built Surveys - B & M	23,300.00	0.00	0.00	0.00	23,300.00	13,300.00	0.00			13,300.00	10,000.00		
42B	Construction Surveys - B & M	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,064.00		4,064.00	(4,064.00)		
43	Project Management Personnel	353,832.00	0.00	0.00	0.00	353,832.00	353,832.00	0.00			353,832.00	0.00		
44	Misc. Indirect Costs	300.00	0.00	0.00	0.00	300.00	0.00	0.00			0.00	300.00		
45	Contingency for Construction Only	343,512.00	69,420.00	0.00	0.00	412,932.00	0.00	0.00	506,257.00	162,415.00	$ 7,709.00	405,223.00		
46	Contractor's Fee (2.5%)	438,000.00	81,355.00	0.00	0.00	519,355.00	438,000.00	81,355.00			519,355.00	0.00		
	Total	17,958,000.00	3,496,158.00	0.00	0.00	21,454,158.00	19,354,839.00	1,422,938.00	506,257.00	162,415.00	21,454,158.00	0.00		
	Winter Conditions	0.00	224,229.00	0.00	0.00	224,229.00	224,229.00	0.00			224,229.00	0.00		
	Grand Total	17,958,000.00	3,720,387.00	0.00	0.00	21,678,387.00	19,579,068.00	1,422,938.00	506,257.00	162,415.00	21,678,387.00	0.00		
					Check	$ 21,678,387.00				Check	$ 21,678,387.00	$ -		21,446
						$ 21,678,387.00					$ -			
										Check	$ 21,454,158.00			

WWW.RYANCOMPANIES.COM

RYAN COMPANIES US, INC.
50 South Tenth Street, Suite 300
Minneapolis, MN 55403-2012

612-492-4000 *tel*
612-492-3000 *fax*

February 27, 2012

CE:#: 123
CHANGE REQUEST #: 30

Client Name
Past Client
Client Address
City, MN

Past Client Project
City, MN
Job # 2479-000

Dear Client,

We are forwarding this Change Request, briefly described as follows, for your review and response:

Add for multiple revisions to finishes in the Kitchen/Cafeteria.

This Change Request is further defined by the following attached documents: See attached.

As a result of this Change Request, the Contract Lump Sum and Contract Time will be adjusted as follows:

Preliminary Cost Estimate: **$ [_____]** **Preliminary Time:** **[+/-___] Days**	**Confirmed Cost:** **$ 5,090.00** **Confirmed Time:** **+/- 0 Days**

Please sign and return one copy of this Change Request to authorize Ryan to proceed with the work described above, or advise us of the status if different than "agreed and accepted."

Please call if you have any questions, or if you need additional information.

Sincerely,
RYAN COMPANIES US, INC.

Mark Maghrak
Team Leader

Agreed and Accepted:

By: _____
Title: **Director of Facilities**
Date: _____

Agreed and Accepted:

By: _____
Title: **VP of Manufacturing**
Date: _____

Agreed and Accepted:

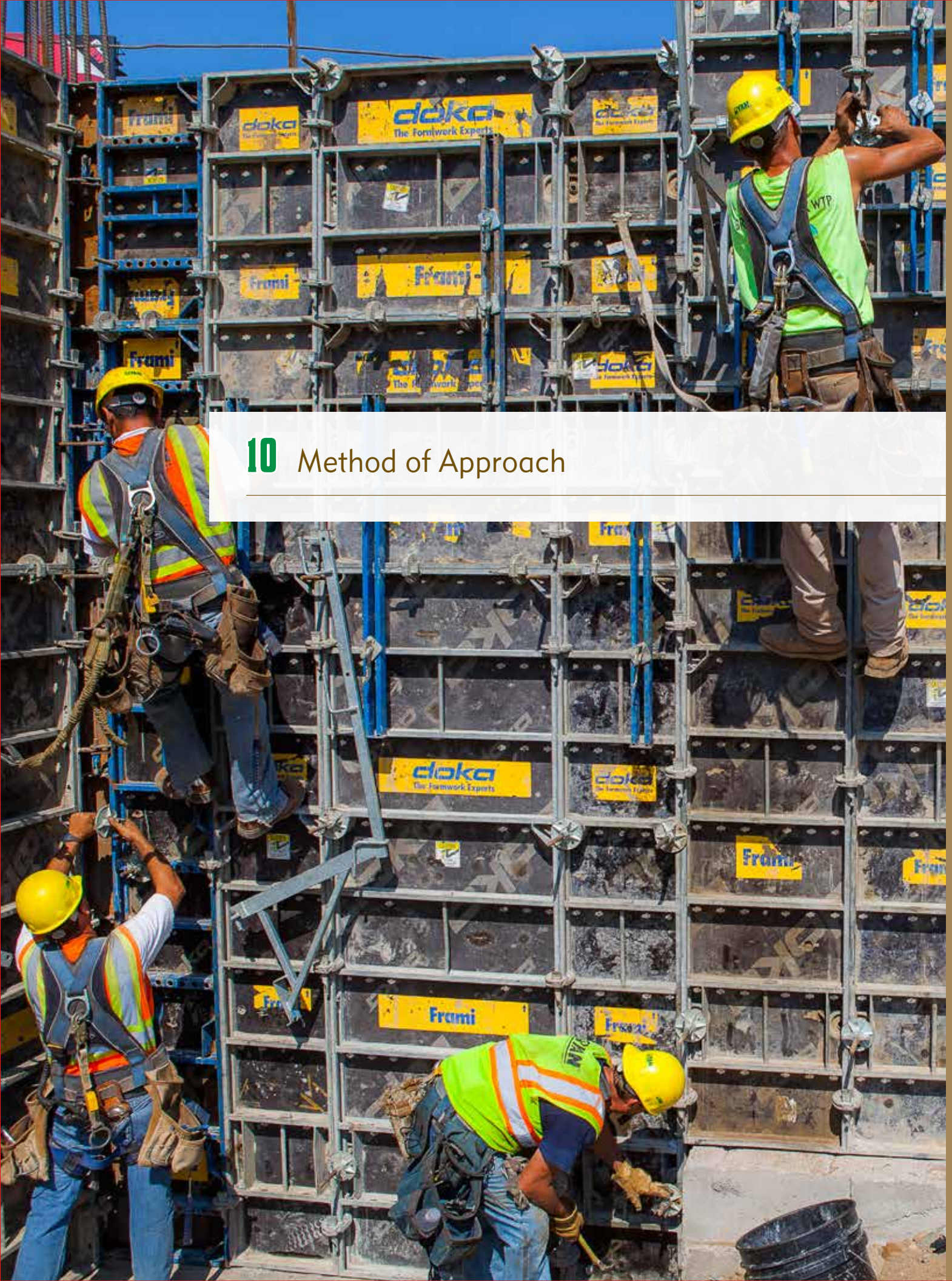
By: _____
Title: **President**
Date: _____

Job #2479-000 - Past Client Project **CR #: 30**
Change Request Estimate Printed: 2/27/2012

Change Request Description: Add for multiple revisions at the cafeteria as shown in ASI-09-TI.

Cost Code		Quantity	UM	Hours	UP	Cost
Ryan Labor, Equipment and Materials						
	(None)					$0.00
Subcontracts						
06.062000	Add wood cabinets and solid surface counter tops - SMW	1	LS		$2,435.00	$2,435.00
06.062000	Credit for wood base at cafeteria - SMW	1	LS		($1,050.00)	($1,050.00)
06.062000	Add new segmented wall counter by Vestibule 215 - SMW	1	LS		$3,800.00	$3,800.00
06.062000	Modify segmented wall between Kitchen/Cafeteria - SMW	1	LS		$2,975.00	$2,975.00
06.062000	Delete segmented wall at Fireside Lounge - SMW	1	LS		($5,800.00)	($5,800.00)
08.088105	Delete glass at segmented wall at Fireside Lounge - Empirehouse	1	LS		($15,680.00)	($15,680.00)
08.088105	Change clerestory windows at Training Room - Emirehouse	1	LS		$350.00	$350.00
08.088105	Add glass at new segmented wall counter by Vestibule 215 - Empurehouse	1	LS		$2,115.00	$2,115.00
08.088105	Credit for glass at wall between Kitchen/Cafeteria - Empirehouse	1	LS		($4,300.00)	($4,300.00)
08.088105	Credit to delete clerestory glass at Kitchen - Empirehouse	1	LS		($319.00)	($319.00)
09.092100	Added soffit above Kitchen island and furring wall in Custodial Room 217 - Custom drywall	1	LS		$3,769.00	$3,769.00
09.093000	Add three (3) pattern tile and tile base at Kitchen/Cafeteria - Twin City Tile & Marble	1	LS		$9,670.00	$9,670.00
09.095100	Delete ACT and add wall angle at new soffit above Kitchen island - Architectural Sales of MN	1	LS		$250.00	$250.00
09.099100	Add painting for new soffit above Kitchen island - Rainbow	1	LS		$85.00	$85.00
26.260000	Add to rough-in for three (3) garbage disposal units - Gephart	1	LS		$1,333.00	$1,333.00
50.501010	Kitchen/Cafeteria design revisions - LHB	1	LS		$5,293.00	$5,293.00
Other Costs						
					Total Cost:	$4,926.00
50.504015					**Ryan General Liability Insurance .8%**	$39.41
66.661000					**2.5% Ryan OH & P:**	$124.14
					Total This CR:	$5,089.54

10 Method of Approach



10 Method of Approach

The Ryan Team doesn't just build buildings, we offer comprehensive services to deliver on your vision.

Method of Approach

3 Things to Remember:

- The Ryan Team's approach is your approach.
- We have leading experts to provide innovative solutions making the Lowertown Ballpark a showpiece.
- Community outreach and public art will be approached with innovation and thoughtfulness.

Introduction

From the beginning, The Ryan Team has been part of the community wide effort to bring Saints baseball to Lowertown Saint Paul. Whether it was Jared Olson working with Annie Huidekoper to make sure every last resident's concern was heard, Julie Snow standing on stage with Mike Veeck explaining what the Saints' organization is about, or Mike Ryan attending meetings with Mayor Coleman to assist in the ballpark pitch, **our approach is your approach.**

Highly Functional Design

As we said with regards to sustainability, only when the gap between the spectator experience, neighborhood community, environment, facility operations, bottom line, and project legacy is bridged will the Ryan Team consider it a high performance building. We have assembled a team of leading experts in every facet of ballpark design and operations to weigh in and deliver innovative solutions to make the Lowertown Ballpark a showpiece for the City of Saint Paul and the Saints.

The Ryan Team is the only respondent that can bring nearly a decade of experience and understanding of the Lowertown Ballpark project.

The core design team is made up of Ryan A+E as the Architect of Record, Julie Snow Architects as the Design Architect and AECOM as the Sport Architect. Together, these committed partners understand the ballpark from all angles and have strong working relationships down to the specific day to day staffing. We are the **only** respondent that can bring nearly a decade of experience and understanding of the Lowertown Ballpark project.

Design Goals

Here's what you told us you wanted from the Lowertown Ballpark design:

- Provide year-round flexibility of use.
- Embody sustainable principles.
- Be designed for over-use.
- Present a visually compelling experience inside and out.
- Support Saints' unique game day production.
- Provide for tailgating and railgating.
- Enhance the Lowertown neighborhood streetscape.
- Allow for 360 degree circulation around the field.
- Conversation, Community, Connection.
- Art, Green, Education.
- Respect Saint Paul's baseball history.
- "Fun is good," the ballpark comes first.
- "Love to be surprised."
- Be integrated into the urban environment.

Conversation, Community, Connection

These three words are hallmarks of the Saints organization. The Saints experience is a social experience built around outdoor baseball, valuing the conversations and the community and the connections that are made at every game. The ballpark will occupy a significant site in Saint Paul, and more specifically the Lowertown community. It will be a visible landmark seen from I-94, the Lafayette Bridge and from the south along Fifth Street. While the current building on the site is opaque, forming a wall along Broadway, the ballpark should feel quite porous, visually connecting the city to both the field events and to the neighborhoods beyond. From within the park, visitors and fans will have views of the river bluffs to the east and the skyline to the west.

Sustainable

In order to provide Saint Paul and Lowertown with a durable, sustainable community landmark, the ballpark design must take advantage of opportunities to reduce consumption of natural resources while providing durable construction that will serve the community long into the future. Reducing the maintenance profile of the project and its energy consumption will affect operating costs long term. The building should be designed to handle over-use.

Game Day and Events

A focus on spectator experience is critical for the creation of distinctive events that will set the Lowertown Ballpark apart, putting it in a class of its own within Saint Paul, the Twin Cities and the wider region. The Saints are known for their in-game entertainment and commitment to delivering exceptional value to their fans. The Lowertown Ballpark must be an extension of the Saints' brand and the City of Saint Paul's mission to be the "Most livable city in America." The Ryan Team is prepared to live up to these standards and at the same time push the envelope, forcing everyone to rethink how integrated and vibrant a ballpark in Saint Paul can be.

With an anticipated 180+ events per year and cooperation with non-baseball events such as the Saint Paul Farmer's Market and Winter Carnival, flexibility of purpose is critical. One of the most impactful aspects of the project is the opportunity to enrich thousands of lives with art, local farming, seasonal celebrations and enhance public space that functions on a daily basis.

Operating Model

The Lowertown Ballpark is a baseball first facility. It will have unobstructed views, modern restroom facilities, diverse concession offerings, and premium event space. These same spaces will alternately function for amateur baseball, high school football, concerts, corporate events, and receptions. Flexibility and diversified demand will minimize risk and help to drive additional revenue beyond the traditional sponsorship opportunities that exist at Midway Stadium.

The Ryan Team is poised to deliver a ballpark that is beautiful, flexible, durable and efficient, rigorously upholds the Saints' values. Our attention to detail will reduce operating and maintenance costs, address neighborhood concerns, and cooperate with neighboring sites and projects.

Project Risks

While supporting the City and Saints' with the completion of the Lowertown Ballpark Feasibility Study, the Ryan Team worked diligently and listened carefully to all parties. We understand the community's concerns. As an example, the following comments are stated repeatedly: a lack of parking, light spill and glare from the sport lighting, excessive noise generation, and access to the existing dog park. To mitigate these risks and validate the decisions being made, the Ryan Team has recruited **exclusive** key expert partners. These individuals and practices collectively possess many years of specific knowledge and sport-specific experience to identify problem areas before they become issues.

Specific Expertise for the Lowertown Ballpark:

1. Traffic and Utility Relocation – TKDA, Ron Quanbeck.
2. Light – Henderson Engineers, Inc., Mike Haramia.
3. Noise – David Braslau & Associates, David Braslau.
4. Facility Operations – Venue Solutions Group, Mike Wooley.
5. Environmental – Braun Intertec, Robert Janssen.
6. Sport Market Demand and Sponsorship Analysis – AECOM Economics, Chris Brewer.
7. Playing Field Design – D.A .Hogan, Dave Anderson.

Most cities and/or teams will be lucky to develop a single sports venue in their lifetimes. The Ryan Team is bringing the experience gained from hundreds of venues and putting it at your fingertips.

Legacy

As a public building and public space, the Lowertown Ballpark design creates a significant and memorable urban experience. As a community ballpark, it should represent the character of the community of Saint Paul and Lowertown as well as the character and identity of the Saints' team. Fortunately, the Lowertown community character - arty, creative, bohemian - and the Saints' character - entertaining, fun, maverick - are quite compatible. As Lowertown's first new public landmark, the design should be memorable and iconic, incorporating interesting and challenging design elements. To achieve the Saints' mandate, "Surprise Me" (or the more extreme, "Shock Me"), the design must create a stir, but at the same time become an adored enduring, community landmark.

MASTER PLANNING, OUTREACH, AND PUBLIC ART

Master Planning

It is important to start with the Greater Lowertown Master Plan, for this is where the community and City's vision for Lowertown has been documented. It creates a strong and organized framework within which to work.

Master Plan Vision Statement:

Lowertown is urban and lush.

Historic brick buildings are softened by trees, flowers, and parks. The neighborhood is alive with residents and visitors. Independent businesses, restaurants and galleries thrive.

The Farmer's Market, Union Depot, and artists' residences and studios enhance the vitality of Lowertown. Striking Mississippi River vistas, access to safe trails, and convenient public transit make Lowertown an inviting community, allowing residents and visitors alike to enjoy the neighborhood without the hassles and costs of a car.

This vision statement is illustrative of a desired lifestyle that the design of the ballpark will greatly impact. Our method of approach to the design addresses the Lowertown Values of the arts and creativity, sustainability and historic preservation. It also addresses the challenges faced in the Lowertown neighborhood. Solidify the artists' presence. Welcome visitors without becoming just a destination. Connect to the river. Natural and transportation connectivity. Historic integrity. Expressive creativity. Community ownership.

Outreach

Outreach is critical for addressing the challenge of community ownership of its future. The Ryan Team is ready to engage with the Lowertown Ballpark Design and Construction Committee (LB-DCC). As residents, employees, and business owners in the Lowertown community, they must be listened to and given the opportunity to participate in the design and construction process of the Lowertown Ballpark.

The Ryan Team has worked with the City and the CapitolRiver Council to establish this working relationship early on. We met with the LB-DCC committee chair, Bill Thurmes, to discuss opportunities and concerns and how we can be partners throughout the project. From simply listening to the community, to presenting design options, to conducting an open house, to regular status update meetings alerting residents of construction activities and minimizing disruptions to daily life, the Ryan Team has you covered.

We propose to engage the LB-DCC immediately upon project award to make sure they are there from day one through opening day. Project meetings should be held in non-City owned facilities that are preferably in the heart of Lowertown, reserving a consistent day of the month for the duration of the project. We anticipate that after several initial kick-off meetings, the regular schedule would be approximately every other month, or eight meetings over the 16 month course of the project.

We also worked with the City to help launch the Open Saint Paul community discussion forum revolving around the ballpark. The Ryan Team generated graphics and helped craft a project narrative, putting information into the public's hands and allowing them a public place to express their opinions.

Art, Art, Art

The Ryan Team sees a unique opportunity to take the Public Art Ordinance and use it to enrich the relationship and experience around and between the Lowertown Neighborhood, City of Saint Paul and the St. Paul Saints. We envision the ballpark art becoming an extension of the Lowertown artist community, revolving around permanent art integrated into the architecture of the ballpark, ephemeral expression and dynamic installations reacting to the mood of the ballpark, Saints, neighborhood, City, and environment.

The art program can perform in several ways. First, it must enhance the ballpark visitor's experience. We have envisioned along the concourse a necklace of art alcoves. The ballpark art program should offer a venue for the exhibition of local artists' work. These alcoves would provide local artists a changing venue to show, perform, and perhaps sell their work. Art at the ballpark will also provide several permanent works of art. We envision these pieces as both experiential and ephemeral. Art also can bring the ballpark alive during non-game periods. We envision projected digital art pieces that can create a sense of movement and activity at the park. These might use the scoreboard, the batters eye (not during the game) or the north wall of the OMF as projection surfaces.

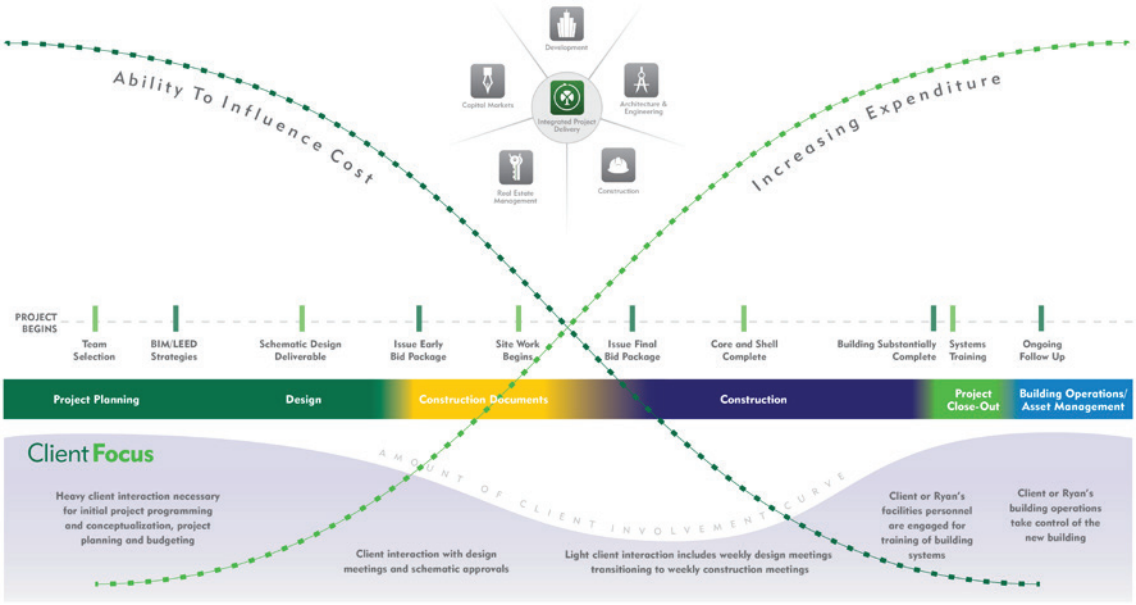
The ballpark art program will begin with the 1% for art and ideally be expanded through a ballpark grant program to create an ongoing process that enhances the ball park visitor experience, supports artists, and creates an iconic presence for the ballpark in Lowertown.

This process will be managed by James Garrett Junior of 4RM+ULA, in conjunction with the ballpark vision of Julie Snow Architects. 4RM+ULA's office is located in Lowertown and James' background as an artist, architect, and Lowertown resident make him uniquely qualified to administer the public art program of the ballpark. All of this can only be made possible by tapping Saint Paul's many art resources through individuals such as Christine Podas-Larson, Marcus Young, and Ta-coumba Aiken among others. This level of involvement is important to find the right artists for the vision as well as provide equal opportunity to all interested and qualified parties. James Garrett brings this level of attention to detail and the relationships required to execute this dynamic and innovative plan.

Examples of Past Experience Incorporating Public Art:

- Central Corridor Light Rail Transit, Twin Cities
- Juxtaposition Arts – New Art Center, Minneapolis, MN
- US Land Port of Entry, Warroad, MN
- US Land Port of Entry, Van Buren, ME
- Hiawatha LRT Station Designs, Minneapolis, MN
- Ice House Plaza on 26th & Nicollet, Minneapolis, MN

Ryan's Integrated Project Delivery (IPD)



Managing Cost Control & Project Schedule

With Ryan Integrated Project Delivery (IPD), top professionals from different areas of our firm collaborate to save you time and money and improve outcomes in hundreds of ways. This is a single-source process—all managed and coordinated in-house, with one point of accountability and one solid bid, with risks and surprises firmly minimized. Collaboration has been our work style for decades—that's something that sets us apart. We understand each other's conversations. We get each other's worlds. Few other firms can offer anything comparable.

When the whole team is at the table from the start, review periods and key decision dates get integrated, and submittals and approvals run alongside long lead-time processes. It's not just time that's gained—Ryan IPD means knowledge is protected instead of lost or re-interpreted during hand-offs.

With Ryan on the job, total project costs are almost always lower. Lifecycle costs are typically slashed as well. How can that be? Our brand of cross discipline collaboration lets us see things most firms can't. We uncover issues while it's cheap to solve them. We avoid waste today. We prevent headaches for you tomorrow.

We minimize risk and waste by pulling all members of the project team in at the start. So even in the design phase, property managers are helping avoid things like architectural features that double as pigeon coops or lighting schemes that require $5,000-a-day cranes to change bulbs. And you can bet we're thinking of ways to lower your energy bills.

As owners, we understand financing, so we're putting your ducks in a row ahead of time. Our contractors are getting bids on roof hoses, instead of leaving it to you once you find you can't maintain equipment without them. A developer's perspective lets us to recognize where we can do things like improve the structural system while saving a buck a foot. Our designers know construction costs, which means they're not designing something that will run over budget. The examples are endless, but the point is simple: Ryan IPD lowers costs and risks. Customers benefit from Ryan IPD even when we're not the end-to-end service provider.

Endless Benefits

Our collaboration inspires innovation. For example, we're pioneering the effort to use Virtual Design and Construction (VDC) tools to slash lifecycle costs, create predictive models of energy costs and push efficiency to new heights. In fact, the U.S. government chose us to help it meet stringent sustainability regulations. Ryan IPD also puts a more proactive team on the job, handling details that often fall to customers—or fall through the cracks. And customers tend to have greater input, but on a more efficient basis. Because we don't want to waste your time either.

Revit/BIM

The Ryan Team believes that the value statement of a design-builder is: collaboration, risk mitigation, and providing innovative solutions. This was true 100 years ago, and this is true today. Virtual Design and Construction (VDC) provides a new set of tools to accomplish the same goals. VDC includes tools such as BIM and Revit to create models prior to construction and to modify changes during the process.

As developers, builders, owners, and property managers ourselves, we have a unique perspective on the VDC process. We intimately understand how the models move from inception, to design, to construction and then to owner turnover. Through appropriate engagement at the appropriate time, we have had tremendous success in VDC implementation and it is an integral tool in our process.

3D coordination is the most straightforward and most familiar use of BIM. The Ryan Team has developed a specific 3D coordination process so that issues and conflicts are found and resolved virtually. Our process sets the rules for the design and sub-contractor teams as to appropriate level of detail and timeliness of model delivery. Mike Prefling with Ryan Companies will take the lead on the integration of the models and the 3D coordination and resolution actions.

All core scopes of work will be completed in Revit or similar 3D software. These scopes include:

- Architectural
- Structural
- Civil
- Landscape
- Mechanical
- Electrical
- Plumbing
- Fire Protection

Difficulties, Challenges and Risks

There are many difficulties, challenges and risks on any construction project. We break them down into the things we can control and the things we cannot. We cannot control the weather, but we can be proactive and plan for it. We cannot control labor strikes, but we can work with the City to establish a Project Labor Agreement (PLA) if necessary. Many other items we can control by identifying them early, designing around them appropriately, and managing them with our schedule and construction knowledge. The list below summarizes the difficulties, challenges and risks that we foresee on this project based on our work to date on the Regional Ballpark Initiative – Feasibility Report and the Lowertown Ballpark - Draft Programming Document Part I of II.

1. MnDOT Aeronautics Zoning Approval Prior to starting any construction activity, the Ryan Team will work with the City to confirm the status of the proposed new zoning that directly impacts the project site. This will require timely decision making in order to advance the design of the proposed ballpark. Ryan and the City have already conducted a "meet and greet" with MnDOT Aeronautics to raise awareness of this concern so that it does not impact the ability to build the project on this site or the project schedule moving forward. The main areas of concern are:

- Seating density in proposed Zone B
- Height of sports lighting poles/mast, and fireworks
- Tailgating east of Lafayette Bridge
- Solar panels on roofs

Allen Lovejoy and John Maczko with the City of Saint Paul Public Works department have been working with members of MnDOT to gather support for the new zoning while influencing the zoning to meet the needs of the proposed ballpark development. The Metropolitan Airports Commission (MAC) and the Federal Aviation Administration (FAA) are a part of the Joint Zoning Board Commission that will rule on the proposed zoning. The Ryan Team will support Allen and Mike in getting a final resolution on this important zoning issue.

2. Demolition After further reviews of the existing Diamond Products building record drawings, we understand what a stout building this is. Prior to the RFP we had the opportunity for a thorough tour of the building with Mark Galloway, building superintendent with the City of Saint Paul Department of Technology and Management Services, and this confirmed our thought.

As part of our due diligence in preparing the Feasibility Report, we met with several demolition subcontractors to discuss their methods and thoughts regarding demolition. Our site specialist, Larry Rogers, walked through the approach. Certain portions of the building, such as the precast wall that is supported directly above the north wall of the adjacent OMF building will need to be de-constructed.

The 2nd and 3rd floor slabs are designed for 350 lbs/sf floor loading – this means lots of rebar in the slabs and columns. The building was constructed in three sections with two major expansion joints. It will make sense to demo the building by these sections, starting from the east and moving towards the west. The precast roof and walls and the cast-in-place floor slabs and columns will be demolished with a large crane, while smaller back-hoes with hydraulic crushers will crush the concrete and segregate the reinforcing steel. This will allow the steel to be salvaged for scrap and the crushed concrete to be used for surcharging the footprint area of the new ball field where the building used to be.

Dust control and noise will be a concern for all of the neighbors. We will work with DSI to obtain the necessary noise permits and with the demolition subcontractor to employ the required dust control measures. Prior to demolition, we will work with our geotechnical consultant, Braun Intertec, to identify the surrounding buildings that may be impacted by the demolition activities. These buildings will be inspected and documented using video. Monitoring of existing cracks and suspect areas and/or laser scanning may be required as a result of these inspections. Ryan will work with the City, Braun Intertec ,and the selected demolition subcontractor to determine the best solution to protect all project stakeholders including the adjacent property owners.

3. Contaminated Soils Once demolition starts, contaminated soils will start to get exposed. Based on our involvement in developing the Feasibility Report and helping Braun Intertec write the Additional Investigation Results, Response Action Plan (RAP), and Construction Contingency (CC) Plan, we are very familiar with the types of contamination and the locations. The Ryan Team is poised to work with Braun Intertec during design to limit the impact of disturbing or exposing contaminated soils to the extent possible.

This will include evaluating the proposed final elevation of the playing field, locations for building foundations, and pathways for utilities. The RAP/CC Plan are the guidelines for identifying and classifying contaminated soils and water and how to deal with them. The bid documents that we issue will create the ground rules for the subcontractors to use while working on site. It will be Ryan's responsibility to execute the project and manage to the RAP/CC plan while minimizing the impact on the project budget.

Contaminated soils and water are anticipated during demolition of the building (under slab), excavation north of 5th Street (more towards the east side of the site), and for utilities (new and relocated). The main goal is to work with our in-house environmental specialist, Jon Blaha, and Braun Intertec to limit the amount of contaminated soils that must be removed from site and disposed of at an appropriately permitted disposal facility. Close coordination will be required with the City to document the costs associated with environmental remediation.

*4. **Adjacent Construction Activity*** Based on our development experience, we understand the importance of good neighbors. As the Ryan Team was working on the Lowertown Ballpark - Draft Programming Document Part I of II, we engaged in two separate meetings with John Maczko and MnDOT regarding construction activities on the new Lafayette Bridge, and with the Metropolitan Council on the new CCLRT OMF facility. Moving forward, this will require John to act as a moderator in scheduling meetings to coordinate until each project is finished.

MnDOT is currently coordinating work on the north and southbound bridges adjacent to the Lowertown Ballpark site and the OMF rail yard. During our initial meeting with MnDOT we described our initial schedule of activities and required coordination topics. These topics included coordination with the demolition of the Diamond Products building, utility coordination and tying in with utilities in 4th Street in close proximity to new bridge construction, the possibility of tying into MnDOT's storm water management pond as a regional pond, and the planned construction schedule for the new ballpark.

Metropolitan Council will be substantially complete with the OMF building in March 2013 and with the rail yard in July of 2013. Metropolitan Council and MnDOT are coordinating on the Lafayette Bridge and rail yard overlap. The OMF building was built prior to the Diamond Products building and until the Diamond Products building is demolished, the finish of the north wall of the OMF is unknown. This is an opportunity for the City, the St. Paul Saints, and the Metropolitan Council to come together and use this wall as a blank canvas to benefit both projects. The Metropolitan Council is aware that there is exposed brick, painted brick, and areas of brick infill that are required. One possible design solution includes a 360 degree concourse – this concourse will cover half of the OMF wall and the remaining half above the concourse will be exposed. At some point during construction of the ballpark, the Metropolitan Council will need access to this wall to install the agreed-upon finishes.

*5. **Rerouting Major Underground Utilities in 5th Street*** Based on our extensive analysis of the existing site, many of the utilities in 5th Street will need to be rerouted along the northern edge of the site. This will require close coordination with John Maczko and the City of Saint Paul Public Works Department. As the Ryan Team was working on the Feasibility Study, we met with John's staff to review possible paths for relocating storm, sanitary, and water lines currently located in 5th Street. It made the most sense to route some of these from the west side of the site along the northern edge of the site and tie them back in at 4th Street on the east side of the site.

Aside from contaminated soils, this work will need to be coordinated with MnDOT for possible easements and for installation issues, including an earth retention system. The time to design and bid this work needs to be closely coordinated with the demolition of the Diamond Products building, demolition of 5th Street, and excavation for the ballpark structure in the northwest corner of the site.

*6. **Site Security*** Site security will be a major concern from the start of demolition to substantial completion. The Ryan Team anticipates having total control of the site starting March 1, 2013. We envision installing Jersey barriers along Broadway with a 6' high security fence on top and a gate at 5th Street. The gate at 5th Street will be used for site access during demolition and utility relocation activities up until the point we are ready to demo 5th Street. The site is bounded to the north by a fence around the existing dog park and the MnDOT right-of-way fence on the property line. This would be left in place or relocated during construction to accommodate an earth retention system as required. The site is bordered to the south by the OMF building that acts as a natural barricade. We would use a similar Jersey barrier with a 6' high security fence on top and a gate at 4th Street along the east side of the site.

We will work with the Saint Paul Police Department to schedule regular passes during off-construction hours. The site will also be lit adequately during off hours to keep intruders out without impacting the local residential neighbors. As construction progresses, we will add video monitoring that will be connected to full time surveillance. Photos are taken and the police are called as the monitoring company sees an intruder.

7. Traffic Management and Site Access on the East Side by June 1, 2013 Based on the site access noted above, 5th Street will be closed by the end of May 2013. This will require site access from the east through the OMF rail yard. In our meeting with the City of Saint Paul Public Works Department and John Maczko, we know that the City is developing a plan to complete Prince & Willius Streets by the end of summer 2013. As noted in #4 above, we will be coordinating access through Prince & Willius Streets, across the OMF rail yard and under the Lafayette Bridge with Metropolitan Council and MnDOT through John Maczko. It is our understanding that the City will maintain access to the Bruce Vento Regional Trail.

Aside from utility repairs on Broadway, our goal is to minimize or eliminate any road or lane closures on Broadway. The sidewalk adjacent to the site on Broadway will be closed for the duration of the project. After June 1, 2013, most construction deliveries will be made from the east side of the site through the playing field and seating bowl.

8. Staying Ahead of the New Vikings Stadium Based on the timeline for the new Minnesota Vikings football stadium, we will be competing to use the same subcontractors to meet the same workforce and business inclusion goals. The Minnesota Department of Human Rights adjusted these goals to a higher standard. It is critical that the Lowertown Ballpark, as the smaller project of the two, stay ahead of the Vikings Stadium during bidding and construction to insure meeting these new goals. Our schedule for a 2014 Opening Day at the Lowertown Ballpark will be an opportunity to mitigate this risk.

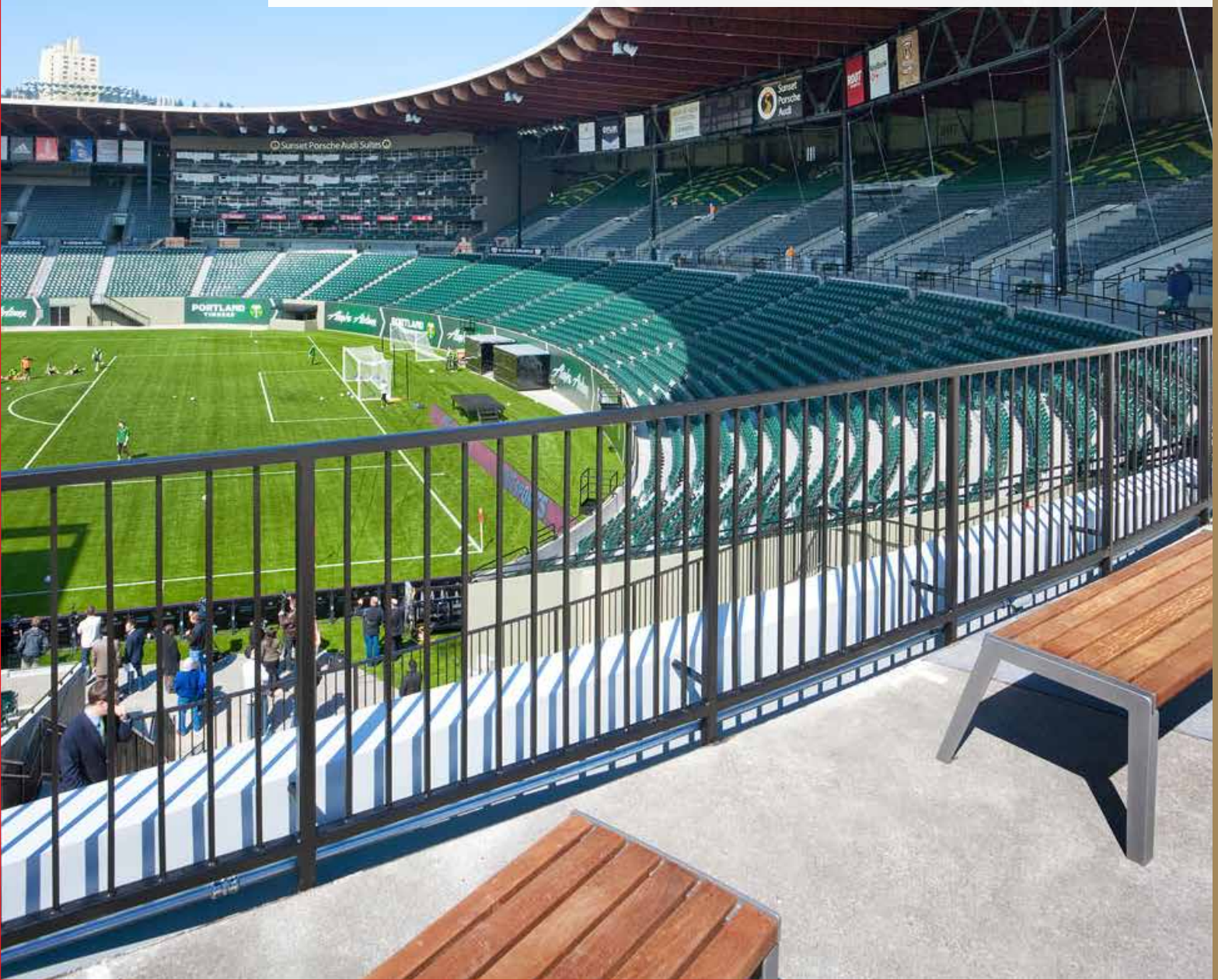
Self-Performed Work (SPW)

Ryan typically self performs the following categories of work: Concrete – foundations, walls and columns, slabs on grade, structural slabs, exterior site concrete, stamped/colored concrete, floor grinding and polishing, and architectural concrete; Interior Finishes – millwork, casework, doors, frames and hardware, drywall acoustical ceilings, toilet partitions and accessories, and fire extinguishers; Rough Carpentry – backing/blocking (roof, windows, accessories, etc.), safety (barricades, rails and ladders), scaffolding/shoring, and temporary enclosures for temp heat. We employ laborers, carpenters, and cement finishers to complete these scopes of work. By self-performing this work we can resource-level our manpower over multiple projects. This allows us to retain the best tradespeople and utilize them on an as-needed basis, thus keeping project costs down. These skilled and experienced craftspersons are passionate about quality and have helped us attain an industry leading safety program.

There are many benefits to using Ryan SPW, including early involvement in budget pricing and constructability reviews. Ryan SPW allows us the ability to control and accelerate project schedules unencumbered by subcontractor premiums or productivity. They also offer enhanced value through screened product and material selections, and cost savings derived from a history of safe construction work that has resulted in lower workman's comp and liability insurance rates.

For the Lowertown Ballpark project, Ryan is teaming with Tri-Construction to provide CM services in a mentoring arrangement. Tri-Construction self performs the same scopes of work that Ryan is proposing, thereby adding one more qualified bidder for these scopes of work.

11 Team Strength/Resumes



11 Team Strength/Resumes

The Ryan Team comprises the best talent and expertise to specifically address your project needs and risks.

Project Organizational Chart

TENANT	OWNER	PUBLIC INPUT PROCESS
St. Paul Saints	City of Saint Paul	Lowertown Ballpark Design & Construction Committee

DESIGN BUILDER

Ryan Companies US, Inc.
Mike Ryan, LEED® AP

BUILDING TEAM

CONSTRUCTION MANAGER AT RISK

Ryan Companies US, Inc.
Mark Maghrak, LEED® AP BD+C
Pre-Construction / Construction Manager

SITE SUPERINTENDENT	ENVIRONMENTAL MANAGER	COST ESTIMATING
Ryan Companies US, Inc. Bob Curley	Ryan Companies US, Inc. Jon Blaha, CHMM	RLB | Garrison Jason Schultz, LEED® AP

SAFETY MANAGER	ENVIRONMENTAL/ GEOTECHNICAL	SITE WORK MANAGER
Ryan Companies US, Inc. Scott Beron	Braun Intertec Robert Janssen, PE Jennifer Force, PG	Ryan Companies US, Inc. Larry Rogers

MENTORING

MINORITY PARTNERING - CONSTRUCTION MANAGEMENT SERVICE

Tri-Construction

CORE DESIGN TEAM

ARCHITECT OF RECORD

Ryan A+E, Inc.
Logan Gerken, AIA, NCARB, LEED® AP BD+C
Design Project Manager / Achitect of Record

DESIGN ARCHITECT	SPORT ARCHITECT
Julie Snow Architects, Inc. Julie Snow, FAIA	AECOM Jon Niemuth, AIA, LEED® AP, BD+C

PUBLIC ARTIST	LANDSCAPE ARCHITECT
4RM+ULA James Garrett Junior, AIA	Bob Close Studio, LLC Bob Close, FASLA

STRUCTURAL ENGINEER	MEP	CIVIL ENGINEER
Ericksen Roed & Associates Michael DeSutter, P.E.	Henderson Engineers, Inc. Mike Haramia, CPD, LEED®AP BD+C	Ryan A+E, Inc. Jared Olson, LEED® AP BD+C

DESIGN SPECIALISTS

PLAYING FIELD DESIGNER D. A. Hogan & Associates	ENVIRONMENTAL NOISE David Braslau Associates, Inc.	CODE CONSULTING Summit Fire Consulting
ACCESSIBILITY CONSULTANT Ed Roether Consulting, LLC	LIGHTING DESIGN Henderson Engineers, Inc.	NPDES/SWPPP EVS Engineering & Land Surveys
SUSTAINABLE FIELD DESIGN Solution Blue, Inc.	TRAFFIC & UTILITY TKDA	FOOD SERVICE The Bigelow Companies
ARCHEOLOGICAL CONSULTANT Summit Envirosolutions	BALLPARK OPERATIONS Venue Solutions Group	ECONOMICS AECOM
	FUNDRAISING Ryan Companies US, Inc.	

This collection of best-in-class consultants is exclusively committed to the Ryan Design-Build team.

About Ryan

RYAN IS COMMITTED TO BUILDING LASTING RELATIONSHIPS

For three generations, Ryans have led the family business guided by this commitment, based on the highest standards of quality and service in the industry. While remaining true to the principles the company was founded on — integrity, honesty, civic pride and a sincere regard for people — we are meeting today's challenges, delivering value and exceeding customers' expectations time and time again.

"It was nice to see the caring that everyone at Ryan had for our team and our project. It was almost as if it was their building."

— Terry Thompson, President, PCT Engineered Systems, LLC

A NATIONAL SINGLE-SOURCE PROVIDER

Ryan is a leading national commercial real estate firm offering integrated design-build, development, capital markets, and real estate management services to customers. We specialize in office, industrial, retail, health care, alternative energy, hospitality, higher education, mission critical, public sector and mixed-use projects across the United States. From its early roots in northern Minnesota, the company has expanded its Minneapolis base of operations to include offices in Chicago, Milwaukee, Phoenix, Austin, San Diego and Tampa as well as Cedar Rapids, Davenport and Des Moines, Iowa.

THE EXPERTISE OF RYAN'S PEOPLE

Over the past 70 years, Ryan's talented and hard-working professionals have collaborated with customers and communities. Using a single-source approach, we offer flexibility in defining the scope of a project, and strength in providing effective, timely solutions resulting in a higher certainty of success. We are not satisfied unless our customers are satisfied — 100%. We embrace our customer's vision, working with them in every aspect of the design, development and construction process to deliver a solution that is sure to delight them.

IN ALL WE DO, RYAN DELIVERS VALUE

There is a reason why so many of our customers come back to work with us. It is our dedication to solving their problems, to serving them better, no matter how big or small their project. That is why our quality of construction is unmatched and our professionalism sets the standard for the industry. We measure our success in terms of our customer's satisfaction and our ability to build lasting relationships. That success is evidenced by our 97% highly satisfied customer ranking and our 70% rate of repeat customers.

ENGINEERING NEWS-RECORD (ENR) HAS RELEASED ITS 2012 TOP 400 CONTRACTORS REPORT, which ranks the top contractors nationwide by revenue. Ryan ranked in the following categories:

#43: Top 100 Design-Build Firms
#42: Top 50 in General Building Revenue
#76: Top 400 National Contractors

Mike Ryan, AIA

Director of Architecture and Engineering/ Vice President RYAN A+E, INC.

As Director of Architecture and Engineering, Mike is responsible for seeing the customer's vision become a reality. He works up front to clarify the project scope, manage the design process, and coordinate with the construction team. His strength lies in his breadth of experience in design, development, project management and direct field work, as well as his specific expertise in multifamily residential, higher education, master planning, and urban design. He believes strongly in an integrated method that balances creativity with budget and schedule needs. Because of Mike's knowledge of all aspects of a project, he helps the customer make great decisions in the design phase that directly affect the success of the project. As a member of the fourth generation of Ryans to join the company, Mike embodies our mission of building lasting relationships; when working with Mike, a customer can be assured he will deliver a quality project, as well as a great experience.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

222 Hennepin
Mixed-use, Retail, Multifamily Residential, Anticipate LEED Silver Certification for Mid-rise Residential
579,706 SF, 286 units
Minneapolis, MN

The Hanwha Group*
450,000 SF, Luxury Hotel
Seorak, Korea

Crown Heights Charter High School*
1,600 Students, Charter School
Brooklyn, NY

Miami University, Farmer Hall*
230,000 SF, LEED Silver Certification, School of Business
Oxford, OH

University of Virginia, Bavaro Hall*
65,000 SF, LEED-certified, School of Education,
Charlottesville, VA

Marist College School of Computer Science and Master Plan*
Hancock Center
54,000 SF, Master Plan
Poughkeepsie, NY

Bronx Community College*
100,000 SF, LEED Silver Certification, Library Master Plan
Bronx, NY

University of Notre Dame Stayer Center*
54,000 SF, LEED-certified, Executive Education Center
Notre Dame, IN

Hun-In Village Masterplan*
320-home, Mixed-use Village
Seoul, Korea

Yale University*
490,000 SF, Residential Colleges
New Haven, CT

222 Hennepin

Lowertown Ballpark

Bavaro Hall*

* Projects completed while at previous company

Logan Gerken, AIA, NCARB, LEED® AP BD+C

Design Project Manager RYAN A+E, INC.

By blending his skills in architecture with his experience as a college athlete, Logan Gerken has become one of today's up-and-coming innovators in the area of sustainable sports facility design. His work is informed by his firsthand understanding of how architecture can impact athletes, and is grounded in his passion for people — and for beautiful, functional, enduring facilities. Gerken's background includes leadership and experience in the design of sports facilities and delivery of venues valued in excess of $300M. An author and speaker on the subject of sustainable sports design, Gerken holds a B.S. in Architecture from the University of Minnesota and a Masters of Architecture and Masters of Business Administration from the University of Colorado. As Senior Architect with Ryan, Gerken collaborates with customers and partners on design decisions, spearheads the design and engineering processes, and works with the team throughout the process to ensure a superior outcome. Logan was also a Division I baseball player for the University of Minnesota and possesses an intimate understanding of the game. His depth of sport design experience and project management skills allow for him to be your trusted advisor.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

University of South Florida Basketball Practice Facility*
Tampa, FL

University of San Diego Ballpark*
San Diego, CA

University of Minnesota TCF Bank Stadium*
Minneapolis, MN

University of South Florida Baseball/Softball Stadium*
Tampa, FL

Virginia Tech Football*
Blacksburg, VA

AMSOIL Arena*
University of Duluth, Duluth, MN

Cleveland Indians Spring Training Facility*
Goodyear, AZ

Rochester Rhinos Paetec Park*
Rochester, NY

Northwestern University of Athletics Master Plan*
Evanston, IL

Georgia State University Athletics Master Plan *
Atlanta, GA

University of Arkansas Athletics Master Plan*
Fayetteville, AR

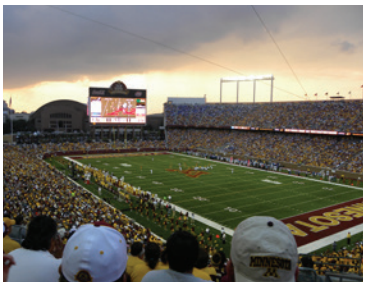
Gillette Stadium Club Expansion*
Foxborough, MA

Alamodome Football Locker Room Renovation*
San Antonio, TX

Rutgers University Football StadiumExpansion*
Piscataway, NY

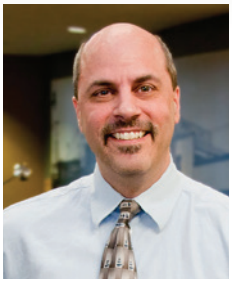
Cleveland Indians Spring Training Facility*

Lowertown Ballpark



University of Minnesota TCF Bank Stadium*

* Projects completed while at previous company



Mark Maghrak, LEED® AP

Pre-Construction / Construction Project Manager RYAN COMPANIES US, INC.

Mark has extensive project management experience from paper mills to office towers, and shopping centers to government facilities. As a Team Leader, he provides direction and vision to his colleagues. His primary responsibilities include estimating, budget preparation, scheduling, value engineering, subcontractor selection, overall project administration and profit and loss control. Mark understands the construction process through years of hands-on construction experience and a degree in Construction Management. He has established a proven track record of satisfied customers that have experienced his seasoned abilities.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

Sage Electrochromics HMV-1
324,000 SF, Office / Manufacturing
Faribault, MN

University of St. Thomas
36,400 SF, McCarthy Gym Renovation
Saint Paul, MN

Gander Mountain Stores
33 Retail Stores Across the US
Totalling 2,275,187 SF

Camping World Stores
8 Retail Stores Across the US
Totalling 199,977 SF

University of Minnesota Coffman Memorial Union
360,000 SF, Student Union
Minneapolis, MN

50 South Tenth Street
822,000 SF, Office/Retail
Minneapolis, MN

Minnesota Department of Revenue
386,000 SF, Office Building, 920-stall Parking Ramp
Saint Paul, MN

John Deere Health Care
105,000 SF, Office Building
Moline, IL

John Deere Pavilion
14,400 SF, Automated Interpretive Exhibition Center
Moline, IL

Radisson at John Deere Commons
101,644 SF, 6-story, 163-room Hotel
Moline, IL

SuperValu
579,053 SF, Warehouse/ Distribution Center
Hopkins, MN

The Quarry
409,000 SF, Shopping Center
Minneapolis, MN

LPI Linerboard Mill
214,870 SF, Manufacturing/ Industrial
Becker, MN

Northwest Airlines Building "J"*
240,000 SF, Remodel & Addition
Eagan, MN

Timberwolves Arena*
Indoor Sporting Facility
Minneapolis, MN

50 South Tenth Street

Lowertown Ballpark

Minnesota Department of Revenue

* Projects completed while at previous company

Bob Curley

Site Superintendent RYAN COMPANIES US, INC.

Bob comes from a family that worked in the construction industry. His life-long interest and hands-on experience with numerous facets of the construction process is a valuable asset to the Ryan team. As a Senior Superintendent for Ryan, Bob monitors, schedules, mobilizes and manages the field team to provide clear direction to the renovation/ construction team. He ensures that safety is a top priority for everyone on the job site. Bob works directly with project managers, architects, subcontractors and the owner to provide clear communication throughout the renovation process. Bob is known for his honest communication style and dependability. As one of the very best site superintendents Ryan has, Bob builds many of the largest and most complex projects Ryan takes on.

Selected Experience

Target Stores
130,000 — 175,000 SF
Retail Facilities
(T201) Sports Arena, CA
(T2200) Fridley, MN
(T0215) St. Cloud, MN
(T2229) Saint Paul, MN

Midtown Exchange
1,100,000 SF
Mixed-use Historic Renovation
EnergyStar
Minneapolis, MN

Marshall Field's
225,000 SF, Retail Remodel and Renovation
Saint Paul, MN

Marshall Field's
100,000 SF, Retail Remodel and Renovation
St. Cloud, MN

Two MarketPointe
240,000 SF, Class "A" Office
LEED Pre-certified Gold Level
Bloomington, MN

One MarketPointe
236,000 SF, Office
Bloomington, MN

Champlin Retail Center
23-acre Site Work
Champlin, MN

Target Northern Campus
300,000 SF, Office Buildings 1 & 2
123,000 SF, Data Center
Brooklyn Park, MN

Two MarketPointe

Marshall Field's — Saint Paul, MN

Midtown Exchange

Scott Beron

Safety Manager RYAN COMPANIES US, INC.

Scott has been around construction in numerous capacities for over 35 years. His knowledge of building methodologies and systems is invaluable for clear safety communication with site workers, subcontractors and the customer. Scott is responsible for the overall leadership, direction and implementation of the safety program that is an integral part of every Ryan job. He personally visits every project and is continually in contact with key job site leaders to ensure that all guidelines and requirements are being met. He also works closely with subcontractors and customers to provide clear communication and establish measurable results. Scott is tenacious about his responsibilities and is always up-to-date on the latest governmental and safety guidelines. Ryan, and Scott, are industry leaders with respect to our safety standards and procedures as well as our labor mod rates.

Selected Experience

222 Hennepin
Mixed-use, Retail, Multifamily Residential, Anticipate LEED Silver Certification for Mid-rise Residential
579,706 SF, 286 units
Minneapolis, MN

Sage Electrochromics HMV-1
324,000 SF, Office / Manufacturing
Faribault, MN

50 South Tenth Street
822,000 SF, Office/Retail
Minneapolis, MN

Minnesota Department of Revenue
386,000 SF, Office Building, 920-stall Parking Ramp
Saint Paul, MN

Two MarketPointe
240,000 SF, Class "A" Office
LEED Pre-certified Gold Level
Bloomington, MN

Target Northern Campus
300,000 SF, Office Buildings 1 & 2
123,000 SF, Data Center
Brooklyn Park, MN

Midtown Exchange
1,100,000 SF, Mixed-use
Historic Renovation
EnergyStar
Minneapolis, MN

50 South Tenth Street

222 Hennepin

Minnesota Department of Revenue

Jon Blaha, CHMM

Environmental Manager RYAN COMPANIES US, INC.

With more than 15 years in the real estate and construction industry, Jon has extensive experience with site remediation, land surveying, environmental investigation and the legal process. As an Environmental Manager and Legal Support Administrator for Ryan, Jon is directly responsible for coordinating all environmental investigation and remediation work. He possesses both depth and breadth of experience related to environmental, legal and construction matters. He is one of the best in the business.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

222 Hennepin
Mixed-use, Retail, Multifamily Residential, Anticipate LEED Silver Certification for Mid-rise Residential
579,706 SF, 286 units
Minneapolis, MN

DSI/Transoma Medical, Inc.
118,500 SF, Office/Laboratory/ Light Assembly
New Brighton, MN

Underwood Crossing
175,000 SF, Class "A" Retail
Brookfield, WI

Cedar Rapids Flood Recovery
700,000+ SF (14 sites)
Cedar Rapids, IA

Charter Schools USA
5 Schools
Florida

One MarketPointe*
236,000 SF, Office
Bloomington, MN

River Parkway Place*
81,300 SF, Class "A" Office Building, LEED-EB Gold Certification
Minneapolis, MN

Cedar Point Commons*
350,000 SF, Shopping Center Redevelopment
Richfield, MN

Blaine Retail Corridor*
200,000 SF, Retail Corridor
Blaine, MN

University of Minnesota Coffman Memorial Union*
360,000 SF, Student Union
Minneapolis, MN

222 Hennepin

Lowertown Ballpark

Charter Schools USA

* Projects completed while at previous company

Larry Rogers

Site Work Manager RYAN COMPANIES US, INC.

With more than 30 years in the construction industry, Larry has extensive experience with site work, remediation and demolition activity. As a Senior Project Manager and Site Specialist for Ryan, Larry provides site analysis and development feasibility research and information. He also coordinates cost estimating, technical design, construction activities and subcontractor negotiation. He is responsible for overall leadership and direction of site development and construction activities to meet the specifications required. Larry has a broad understanding of construction issues and is well respected for his expertise in site analysis. His honest and direct communication style combined with his unique experience are valuable assets that Larry enjoys using to provide solutions to construction issues.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

Midtown Exchange
1,100,000 SF, Mixed-use
Historic Renovation
EnergyStar
Minneapolis, MN

Sage Electrochromics
324,000 SF, Office / Manufacturing
Faribault, MN

Two MarketPointe
240,000 SF, Class "A" Office
LEED Pre-certified Gold Level
Bloomington, MN

The Toro Company
354,192 SF, Distribution Center
Tomah, WI

Target Food Distribution Center T3897
360,000 SF, Automated Food Distribution Center
Denton, TX

Target Food Distribution Center
420,000 SF, Distribution/Cold Storage
Lake City, FL

Target Import Warehouse/ Distribution Center
2,100,000 SF, Semi-automated
Savannah, GA

Target Regional Distribution Center
1,600,000 SF, Fully-automated
Midway, GA

Target Deconsolidation Distribution Center
200,000 SF, Distribution Center
Savannah, GA

SuperValu — Minneapolis Distribution Center
579,053 SF, Automated Food Distribution Center and Warehouse
Hopkins, MN

SuperValu — Automated Renovation
176,000 SF, Automated Food Distribution Center and Warehouse
Lancaster, PA

Two MarketPointe

Lowertown Ballpark

Midtown Exchange

Jared Olson, PE, LEED® AP BD+C

Civil Engineer RYAN A+E, INC.

As a Team Leader and Civil Engineer, Jared leads Ryan's due diligence, site design and approvals and permitting process. He has experience working throughout the country with varied product types and different approval processes. Jared uses his extensive expertise in site layout, grading and drainage, utility layout, wetland and floodplain mitigation and traffic engineering to solve problems and bring the most value to the project. This may include getting approvals faster, saving money on construction or maximizing the site for additional use or benefit. Jared approaches each site design as if he were the owner, and he continually searches for opportunities to deliver more value to his customers.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

Sears Centre
Hoffman Estates, IL

Cargill
Blair, NE

Cristo Rey Jesuit High School
Colin Powell Youth Leadership Center
Minneapolis, MN

Gander Mountain Stores
33 Retail Stores Across the US
Totalling 2,275,187 SF

Camping World Stores
8 Retail Stores Across the US
Totalling 199,977 SF

Target
IL, IN, MN, WI

Rational Energies
Waste Recycling Facility
Brooklyn Park, MN

Rational Energies
SynCrude Processing Plant
Plymouth, MN

The Toro Company
Ankeny, IA

Phoenix International - A John Deere Company
Fargo, ND

The Toro Company

Lowertown Ballpark

Target

About Julie Snow Architects, Inc.

Founded in 1995, Julie Snow Architects is a studio based practice in Minneapolis MN. With each project led by one or both design principals, Julie Snow and Matt Kreilich, the studio focuses on producing architecture that innovatively supports our client's aspirations and missions. This focus has resulted in architecture that has been recognized for its design, for its ability to advance client's business plans, for its sustainable performance and preservation of historic buildings. The studio's work has been published internationally and Princeton Architectural Press published the work in a series of first monographs on emerging designers from around the world.

"Using restraint and minimal means, we pursue the inspired moments architecture can bring to everyday use."

Our studio investigates architecture's capacity to transform experience. Using restraint and minimal means, we pursue the inspired moments architecture can bring to everyday use. Our design process begins with thorough research to support both the pragmatic and the intangible aspirations of our clients, leading to architecture that presents our clients' ethos and mission. Our work is grounded in the specifics of each site's historic, urban, cultural and landscape context. Our architecture has a unique power to intensify our connection to a place, its history, its culture, and/or its natural systems. Through creative collaboration with our engineering and construction teams, we provide integrated building systems that achieve greater effectiveness, efficiency and durability. Synergies are achieved among building systems that advance our architecture's sustainable performance as well as addressing creative systems that reduce energy dependence.

At any given time, the studio is capable of providing both large-scale work or modestly scaled projects. Through collaboration with specialist designers and engineers, we expand our team to accomplish projects of significant size and complexity. We have consistently worked with several key consultants to develop critical working relationships that allow us to extend our collaborative methodology beyond the studio. We are fully committed to each project from initial concept through construction and provide all services from master planning to interior design, ensuring a calm consistency to pervade the work.

Our work began with very pragmatic rural manufacturing workplaces, thus imbedding in our design process a respect for efficient, cost effective structures that work well with their urban or landscape context. The scale, size and complexity of the firm's work has steadily increased. Our ability to deliver across all measures of design success is evidenced by our numerous awards from both our clients and design peers.

Our design process begins with a critical research phase based on the questions specific to each project. We have performed master-planning, programming and conceptual design exercises for our clients. A collaborative studio-based design investigation follows. Detailing, materials and systems are all part of the design's conceptual basis. Continued evolution of design and detailing is pursued through the documentation process. Full-scale details, mock-ups, physical and computer models are used to explore the project in all its dimensions. Interior design services, custom furnishings and furniture specifications are also performed in-house.

The studio is in the heart of downtown Minneapolis, embedded in the life of the city. For us it is important to see and be reminded daily that design is not an abstract exercise, we are designing for real people, in real places.

Julie V. Snow, FAIA

Lead Design Architect JULIE SNOW ARCHITECTS, INC.

Julie Snow is the principal of Julie Snow Architects, Inc., a studio based architectural practice in Minneapolis. The work of the studio is characterized by refined detail, lightness, spatial clarity and structural directness, exploring an intensity of dialogue between site and architecture. The use of innovative strategies reveals the studio's fascination with the technical aspects of building design that transform human experience.

Since its inception, the studio has received significant, consistent design recognition, winning over 25 design awards. Awards range from a Chicago Athenaeum American Architecture Award, a Design Distinction Award from I.D. Magazine, numerous AIA Honor awards, a Progressive Architecture Award and several GSA Design Awards & Citations. The studio's unique combination of innovation and pragmatism consistently result in effective design solutions that advance our clients measurable goals.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

Humbolt Lofts
147,000 SF, 37 condominiums, parking and retail space
Minneapolis, MN

Brunsfiled North Loop
50 unit residential apartment building
Minneapolis, MN

Park Avenue Lofts
Minneapolis, MN

KNOCK Inc.
10,000 SF, High performance Office building
Minneapoiis, MN

Medtronic Cardiac Rhythm Disease Management
800,000 SF, Office Building
Moundsview, MN

Target Plaza Commons
Minneapolis, MN

Medtronic Orange County Consolidation
138,000 SF, Office Building
Santa Ana, CA

Vista Building at Great Plains Software
93,000 SF
Fargo, ND

Lake Street and Cedar Riverside Light Rail Stations
19,000 SF (Lake Street)
Minneapolis, MN

U.S. Land Port of Entry
43,000 SF
Warroad, MN

U.S. Land Port of Entry
40,000 SF
Van Buren, MA

Medtronic Cardiac Rhythm Disease Management

Lowertown Ballpark

Target Commons

About AECOM

AECOM is a global professional services firm providing integrated design, planning, economics, architecture, engineering, environmental, and program management services to a broad range of markets. Formed from some of the world's leading consultancies, including Ellerbe Becket (sports architecture), EDAW (strategic planning, urban design, community outreach), ERA (economics), Davis Langdon (program and construction management), Technology Solutions (IT, telecommunications, and security), and many more, we are configured to address the complex challenges facing our clients as they embark on projects involving land, communities, and/or infrastructure.

The intense power of sports is undeniable. It has the power to create unity and loyalty for a community like no other form of entertainment. It has the power to change our style of dress, our speech, our schedules, and, at times, our personalities.

Our purpose is to enhance and sustain the world's built, natural, and social environments. Our presence spans 100 countries with the skills of 45,000 dedicated and specialized professionals. We focus this expertise as needed for projects of all scales, assembling the combination that best suits the individual task and site. We blend global knowledge, local experience, technical excellence, innovation, and creativity to offer our clients unparalleled possibilities.

As you consider what constitutes great sports entertainment, you have to look beyond the stadium/arena environment and consider the total game-day experience. While creating great experiences and memories is what athletics are all about, modern day sports facilities have become the catalyst for tapping that experience, building on it and making it greater. This is accomplished by connecting sports environments with retail and entertainment to create total entertainment value 365 days a year. The result is a greater, longer sustaining, and more complete game-day and participatory experience.

However, in today's economic climate, every facility asset has to be valued. The question that requires real expertise is, "Can that value be maximized to produce the kind of experience and revenue to compete in today's world of sports and entertainment?" AECOM has answered this question more often than any sports consulting firm in the industry. Civic entities, professional teams, and Colleges have repeatedly turned to AECOM to answer that critical question.

The AECOM name is synonymous with outstanding stadiums and arenas. We demonstrate this expertise in sport facility design in such great ballparks as Jeld-Wen Field renovation in Portland; Phoenix's Chase Field for the Arizona Diamondbacks; Turner Field in Atlanta; Frontier Field in Rochester, New York; Keyspan Park in Brooklyn; Midway Stadium in St. Paul; Maryvale Park in Phoenix; Ontario's Ottawa Baseball Stadium; Hammond Stadium in Fort Myers, Florida; Cohen Stadium in El Paso; Harry Grove Ballpark in Frederick, Maryland; renovations of Dodger Stadium in LA; and improvements to Jacobs Field in Cleveland.

Jon D. Niemuth, AIA, LEED® AP, BD+C

Lead Sports Architect AECOM

As Design Director for AECOM's Sports and Venue practice, Jon has been involved in the programming and design of an extremely diverse body of work. He has been extremely successful in delivering to clients successful, world-class design solutions that address diverse goals and priorities while rigorously adhering to budget and schedule driven objectives. Client driven and with a reputation for customer service and attentiveness, Jon's focus on projects is at the early planning, programming, and budget creation stages.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

North Charleston Coliseum Expansion + Renovation
North Charleston, SC

Algiers Economic Development Association Behrman
Sports Complex Masterplan
New Orleans, LA

Columbus Arena Study
Columbus, OH

Dallas Arena Feasibility Study
Dallas, TX

Kansas City Arena Study
Kansas City, MO

Kemper Arena Renovation Proposal
Kansas City, MO

Los Angeles Arena Study
Los Angeles, CA

Time Warner Cable Arena
Charlotte, NC

Bud Metheny Stadium Renovation
Old Dominion University
Norfolk, VA

Milwaukee Brewers Baseball Stadium Study
Milwaukee, WI

Minnesota Twins Feasibility Study
Minneapolis, MN

Oakland Alameda County Coliseum Renovation Study
Oakland, CA

Qwest Field, Exhibition Center + Parking Garage, NFL
Seattle, WA

Time Warner Cable Arena

Lowertown Ballpark

Bud Metheny Stadium Renovation

About RLB|Garrison

RLB|Garrison is a leading professional advisory firm providing clients with independent, unbiased, expert advice and management for all aspects of feasibility, cost and time of major construction projects, from project conception and site acquisition to final completion and commissioning. We specialize in project management, cost management and estimating, and dispute resolution.

Established in 1785, Rider Levett Bucknall has grown into a global practice with more than 100 offices and over 3,000 staff around the globe. Our history in the United States commenced in 1991 in Hawaii, our North American practice has since expanded to 19 offices spanning from Boston to Guam. Acquired by Rider Levett Bucknall in 2012, the firm's Chicago office, formerly Garrison Inc. was established in 1986.

Our firm's philosophy and culture is embedded in a belief that successful projects come from understanding and managing the relationship between value, time and cost.

We are well-known for the strength of our industry research. Our dedication to research and innovation contributes to the evolution of RLB|Garrison's service offerings to encompass every facet of the project life cycle while continuing to assist clients in making informed business decisions.

The professional backgrounds of staff located among our North American offices include quantity surveyors, construction and project managers, engineers, contractors and lawyers. They are LEED Accredited Professionals, Certified Cost Consultants, Project Management Professionals, and Planning and Scheduling Professionals. Each individual brings a different skill set, expertise and experience that we leverage to provide the appropriate resources for every assignment.

As a multi-disciplinary group, RLB|Garrison offers the full range of services demanded by clients in the property and construction industry, ranging from strategy advice to building audits and surveys. Our three core services are:

1. Cost Consultancy: We specialize in all aspects of Cost Consultancy, providing a wide range of comprehensive professional services to our clients. These include cost estimating and cost management, production of bills of quantities and contract documents, and financial administration of building contracts.

2. Project Management: Our Project Management services stretch through all development stages from briefing through to completion and occupation. As project managers, we typically coordinate the whole project team on behalf of the client, embracing a number of specialist skills and disciplines. We manage the activities of all parties, so that they focus on the project's objectives and what is expected of them.

3. Advisory Services: The Advisory division, with its depth of experience in all aspects of the property cycle, enables us to deliver mature and innovative service solutions for asset, property, and facilities management. These services are geared to supporting and advising clients with practical professional advice that can ultimately determine the success of a project. The Americas practice offers Litigation Support services under this division, which is made up of four core services: Alternate Dispute Resolution Services, Construction Defects, Claims, and Time Advisory.

4. Awards + Recognitions: Awards and recognitions in the Chicago area include the Chicago Sun Times' Development of the Year Awards for Hyatt Center and Prudential Plaza, the Structural Engineering Association of Illinois "Building of the Year Award" for Prudential Plaza and AIA Architectural Lighting awards for Prudential Plaza. The Garlands of Barrington was awarded both AIA and NAHB 1st place awards for Senior Housing.

Jason Schultz, LEED® AP

Senior Cost Manager RLB|GARRISON

As Senior Cost Manager Jason Schultz will be responsible for coordinating the production of estimates of labor, material and equipment for this project. Jason is an Estimator and Cost Advisor for RLB|Garrison in the Chicago office. His expertise includes over a decade of cost estimating, value engineering and project scheduling gained through working with owners on negotiated Design/Build, CMAR, and Design/Bid/Build development projects. Jason brings extensive Cost Estimating experience in sports facility and ballpark construction and renovation.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

Northwestern University Baseball Stadium
21,500 SF, 1000 benches, 500 chairs, and 8,470 sq ft of PreCast Stands
Evanston, IL

Northwestern University Softball Stadium
13,650 SF, 1000 benches, 500 chairs, and 6,690 sq ft of PreCast Stands
Evanston, IL

University of Missouri Stadium Expansion
Columbia, MO

Penn State University Beaver Stadium Renovation
University Park, PA

Northwestern University Indoor Practice Facility
Evanston, IL

Northwestern University Master Plan
Evanston, IL

Lowertown Ballpark

About 4RM+ULA

4RM+ULA is an innovative, full-service, 21st century, architectural office able to execute all phases of the design process: PreDesign, Schematic Design, Design Development, Construction Documentation, Bidding|Negotiation, and Construction Administration. We also offer Master-planning, ProForma preparation (financial modeling), Building Information Modeling (BIM), and Art procurement|coordination as additional services.

4RM+ULA is a full-service architectural design office with in-house capacity to complete all aspects of the design process: pre-design/planning, schematic design, design development, construction documentation, bidding/contract negotiation, and construction administration/observation. 4RM+ULA currently contracts out for Mechanical, Electrical, Structural, Civil and Landscape Architecture design services.

Our name, 4RM+ULA, is a phonetic acronym meaning: FORM 'plus' Urban Landscape Articulation

As a 100% minority owned business, 4RM+ULA is very comfortable seeking out partnerships and working relationships with other women and minority-owned businesses (WBE/MBE). We also specialize in strategic partnering with larger firms to help them meet and exceed DBE/MBE compliance goals on major, publicly funded projects.

We seek collaborative opportunities to creatively reinterpret and express the urban condition through 3-dimensional form and approach every project through three (3) critical lenses;

1. Sustainability: We actively seek ways to integrate the principles of Environmental Sustainability into the design|-development process through expansive knowledge, careful consideration of 'green' building materials, and methods of construction. Our goal is to create Net Zero (N0) and ultimately Net Positive Energy (NPE) spaces within the built environment.

2. Technology: We actively seek out appropriate opportunities to integrate new digital technologies and construction processes into our projects to promote time-efficiency, space-efficiency, energy-efficiency, and user-comfort.

3. Art: We approach the design process artfully–always pursuing ways to engage artists and integrate elements of visual art (color, texture, light, etc) as a means to explore, articulate, and express the uniqueness of each individual space.

Ultimately, 4RM+ULA endeavors to produce architecture of the highest quality–distinct, well crafted spaces that provide beautiful, stable, and sensible long-term alternatives to existing urban building stock.

James Garrett Junior, AIA

Public Artist 4RM+ULA

James is a visual artist and published writer–trained as an architect—based (living and working) in the Lowertown community of St. Paul. He is a fifth generation St. Paulite who has created artwork, commissioned artwork, participated in—and led collaborative efforts between some of the most talented visual artists and architects in California, New York and Minnesota. James holds a Bachelor of Arts Degree in Architecture (emphasis: Sustainable Materials and Methods of Construction) from the University of California at Berkeley and a Master of Architecture from Parsons School of Design (emphasis: Urban Housing and Real Estate Development) in New York City. He is the current President of the Minnesota Chapter of the University of California Alumni Association and is also a Vice President of the Assembly of Architects organization having previously served multiple terms on the Public Art Saint Paul board of directors. James founded 4RM+ULA with partner Erick Goodlow in 2002 as a means of exploring relevant urban issues (transit, housing, density, et al) through design. He has long-standing relationships both within the business and artist community in Saint Paul. He understands the different mediums in which art exists and how to skillfully coordinate the installations with a project's architecture. He will actively engage the diverse Lowertown artist community and help translate the Owner's vision into reality. As a former Division I baseball player at Cal, James also brings a deeper understanding of the game. James is a visionary and up and coming leader in Lowertown and we are lucky to have him as part of our team.

Selected Experience

Art Installation + Exhibition Weisman Plaza Design Competition (Finalist)
Minneapolis, MN

MAAD_OVERLAAP - Saint Paul Art Crawl at 4RM+ULA
Saint Paul, MN

Beyond the Colored Museum Macalester College
Saint Paul, MN

Remixxx Exhibition - Juxtaposition Arts Gallery
Minneapolis MN

Remixxx Sculpture Garden
Minneapolis, MN

Saint Paul Foundation Spring Art Exhibition
(work purchased for permanent collection)
Saint Paul, MN

AfroFuturism Exhibition - Soap Factory Gallery
Minneapolis, MN

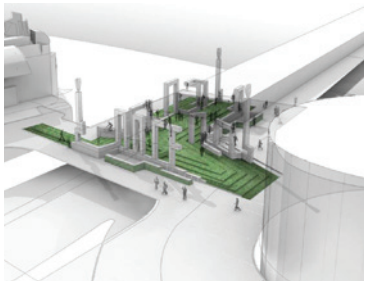
Parsons School of Design Exhibition - Parsons Gallery
New York, NY

New York Design Schools Sustainability Exhibition
New York, NY

Community Development Old Home Mixed-Use Development
Saint Paul, MN

Green Corridor Initiative
Saint Paul, MN

Juxtaposition Arts New Arts Center
Minneapolis, MN



Weisman Plaza Design Competition

Juxtaposition Arts New Arts Center

Central Corridor Light Rail Transit

About Bob Close Studio, LLC

Bob Close Studio, LLC is a planning and design firm located in downtown Minneapolis. With a focus on urban design and landscape architecture, we have a recognized reputation as a creative and collaborative office, working with both public and private sector clients to develop places that enhance our quality of life.

In our design work, we emphasize innovative yet realistic design solutions based on the unique opportunities, specific program goals and distinctive characteristics of each site. The common threads through all our work are the enrichment of the human experience, a commitment to design, and the creation of high quality, engaging and sustainable environments that are accessible to all users.

Our work in Saint Paul has helped shape the character of the city: we were master planners and designers for the riverfront development below downtown, including Upper Landing Park, Chestnut Plaza and the restored Upper Landing.

Our work in Saint Paul has helped shape the character of the city: we were master planners and designers for the riverfront development below downtown, including Upper Landing Park, Chestnut Plaza and the restored Upper Landing. Whether working with private clients or communities, we are known for our ability to generate ideas, shape a vision and craft a design that addresses the complex issues of human activity on the land. We have a proven process to engage community residents and businesses as well as elected leaders and city staff in focused dialogue to achieve consensus and move ideas into implementation.

Bob Close, FASLA

Landscape Architect BOB CLOSE STUDIO, LLC

Bob Close is the president and founding principal of Bob Close Studio, LLC, an urban design and landscape architectural consulting firm located in Minneapolis, Minnesota.

Known for his design and communications skills, Bob has led or participated in numerous development and redevelopment projects in the inner city and suburbs of the Twin Cities metropolitan area. These have included the design of a new residential neighborhood and riverfront park on a Saint Paul superfund site, a recreation marina and greyfield redevelopment project in a suburban Saint Paul community, and a new, 322 acre transit-oriented town center northwest of downtown Minneapolis.

Bob has been recognized by his own profession as well as AIA for his leadership and indefatigable promotion of high quality design and service to the community. In 1994, Bob received the Minnesota Chapter of ASLA's Professional Service Award, which recognized his outstanding leadership and service to the chapter. Subsequently, in 2003, he was awarded the Lob Pine Award in recognition of his outstanding professional achievement. Most recently, in 2004, the AIA Minnesota awarded him a Special Award for exceptional landscape design leading to higher community standards and awareness of the public realm.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

Saint Paul on the Mississippi Development Framework
Saint Paul, MN

Marina/Triangle Redevelopment Master Plan
White Bear Lake, MN

Heritage Landing Redevelopment Project
Minneapolis, MN

North Quadrant Mixed-use Development
Saint Paul, MN

Upper Landing Housing Project
Saint Paul, MN

Upper Landing Park
Saint Paul, MN

Chestnut Plaza
Saint Paul, MN

Union Depot
Saint Paul, MN

Chestnut Plaza

Lowertown Ballpark

Upper Landing Park

About Ericksen Roed & Associates, Inc.

Ericksen Roed & Associates, Inc. provide our clients with innovative, economical structural engineering solutions. The firm was founded in 1984 and currently consists of a professional staff of 60 employees. Our broad experience includes design and construction observation for the following types of facilities: educational, multi-level residential, hospitality, retail, energy, industrial, medical, commercial, sports, recreational, entertainment, data storage, high-rise, parking and detention. In addition we also provide unique services in connection design, precast design and detailing, forensic engineering for renovation and restoration work, jet engine test cell design, and structural review with respect to building code requirements.

We pride ourselves on our ability to meet scheduled delivery dates with quality documents and state-of-the-art design.

We pride ourselves on our ability to meet scheduled delivery dates with quality documents and state-of-the-art design. Our creativity in design has allowed us to develop and patent the ER-Post™ Precast Truss Construction System (Pat #7,010,890 and 7,275,348) primarily used in the mixed-use residential and hospitality industry. We are recognized as one of the industry leaders in BIM/REVIT.

Recent awards include: "2008 ACEC Engineering Excellence Award" for our unique design of Cobalt Condominiums in Minneapolis, MN, "2008 ABC Construction Award" for Turtle Creek Casino and Hotel in Traverse City, MI, "2007 ACEC Engineering Excellence Award" for our design of the Guthrie Theater on the River in downtown Minneapolis, MN.

Michael A. DeSutter, P.E.

Structural Engineer ERICKSEN ROED & ASSOCIATES, INC.

Mike is the President/Partner of Ericksen Roed & Associates, with over 25 years of experience in all aspects of design. He is responsible for the oversight of several ongoing structural projects. Mike is responsible for engineering/drawings, specifications, construction administration and for the budgeting and billing of projects.

Selected Experience

Metro Millers Baseball Facility
Burnsville, MN

TCF Bank Stadium
University of Minnesota
Minneapolis, MN

Kirkeby-Over Football Stadium
Sioux Falls, SD

Shattuck Saint Mary's Ice Arena
Faribault, MN

Rushmore Plaza Civic Center
Rapid City, SD

MN State Fair Grandstand
Two Multi-level Existing Facilities
Saint Paul, MN

Cottage Grove Ice Arena
Cottage Grove, MN

Waconia Ice Arena
Waconia, MN

Saint Thomas Academy Ice Arena
Mendota Heights, MN

Victoria Field House and Ice Arena
Victoria, MN

Minnetonka High School Ice Arena
Minnetonka, MN

Mankato Civic Center Arena
Mankato, MN

TCF Bank Stadium

About Braun Intertec

We deliver the best value in reliable, cost-effective engineering and environmental consulting solutions.

OUR CLIENTS. OUR PEOPLE. OUR WORK.

For more than 50 years Braun Intertec has provided geotechnical, environmental and testing solutions in the private and public sectors. Each day our 100% employee-owned company strives to become your Consultant of Choice. We accomplish this by providing reliable, cost-effective and innovative solutions. That's what we've been delivering for more than 50 years. That's Braun Intertec.

AN INTERDISCIPLINARY APPROACH.

Today we're proud to be an employee-owned firm offering a comprehensive scope of award-winning services. These include engineering, environmental and laboratory testing, geothermal consulting, and materials and analytical laboratories for the commercial, industrial, energy, institutional, construction and government sectors. Our interdisciplinary approach means we're there for you during all stages of the project - from planning, to design and construction, to ongoing management and operations. You'll find there are few firms who can bring you this broad scope of services, level of accountability and personal attention.

SPECIALIZED SERVICE FROM KNOWLEDGEABLE PEOPLE.

Our team of 500 engineers, scientists, managers and field personnel specialize in more than 50 technical disciplines. Their expertise, experience and commitment to excellence has brought Braun Intertec to the forefront as an industry leader. With rigorous quality assurance/quality control programs and numerous national accreditations, you'll find reliable and cost-effective solutions, regardless of your project scope.

OUR MISSION. OUR VISION.

At Braun Intertec, our most important resource is our people. Our employee-owners bring their expertise and passion for results to our clients throughout the country. We're the people you can rely on to be your partner and source of knowledge from start to finish. Every day. On every project.

Our Mission: We deliver the best value in reliable, cost-effective engineering and environmental consulting solutions.

Our Vision: Braun Intertec will be the Consultant of Choice for our clients and the Employer of Choice for our employees.

OUR VALUES AND GOALS.

We have a clear vision of what we want our company to be and what we want to achieve for our clients throughout Braun Intertec.

Our Values: We will achieve our vision and mission with integrity. Respect and partner with our employees, clients and communities. Maintain superior financial performance and broad-based employee ownership.

Robert J. Janssen, PE

Environmental / Geotechnical Engineer BRAUN INTERTEC

As President and Principal Engineer, Mr. Janssen supervises project teams and reviews geotechnical and construction reports. Mr. Janssen is also responsible for developing project teams and providing engineering services for national retail clients and projects.

He has provided geotechnical engineering and management of inspection/testing services for the past 29 years for all phases of construction for projects located throughout the United States. He reviews engineering reports, manages construction quality control and provides consultation for complex projects. Mr. Janssen holds a Bachelor of Science in Geological Engineering from the University of Minnesota.

Selected Experience

Lowertown Ballpark Pre-Design
7,000 Seat Baseball Stadium
City of Saint Paul / St. Paul Saints
Saint Paul, MN

John Deere Distribution Facilities
Davenport, IA and Jefferson City, TN

More than 60 Target Stores
located throughout the northern portion of the United States

Target Distribution Centers
Fridley, MN; Oconomowoc, WI; and facilities in Cedar Falls; IA, West Jefferson, OH; and Denton, TX

More than 300 Wal-Mart and Sam's Club Stores
located throughout the northern portion of the United States

Great River Energy
Maple Grove, MN

Black Bear Casino
Carlton, MN

Grand Casino
Hinckley, MN

Lac Courte Oreilles Casino and Hotel
Hayward, WI

Cabela's Stores
Dundee, MI; Kansas City, KS; Buda, TX; Wheeler, WV; and Rogers, MN

National Sports Center
Blaine, MN

Block 23 Parking Ramp
Saint Paul, MN

Lowertown Ballpark

About Henderson Engineers, Inc. (HEI)

Henderson Engineers, Inc. (HEI) is a multidisciplinary engineering firm headquartered in the Kansas City Metropolitan area. With eight office locations nationwide and over 445 employees, HEI offers the following specialized services: mechanical, electrical, plumbing and refrigeration engineering, sustainable design, fire protection and code consulting, architectural lighting, comprehensive technology, security design and commissioning.

HEI has an internal design team focused primarily on and committed to sports facility design on a national level.

Our diversified portfolio represents a full range of markets including but not limited to: government, education, sports and recreation, retail, corporate, healthcare, grocery, and mixed-use. Licensed in all 50 states as well as the District of Columbia, Puerto Rico, the US Virgin Islands and multiple Canadian provinces, HEI's services are provided on a local, regional and national basis.

Our emphasis is on the success of projects and the development of long-term relationships. We value flexibility and technical competence and our associations with clients. Because we enjoy our work, clients enjoy working with us.

HEI is a Top 25 Engineering Design Firm, Building Design + Construction.

HEI is the #1 Retail Engineering Firm in the United States, Commercial Construction & Renovation (2011).

HEI was ranked 9th in Consulting Specifying Engineer's MEP Giants (2011).

HEI is a Top 500 Design Firm, Engineering News-Record.

Summary of Henderson Engineers, Inc.

- HVAC, electrical, plumbing and refrigeration systems planning and design
- Nationwide project presence with registration in 50 states
- Dedicated Quality Control Team - utilizing over 160 years combined experience
- Design for energy conservation / operational efficiency - over 100 LEED® related projects
- Internal specialty divisions:

    Fire Dynamics - professional fire protection engineering services and code consulting

    Impact Illumination - award-winning architectural lighting

    Collective Tech - low voltage solutions including data, AV and security

    Outcome Cx - fundamental, enhanced, retro and continual commissioning services

Michael Haramia CPD, LEED® AP BD+C

MEP Engineering HENDERSON ENGINEERS, INC.

Mike Haramia is a Certified Plumbing Designer, a LEED® Accredited Professional and an Associate with over 28 years of experience in the design of plumbing systems. He has an extensive portfolio of stadiums, arenas and practice facilities ranging in size from miscellaneous renovations and additions to large-scale new construction for professional and collegiate facilities. As Project Manager, Mike will direct, coordinate and supervise the project team on a daily basis and will serve as the primary contact.

Selected Experience

Cubs Spring Training Facility
Mesa, AZ

El Paso AAA Minor League Baseball Stadium
El Paso, TX

Peoria Sports Complex, Padres & Mariners
Peoria, AZ

Parkview Field
Fort Wayne, IN

Arvest Ballpark
Springdale, AR

Peoria Sports Complex, Padres & Mariners

Parkview Field

Arvest Ballpark

12 Workforce/Business Inclusion

Additional Team Members

Note: All team members below have committed exclusively to the Ryan Team.

When developing new sports facilities, there are particular nuances that require an attention to detail. These sport specific requirements are magnified when building a new ballpark in a tight urban environment that is predominantly a residential population. The Ryan Team has identified your project risks and is addressing them with industry experts that provide the knowledge and best practices necessary to arrive at optimal solutions. The risks include playing filed design, game day and other event noise management, sport lighting glare and spill control, building code approach and accessible design. We have specifically profiled these consultants to introduce you to our experts exclusive to the Ryan Team.

DISCIPLINE	FIRM NAME	LEAD TEAM MEMBER	EXPERIENCE
Playing Field Designer	D. A. Hogan & Associates	David L. Anderson, P.E.	Safeco Field – Seattle, WA Oregon State University, Goss Stadium at Coleman Field – Corvallis, OR BYU-Idaho Athletic Complex, Rexburg, ID
Environmental Noise Consultant	David Braslau Associates, Inc.	David Braslau, P.E.	TCF Bank Stadium, University of Minnesota – Minneapolis, MN St. Paul Riverfront Concert Sound Study, Saint Paul, MN Harriet Island Concert Impact Study, Saint Paul, MN
Code Consulting	Summit Fire Consulting	Dan Picciano	TCF Bank Stadium, University of Minnesota – Minneapolis, MN Target Field – Minneapolis, MN
Accessibility Consultant	Ed Roether Consulting, LLC	Ed Roether, R.A.	TCF Bank Stadium, University of Minnesota – Minneapolis, MN Target Field – Minneapolis, MN Yankee Stadium – Bronx, NY More than 60 other professional ballparks, stadiums and arenas
Lighting Design/ Fire Protection	Henderson Engineers, Inc.	Mike Haramia, CPD, LEED®AP BD+C	Cubs Spring Training Facility – Mesa, AZ Peoria Sports Complex – Peoria, AZ El Paso Ballpark – El Paso, TX Parkview Field – Fort Wayne, IN Arvest Ballpark – Springdale, AR Dow Diamond, Midland Minor League Baseball Stadium – Midland, MI
NPDES/SWPP	EVS Engineering & Land Surveys	Brian Johnson	Union Depot Multi-Modal Transit Center – Saint Paul, MN Martin Sabo Pedestrian Bridge – Minneapolis, MN
Sustainable Field Design	Solution Blue, Inc.	John Hink	TCF Bank Stadium – Minneapolis, MN Target Field – Minneapolis, MN Gillette Ambulatory Center, Saint Paul, MN
Traffic & Utility Relocation	TKDA	Ron Quanbeck	Saint Paul College Traffic Impact Study and Travel Demand Management Report – Saint Paul, MN
Food Service	The Bigelow Companies	Tracy Taraski	TCF Bank Stadium – Minneapolis, MN Yankee Stadium – Bronx, NY Wrigley Field – Chicago, IL Jacobs Field – Cleveland, OH More than 180 other professional ballparks, stadiums and arenas
Archeological Consultant	Summit Envirosolutions	Laurie Ollila	Diamond Products Building – historic resources review and assessment
Ballpark Operations*	Venue Solutions Group	Mike Wooley	TCF Bank Stadium, University of Minnesota – Minneapolis, MN Yankee Stadium – Bronx, NY Wrigley Field – Chicago, IL More than 50 other professional ballparks, stadiums and arenas
Economics*	AECOM	Chris Brewer	Lowertown Ballpark – Saint Paul, MN
Fundraising*	Ryan Companies US, Inc.	Rick Collins	Lowertown Ballpark – Saint Paul, MN

** Consultant scope of services offered as needed*

About D.A. Hogan & Associates

D.A. Hogan & Associates is a consulting civil engineering and landscape architecture firm that was formed in 1960. The firm specializes in outdoor athletic, physical education, recreational, and sports facilities. D.A. Hogan & Associates was instrumental in the development of state-of-the-art vertical draining systems for natural and synthetic turf fields, and rubberized running track surfaces. The firm provides services that include design and document preparation as well as on-site surveillance and inspection of construction.

David L. Anderson, P. E.

Playing Field Designer D.A. HOGAN & ASSOCIATES

Mr. Anderson has been with D. A. Hogan & Associates since 1986. He graduated from Santa Clara University with a degree in civil engineering and has experience on over 250 athletic field and over 100 track projects. This experience includes both natural turf and synthetic turf fields and all types of running track surfaces.

Mr. Anderson's synthetic turf field experience includes over 150 fields with all types of turf configurations including over 120 resilient in-filled fields. As a founding member of the Synthetic Turf Council, Mr. Anderson has played an integral role in setting industry standards for synthetic turf playing surfaces. His involvement continued with a position on the STC Board of Directors for over five years. D.A. Hogan & Associates has been certified as an Independent Consultant by the Synthetic Turf Council.

Mr. Anderson has designed over 100 sand based natural turf sports fields. His natural turf design work emphasizes drainage, wear resistance, root development, and active turf growth. Maintenance and sustainability are key components of successful natural turf athletic fields. Mr. Anderson is an active member of the Sports Turf Managers Association and was a founding member of the Pacific Northwest Chapter and a chapter board member for over four years.

Selected Experience

Seattle Mariners MLB
Safeco Field Design

Green Bay Packers
Lambeau Field Renovation
Nitschke & Hinkle Practice Fields Renovations

Oregon State University, Coleman Field
Synthetic Turf Baseball Infield

Seattle Seahawks
Football/Soccer Stadium Field

Seattle Seahawks
Practice Facility Fields

UC-Santa Barbara
Robertson Field & Track

University of Kansas
Memorial Stadium Field

University of Oregon
Autzen Stadium Field

University of Washington
IMA Field & Track

Washington State University
Recreational Playfields

West Virginia University
Puskar Stadium Field

BYU-Idaho Athletic Complex
Two Natural Turf Softball Fields

Humboldt State University
Softball Field

Redwood Bowl
Soccer Field

Oregon State University Coleman Field

Seattle Mariners MLB

Green Bay Packers Lambeau Field

About David Braslau Associates, Inc.

David Braslau Associates, Incorporated was formed in 1971 to solve problems in environmental noise and acoustics, both in areas of practical application and in research. The firm has been involved in the measurement, analysis, prediction, and control of environmental noise, and in the evaluation, recommendation and design of spaces to satisfy given acoustical requirements. The firm presently provides a wide spectrum of services in acoustics and vibration.

David Braslau, P. E.

Environmental Noise Consultant DAVID BRASLAU ASSOCIATES, INC.

Dr. David Braslau, President, David Braslau Associates, Inc. specialized in structures and design at MIT and completed a thesis on the effects of blast loading on structures and air quality protection from nuclear detonations. He expanded his work to linear and non-linear acoustics during his masters and doctoral studies at the University of California Berkeley that included studies in earthquake analysis and engineering Following employment in the aerospace and engineering industry and teaching at the University of Minnesota, he established the firm of David Braslau Associates, Inc. in 1971, to address environmental noise, acoustics and vibration problems.

Selected Experience

Lowertown Ballpark EAW
Saint Paul, MN

Acoustical and noise control design for TCF Stadium
Interior spaces including press rooms and club.

Monitor First TCF Stadium Nighttime Game
To determine crowd and loudspeaker sound levels in adjacent neighborhoods.

Harriet Island Concert Impact Study
Saint Paul, MN

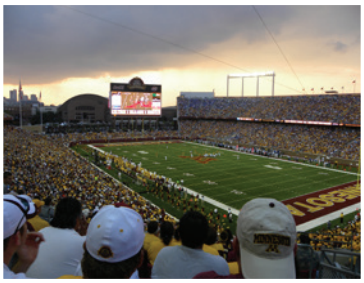
St. Paul Riverfront Concert Sound Study
Saint Paul, MN

Apple Valley High School Stadium
EAW preparation including crowd and loudspeaker noise

Stillwater High School Stadium
Noise monitoring and sound system specifications to minimize impacts (with AV firm assistance).

Hopkins High School Stadium
Loudspeaker evaluation and recommended changes to minimize off-site impacts.

De La Salle High School Stadium
Crowd and band noise impacts; loudspeaker noise and sound system design (with Synergistic Design Associates) to minimize impacts.



TCF Stadium

Harriet Island

About Summit Fire Consulting

Summit Fire Consulting is a division of Summit Fire Protection that was established in 2003. Summit Fire Protection, a Minnesota C Corporation, is a design-build fire sprinkler company that was established in 1999. Currently, Summit Fire Protection is one of the largest design-build fire sprinkler companies in the upper Midwest, with Minnesota offices in St. Paul, St. Cloud, Rochester, and Duluth, as well as an out-state office in Iowa City, Iowa.

Summit Fire Consulting is managed by Daniel Picciano, PE, CFPS, from the St. Paul office. Since its inception, Summit Fire Consulting has established itself as a leader in building and fire code consulting services, fire protection engineering, and alternate designs of fire life safety features. In 9+ years of existence, Summit Fire Consulting has worked on a variety of construction and occupancy types, including assembly, commercial, educational, governmental, health care, historical, industrial, manufacturing, military, residential, university, and warehouse. Summit Fire Consulting is proud of its client list, which includes owners, architects, engineers, general contractors, and developers.

Daniel Picciano, PE, CFPS

Code Consulting SUMMIT FIRE CONSULTING

Daniel Picciano, PE, CFPS, is a Senior Fire Protection Engineer for Summit Fire Consulting and has been involved in the fire life safety consulting and fire protection engineering arena since 2005. He has provided design guidance and Special Inspection services on a wide array of building types throughout the upper Midwest, including large assembly, buildings with atria, high-rises, corporate campuses, higher education, governmental, churches, schools, malls, and residential structures. Dan's expertise includes building design guidance for smoke management, fire sprinklers, egress, fire alarm, Fire Department operations and access, hazardous materials, and performance based design. Dan is licensed as a Fire Protection Engineer in multiple states and is a National Council of Examiners for Engineering and Surveying (NCEES) Record Holder. In addition, Dan is a Certified Fire Protection Specialist (CFPS) with the National Fire Protection Association (NFPA). He is an Associate Member of the Society of Fire Protection Engineers (SFPE) as well as a member of NFPA and the International Code Council (ICC). Dan has also completed multiple seminars sponsored by SFPE, the ICC, and local building code groups pertaining to smoke management in buildings, including analysis with CONTAM, as well as other facets of building code application and fire protection engineering. Currently, Dan is also serving on the planning committee of the ICC Upper Great Plains Region III Educational Institute

Selected Experience

TCF Bank Stadium
University of Minnesota
Minneapolis, MN

Target Field
Minneapolis, MN

TCF Bank Stadium

Target Field

About Ed Roether Consulting, LLC

After almost 21 years at Populous (previously known as HOK Sport, Venue, Event) Ed Roether formed Ed Roether Consulting LLC, June of 2010, to offer consulting services related to the standards applied to the built environment. Over the last 20 years Ed has developed an intimate understanding of the requirements in the codes and standards for accessibility and life safety, along with construction standards, which enables him to provide comprehensive advice from design throughout the life of the facility. Few consultants have his familiarity with the construction standards, real world experience as a practicing architect and his familiarity with the accessibility and life safety codes and standards

Edward M. Roether, R.A.

Accessibility Consultant ED ROETHER CONSULTING, LLC

Ed Roether has been an architect in the Kansas City metropolitan area for over 30 years. From 1990 to 2010 he was responsible for the Quality Assurance program for the architectural firm Populous (formerly known as HOK Sport, Venue, Event), specialist in the design of sports facilities and other large assembly buildings. This program focused project teams on meeting: 1) client expectations relative to design, schedule and budget, 2) the design's constructability and compliance with construction standards, 3) the firm's high standards of design, professional practice and client service, and 4) the needs of the public relative to accessibility and life safety. Ed worked on more than 150 projects ranging in size from a $5 million project to over a $1 billion project, working on several projects simultaneously at various stages of development.

As a member of the NFPA 101 Life Safety Code Assembly Occupancies Committee, the ICC/ANSI A117 Accessible and Usable Buildings Committee and several task groups for those committees Ed has an historical perspective of their requirements. In recognition of his unique understanding of life safety, the National Fire Protection Association® asked Ed to co-author the Assembly Occupancies Chapter in the Twentieth Edition of the NFPA Fire Protection Handbook. Ed has also been recognized by several organizations for persons with disabilities, including the Paralyzed Veterans of America, for his unique understanding of accessibility relating to sports facilities. Ed's impact on design standards and codes has been recognized industry-wide.

Selected Experience

TCF Bank Stadium
University of Minnesota
Minneapolis, MN

Target Field
Minneapolis, MN

Yankee Stadium
Bronx, NY

TCF Bank Stadium

Target Field

Yankee Stadium

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Our diversified portfolio represents a full range of markets including but not limited to: government, education, sports and recreation, retail, corporate, healthcare, grocery, and mixed-use. Licensed in all 50 states as well as the District of Columbia, Puerto Rico, the US Virgin Islands and multiple Canadian provinces, HEI's services are provided on a local, regional and national basis. Our emphasis is on the success of projects and the development of long-term relationships. We value flexibility and technical competence and our associations with clients. Because we enjoy our work, clients enjoy working with us.

Michael Haramia CPD, LEED® AP BD+C

Lighting Design / Fire Protection HENDERSON ENGINEERS, INC.

Mike Haramia is a Certified Plumbing Designer, a LEED® Accredited Professional and an Associate with over 28 years of experience in the design of plumbing systems. He has an extensive portfolio of stadiums, arenas and practice facilities ranging in size from miscellaneous renovations and additions to large-scale new construction for professional and collegiate facilities. As Project Manager, Mike will direct, coordinate and supervise the project team on a daily basis and will serve as the primary contact.

Selected Experience

Lowertown Ballpark EAW
Saint Paul, MN

Cubs Spring Training Facility
Mesa, AZ

El Paso AAA Minor League Baseball Stadium
El Paso, TX

Peoria Sports Complex, Padres & Mariners
Peoria, AZ

Parkview Field
Fort Wayne, IN

Arvest Ballpark
Springdale, AR

Peoria Sports Complex, Padres & Mariners

Parkview Field

Arvest Ballpark

12 Workforce/Business Inclusion

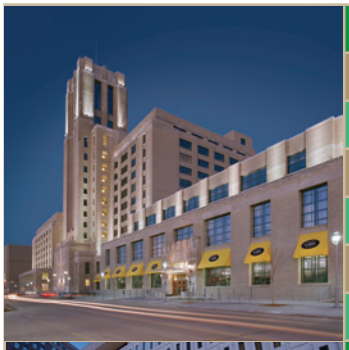
In April of 2012, the Saint Paul Foundation recognized Elizabeth Campbell (Ryan's Inclusion Coordinator) with the Facing Race Award for her commitment to reducing racial disparities.

Workforce / Business Inclusion

3 Things to Remember:

- Ryan has a proven record of meeting workforce inclusion goals.
- We are taking a proactive approach through the use of strategic partnerships in construction management and industry hiring resources.
- In Elizabeth Campbell, the Ryan Team has award winning inclusion leadership.

The table below provides information that demonstrates Ryan's ability to exceed workforce inclusion goals.



MIDTOWN EXCHANGE	GOAL	ACTUAL	HOURS
Total Project			986,469,000.00
Female	5%	6.82%	67,266.50
Total Skilled			793,313.80
Minority Skilled	15%	16.78%	133,145.80
Total Unskilled			193,155.26
Minority Unskilled	20%	20.83%	40,235.00

WEB COURTHOUSE	GOAL	ACTUAL	HOURS
Total Project			392,044.00
Female	6.9%	7.87%	30,834.00
Minority	2.9%*	12.78%	50,119.00

COFFMAN UNION	GOAL	ACTUAL	HOURS
Total Project			478,477.25
Female	4%	7.1%	33,765.75
Total Skilled			414,412.25
Minority Male Skilled	8%	11%	45,805.00
Total Unskilled			64,065.25
Minority Male Unskilled	15%	23.7%	15,237.50

Ryan has a proven record of meeting workforce inclusion goals. We are committed to making best marketplace efforts to meet the workforce goals of 32% Minority and 6% Female labor. In our pursuit of these goals Ryan will apply the following strategies:

Proactive Procurement

Ryan incorporates all inclusion goals into the bid process. Through proactive procurement, Ryan is able to determine a subcontractor's capacity to meet workforce goals. For instance, on the Whipple Federal project, we established a stretch goal for minority workforce of 11%; The Federal minority hiring goal is 2.9%. In addition to establishing a stretch goal, we weighted the goal. Weighting workforce inclusion allowed Ryan to measure a subcontractor's ability to reach the 11% goal. Current minority participation on Whipple is 19.66%. African American workers represent 21% of the minority workforce. Ryan will apply this proven strategy on the Lowertown Ballpark project.

Separate & Mandatory EEO Preconstruction Meetings

On public projects it is Ryan's practice to conduct a mandatory EEO Preconstruction meeting. All subcontractors are required to attend. Ryan invites representatives from the community-based construction preparation programs, where a majority of the enrollees are people of color and, increasingly, female. During these meetings, representatives of Summit Academy OIC, Goodwill Easter Seals, Minneapolis Urban League, UnderConstruction and others present program information and interact directly with project subcontractors. The inclusion of the community-based construction preparation programs in the EEO Preconstruction meetings forges immediate hiring opportunities for project subcontractors by providing targeted access to a diverse pool of candidates.

Construction Manager (CM) Partner Tri-Construction Workforce Inclusion

As a minority-owned firm, Tri-Construction is Ryan's CM Partner on the project and will manage approximately 20% of the construction scope. They will also be given the opportunity to bid on additional scopes. Should Tri-Construction win additional work, 100% of their labor hours will be skilled and minority. Ryan will also bid on additional scopes. Should Ryan win any additional work, Ryan commits to 32% minority labor hours and 6% female labor hours. In addition to meeting minority hiring goals on past projects, Ryan has a proven record of utilizing female labor. For instance, Ryan's current labor on the Whipple project is 12.79% female, and total female participation on the Warren E. Burger Courthouse project was 7.86%.

Construction Hiring Connection: Minority and Female Construction Labor Management Tool

If Ryan is awarded the Lowertown Ballpark project, we will, unless otherwise directed by the City of Saint Paul, secure the services of the Construction Hiring Connection (CHC). CHC is a proven construction workforce recruitment, placement and tracking tool. It was developed in response to the need to meet or exceed workforce inclusion goals on public projects. The Metropolitan Council purchased the CHC services to improve minority and female labor participation on the Central Corridor Light Rail Transit project (CCLRT). Since its implementation on the CCLRT, overall workforce inclusion of minority and female labor has increased from 15 to 24%.

The CHC results in an inclusive hiring process. It is a web-based, one-stop shop for all construction related hiring activities. For instance on the CCLRT, applicants from all of the community-based construction training programs as well as trade unions are entered into one central database. When contractors are ready to make a new hire they access the database, make candidate selections and track hiring activities such as interviews and hires. Ryan envisions applying the CHC model in an effort to promote a hiring process that is inclusive of all stakeholders, is transparent, fosters accountability, and tracks and documents hiring efforts.

Public Hiring Events

A large project such as the Lowertown Ballpark provides for immediate trade-related hiring. It also provides a unique and fun context in which to expand exposure to construction, design and civil-related careers and business development opportunities. Project-related subcontractors, architecture and civil professionals will be required to attend. These include: Tri-Construction, Julie Snow Architects, 4RM+ULA Architects and EVS Engineering. Public Hiring Events provide hiring opportunities, generate a positive focus for the project and provide for wider community access and ownership. Ryan proposes the City of Saint Paul and the Saints co-sponsor a project-related public hiring event; details to be worked out with the City of Saint Paul and the Saints.

Resident Hiring

At the City of Saint Paul's direction, Ryan will also implement a resident hiring goal. Resident hiring goals target unemployed trade union workers who reside in areas of economic disadvantage and/or are proximate to a project site. On the Midtown Exchange project, the Resident Hiring goal was 30 from four proximate zip codes. Ryan hired 45 residents. On the Super Target Midway project, the Resident Hiring goals was 8-10. Ryan achieved 13. Ryan is ready pursue a Resident Hiring goal, as per the City of Saint Paul's direction.

MIDTOWN EXCHANGE	GOAL	ACTUAL	DOLLARS
MBE	13%	14%	$17,261,585
WBE	11%	16%	$19,727,526
UPPER LANDING BLOCK 1	**GOAL**	**ACTUAL**	**DOLLARS**
MBE	5%	4.6%*	$583,244
WBE	5%	6.9%	$883,836
SBE	5%	8.3%	$1,062,460
GRAIN BELT BREWERY	**GOAL**	**ACTUAL**	**DOLLARS**
SMWBE combined	GFE	12%	$2,026,818
CEDAR RAPIDS COURTHOUSE	**GOAL**	**ACTUAL**	**DOLLARS**
SBC**	23%	29%	$22,184,246
WHIPPLE MEP RENOVATION	**GOAL**	**ACTUAL**	**DOLLARS**
SBC**	23%	30%	$29,496,846

* Best Efforts **Small Business Concerns

Ryan has a proven record of meeting business inclusion goals. We have the experience, relationships and process to meet the MWSBE inclusion goals of 5% MBE, 10% WBE, and 10% SBE. In addition, Ryan will establish a "stretch" goal for itself of 10% MBE for the Lowertown Ballpark project and will apply the following strategies:

CM Partnership with Tri-Construction an MBE General Contractor

Tri-Construction is a small, emerging minority-owned General Contractor and certified by the Central CERT as SBE and MBE. Ryan and Tri-Construction are CM partners on this proposal. Ryan will manage 80% and Tri-Construction will manage 20% of the construction scope on the Lowertown Ballpark project. The fee paid to Tri-Construction as CM will apply toward the MBE goal.

This partnership extends Ryan's commitment to the development of minority and women-owned businesses. Tri-Construction is an African-American owned businesses and has performed as CM with other General Contracts. Ryan is committed to a mutually beneficial relationship: one in which Tri-Construction determines its goals for growth and Ryan is alongside to assist. Ryan will provide opportunities for Tri-Construction to build their construction operations knowledge, skills, and capacity. The partnership will provide both parties with greater opportunities to win work. The partnership provides Tri-Construction with the opportunity to participate on large-scale projects that due to their current capacity they would not otherwise be given the opportunity to compete for and win. In partnering, both firms increase their opportunities to grow their businesses.

Project Specific Minority, Women and Small Subcontractor and Supplier Open House

Ryan will provide MWSBEs with direct access to the Lowertown Project Managers and other project-related buyers through a project specific open house. Ryan will invite Minority and Women-Owned Subcontractors and Suppliers to participate. We recently conducted a project-specific open house for the Target North Campus project. The agenda included: a project description, procurement schedule and subcontractor registration. Eighty individuals, representing over 45 MWBE businesses, participated. In addition, Ryan conducts an annual Minority and Women Subcontractor and Supplier Open House in May. If awarded, we look forward to working out the details with the City of Saint Paul and the Saints for a similar project-specific open house.

Identification of MWSBEs for First Tier Bid Opportunities

Ryan will identify MWSBEs qualified to bid at the first tier. We accomplish this by working with Association of Women Contractors, the Metropolitan Development Association's Construction Partnering Program, Twin Cities Area Procurement and Technical Assistance Program, the National Association of Minority Contractors, and the Minnesota American Indian Chamber of Commerce; and utilizing municipal, county, state and federal MWBE databases such as the Central CERT. Ryan will also conduct project outreach presentations to these organizations at their association or program meetings, as well as participate in business development conferences and procurement fairs for MWSBE contractors.

Identify Majority Owned Subcontractors with MWSBEs Partners

Ryan will pursue opportunities for MWSBEs to partner with majority owned subcontractors. We will look for these opportunities across all scopes. Large mechanical, electrical and plumbing (MEP) contractors with strong design-build capabilities represent good partnership opportunities for MWSBEs. On a design-build project these scopes require design participation from the subcontractor. They are large in scope, awarded early and represent the greatest dollar value contracts. Most small subcontractors in this market do not have the design expertise or the capital capacity to participate in this phase of a project on their own.

For these reasons, Ryan has encouraged MEP subcontractors to partner with MWSBE firms. For instance, as part of our broader MWBE business development activities, Ryan introduced MAG Mechanical, an MBE HVAC subcontractor to majority-owned Horwitz. The two firms subsequently established a Construction Partnering Program agreement and are now formal partners. MAG is currently working in partnership with Horwitz on the Whipple project. This strategy allows smaller MWSBE MEP firms to participate in and learn from large-scale construction projects. Partnering creates more capacity and more contracting opportunities for MWSBE contractors.

Incorporate MWSBE Participation Goals in Bidding

Ryan will incorporate MWSBE participation goals in bid packages to bidding subcontractors. This allows them to incorporate inclusion in their bid. As part of the bid process, the subcontractor has the opportunity to communicate how they will increase the participation of MWSBEs on the project. This process allows inclusion of MWBEs to be addressed as part of the bid review process.

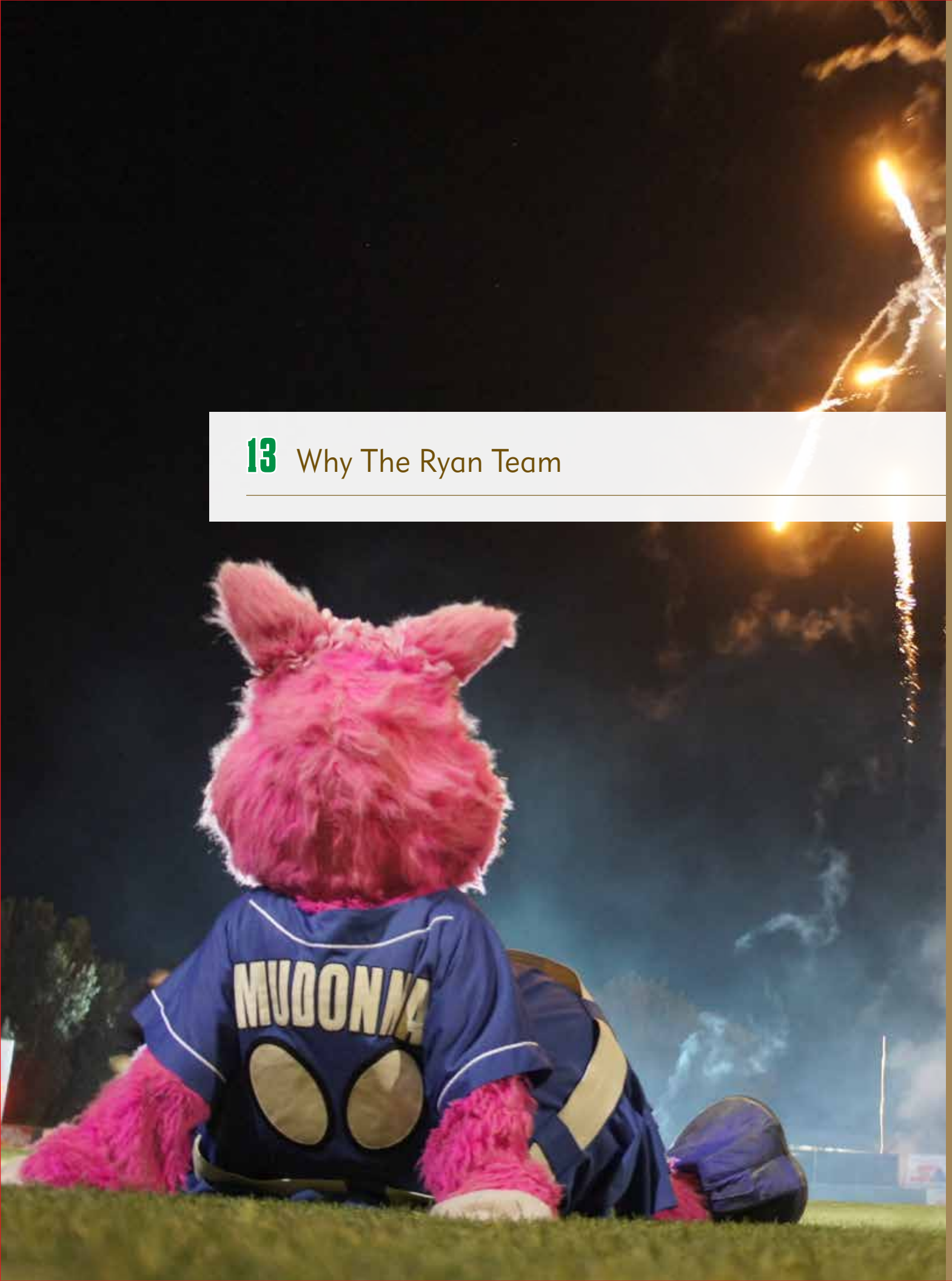
Bid Divisions: Opportunities for MWSBE Participation

For appropriate scopes of work, Ryan will develop separate, appropriately-sized bid divisions to fit MWSBE capabilities for the direct purpose of gaining greater participation of these firms. In addition, we will request our first tier subcontractors who have second and third tier contracting opportunities to make available for subcontracts scopes of work they might typically self-perform.

Cash-flow Mechanisms

Ryan also understands that lack of capital is a critical barrier to success for MWSBEs. To increase the likelihood that MWSBEs will be in a position to finance the work required to perform an awarded subcontract, Ryan has reduced the delay in payment of work completed by:

1. Providing "Quick Pay" to subcontractors and suppliers (upon request)
2. Issuing joint check payments
3. Releasing retainage early (on a case-by-case basis)
4. Providing information and referrals for cash flow loan assistance programs



13 Why The Ryan Team

13 Why The Ryan Team

The total project savings and the community economic impact will greatly enhance the excitement of opening day 2014.

Why The Ryan Team

Introduction

In Tabs 1 through 12, we have demonstrated in depth knowledge of your project and brought targeted expertise to create the best ballpark possible and mitigate project risks. Relying on our team's sport expertise, we are also looking to the future and bringing partners to the table that can consult on the many nuances of opening a new ballpark. The Ryan Team believes that we are uniquely qualified and have brought this all to you at a very competitive fee.

Relationships

We were your first choice and we believe we still are. Our team was assembled in part by you, the City and Saints organizations. Julie Snow's design sensibilities will yield a creative and innovative solution for the Lowertown Ballpark. Jon Niemuth's sport expertise will be evident everyday as you open the ballpark, from attention to the spectator experience to making your operations staff more efficient. Logan Gerken brings this group together and, working hand in hand with Mark Maghrak, will consistently drive for great execution.

Jared Olson has sat through more community listening sessions than any other respondent. As a Saint Paul resident, he cares deeply about this project and working to ensure a positive outcome. Mike Ryan has also worked diligently with the City and Saints to make their legislative pitch for project funding. We understand and appreciate the level of commitment to Lowertown by all parties involved. This is not just any ballpark, it's the Lowertown Ballpark.

Fun is Good

While working on the ballpark pre-design, the Ryan Team has consistently enjoyed the collaboration with the City and Saints. We get it and so do you. Our team has proven our ability to work together, and not just on various other projects over the last seven years. **We have worked together on the Lowertown Ballpark.** Because of the relationships and the fun, we all feel that tug inside to do our best and do what's right by you, the client. We have taken nothing for granted and as you will see below, **we have done more than ever.**

The Proposal

When the mandate to stop work was issued, we immediately rallied the team and recommitted ourselves to delivering outstanding value. We chose to look at the new set of rules as an opportunity. Because of this, the Ryan Team is excited to offer a **2014 Opening Day at the Lowertown Ballpark.** We have worked extremely hard to validate assumptions, create a detailed project schedule and generate a concept design for the Lowertown Ballpark. Only because we have worked so closely with you to understand your needs did we feel comfortable working at risk to advance the design and confidently shave months off the schedule. Further, the Ryan Team understands the numerous benefits to both the City and the Saints by getting into the ballpark a year early.

The Ryan Team is excited to offer a 2014 Opening Day at the Lowertown Ballpark.

Benefits

- Significantly reduced financing costs - potentially saving $1,000,000.
- Earlier revenue generation - by 1 entire year.
- Sensitivity to the construction fatigue from LRT project.
- Stimulation of economic impact by delivering 400,000 visitors **a year earlier.**
- Dramatically improved bid environment by staying out ahead of the Vikings stadium.

We trust you will be inspired by the design presented in the envelope marked trade secret. We have taken great joy in translating your goals and design into a potential solution.

Park Rehab Projects with the St. Paul Saints

Ryan A+E, Saint Paul Parks and Recreations, and the Saints have a great history of collaboration, teamwork, and support of Saint Paul baseball.

EDGCUMBE PARK

On Saturday July 26th, 2008, Ryan A+E teamed up with the St. Paul Saints, players, coaches, and staff, and the Saint Paul Park and Recreation department to give Edgcumbe Park in Saint Paul a facelift.

The park is located near Lexington Avenue and Jefferson Street and is one of the most heavily used parks in the Saint Paul area. Edgcumbe plays host to numerous youth and adult programs that run throughout the summer and winter months. Our tasks included re-building the pitcher's mound, overhauling the in-field, and extensive plantings around the park building and site signage. With the help of the Ryan Yard and Ryan Concrete we also fabricated new player's benches and a new park sign which is now proudly displayed at the main entrance.

EL RIO VISTA RECREATION CENTER BALLPARK

On Saturday August 21st, 2010, Ryan A+E and the St. Paul Saints players, coaches and office personal teamed up to fix up El Rio Vista Recreation Center ballpark in Saint Paul. Volunteers from both organizations rebuilt a pitching mound, removed weeds and filled holes in the infield, picked rocks and replaced bases and wooden benches. We also focused on improvements in the area including replacing dead trees, adding new trees, picking up trash, mulching planting beds and other details to make the ballfield stand out.

PALACE RECREATION CENTER/SGT. JAMES WOSIKA JR. MEMORIAL PARK

On Saturday August 20th, 2011, the St. Paul Saints and Ryan A+E teamed up and did what they do best - entertained a neighborhood. The Palace Recreation Center/Sgt. James Wosika Jr. Memorial Park in the West 7th neighborhood of Saint Paul was in need of some TLC, and the team took on the challenge. For the third time the Saints and Ryan A+E broke out their gloves, shovels, paint brushes and hammers, and they cleaned up a park that needed some love.

Sgt. James Wosika Jr. Memorial Park was dedicated to Sgt. James Wosika in 2007 when he was killed while serving in Irag at the age of 24. He was the 49th serviceman with ties to MN. This park was chosen by the City of Saint Paul because of the condition of the benches, picnic tables and ballfields. Ryan A+E and the Saints showed up in full force and painted a new front entrance, replaced benches, cleaned up the fields, replaced the pitcher's mound, painted benches and picnic tables, landscaped around the park sign, added additional landscaping to a memorial area for James Jr., and much more.

Why The Ryan Team

In a normal design process, the Ryan team would work closely with our clients to establish a common level of understanding of their needs, objectives and aspirations for the project (project programming) and then render that understanding in architectural form, producing a concept design, or, more likely, concept design alternatives. Our Team's experience working with Saint Paul and the Saints has given us some insight into how the ballpark design might meet your needs and aspirations, and how it might be woven into the City and reflect the Lowertown culture.

Working with the City and the Saints over the past four years has given us the knowledge and insights necessary to deliver the Lowertown Ballpark in 2014 – a year ahead of schedule.

In order to move this project forward to meet the 2014 objective, we took a step forward to create a concept design that would jump-start the design process. It is our intent to leverage our past experience and history to benefit this project about which we are so passionate. It is important to emphasize that this design is a design "straw dog." Tell us what is wrong with it, what are its shortcomings, where should we take it next? Let's continue the conversation.

Qualifications

We understand the risks in moving at such a high speed. Our schedule includes a community input process, required approvals, and a period for the City and Saints to evaluate the qualifications necessary to realize all these benefits.

To provide everyone time to weigh the issues concerning a 2014 delivery, we have scheduled a five week period to test and confirm assumptions. During this time the Ryan Team will work diligently with you to check off the qualifications listed below. To make the 2014 opening day will take focus and commitment from everyone involved. We are prepared to lead you in this process.

By the end of the Go/No-Go period, we should agree on the following:

- The City and Saints have their development agreement in place.
- The EAW is approved on March 1st as indicated in the RFP.
- The Diamond Products abatement is complete on March 1st as indicated in the RFP.
- Demolition begins March 18th as indicated in the RFP.
- The project is issued a letter from MNDOT Aeronautics approving the ballpark use.
- The City and Saints will make timely decisions commensurate with the speed of the schedule.
- The City will work closely with the project team to expedite approvals and permits.
- The site will have east access by June 1st, 2013.

To be clear, our proposal is not solely predicated on your acceptance of the 2014 offer. We simply feel that this is another value added reason why the Ryan Team is right for the job. We will work with you to continue to test assumptions and make decisions, helping you to derive as much value from your dollars as possible.

Design Understanding

Lowertown Identity

The ballpark will occupy a significant site in Lowertown, and while the community is anxious see the Gillette building go, we recognize that community expectations are very high. The design of the ballpark should meet and exceed those expectations, aligning the ballpark with Lowertown's identity, values and culture.

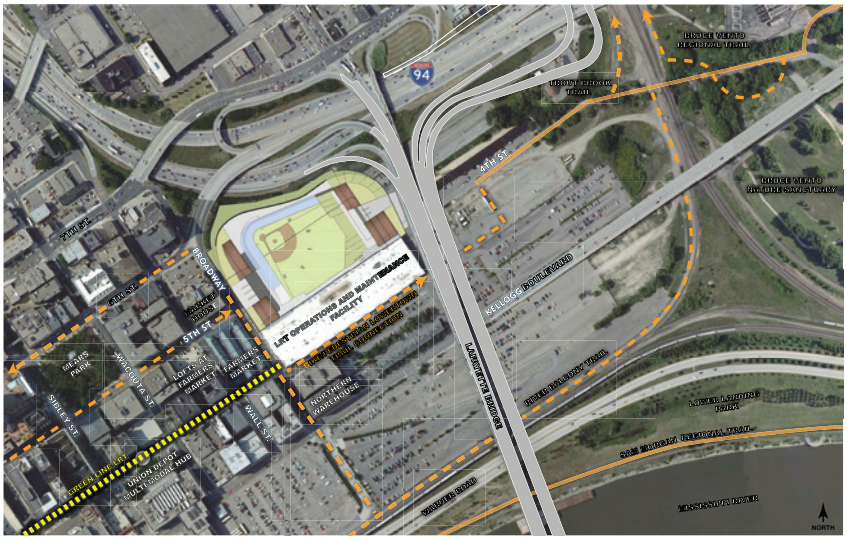
Lowertown's physical context and cultural identity provide powerful references for the ballpark design. Lowertown's urban context is largely solid masonry former warehouses punctuated by the open spaces, Mears Park and the Farmers Market. The ballpark design can be an open space that is porous to the community, visually connecting to the neighborhood. The design should reflect, but not necessarily replicate, the material warmth of the brick volumes. For us, the light transparent quality of the steel fire escapes against the brick masses is evocative of the entire neighborhood and might be the way for the ballpark design to work as a light and porous counterpoint to the weight and massing of the surrounding warehouses.

The neighborhood's cultural identity is built on the creativity of its artists, its population's diversity, its social energy built on its events, restaurants, market and active public places. This energy and creativity erupts in the secret corners of Lowertown, where you see a vibrant entry to a bike shop in a dark alley. The Lowertown Ballpark will reflect this creativity, energy and diversity in its design, becoming a public landmark that represents the values, aspirations and energy of its community.

Saint Paul is on the Jersey

The Saints express their identity not as a Minnesota team, but as Saint Paul team. They wear Saint Paul on their road jerseys, and their ballpark will be an integral landmark of the Saint Paul experience. The ballpark occupies a prominent site in the City. It terminates the view along Fifth Street toward Lowertown from downtown Saint Paul. It will be a visible landmark seen from I94 and the Lafayette Bridge. It will also be visible from above, not only from the surrounding warehouses but also from planes coming and going from Holman Field. From within the park, visitors and fans will have views of the river bluffs as well as signature views of the Saint Paul skyline.

The site also is a nexus of linkages within the City. It is only blocks from the Union Depot and the terminus of the new LRT line. The River Balcony trail will surround the park connecting the Bruce Vento Regional Trail and the Trout Brook Trail to the City. We see the ballpark as a destination and a landmark along this trail system. The 360° concourse at the park could be connected to this trail system. In our earlier designs we proposed a "marsupial bridge" below the new Lafayette Bridge that would connect Saint Paul to the Mississippi River. Starting at the Sam Morgan Regional Trail in the Lower Landing Park, the bridge would cross the barriers of Warner Road, Kellogg Boulevard and the OMF train yards to bring pedestrians and bikes from the ballpark to the river. The Ryan Team believes strongly that this community asset should be part of the ballpark design, and we will assist in fundraising to help make it happen.



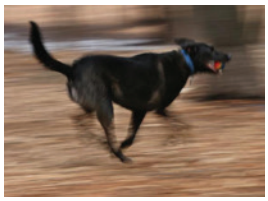
Community

Connections to the Lowertown and Saint Paul communities will be reinforced as the ballpark becomes an extended venue for the many celebrations and events that represent this active, engaged community. The Lowertown Art Crawl and Minnesota Bike Festival might have events at the park. The ballpark will complement Mears Park, Lowertown's village commons, providing a venue for larger events. Other events might include concerts and winter uses such as skating, sledding, and more extreme events, such as the "Crashed Ice" event. The park would be natural host for events over the three weeks of Winter Carnival as well as St. Patrick's Day and other community celebrations. The batter's eye might even become a favorite venue for projected movies it the park.

Further, the ballpark will host not only Saints games, but those of Hamline University and high school leagues. College and high school baseball will work well with the improved baseball metrics, facilities and social dimensions of the park. The field design will be tested to accommodate soccer and football, although the seating configuration will not be ideal for those events. Too, education is essential to the ballpark design. The Saints collaboration with Hamline on a sports business major will bring added activity to the park. The classroom will be associated with the Saints offices, likely located along Broadway. We would also like to find space for an indoor batting academy to supplement on site training facilities, and used by the larger sports community.

Conversation, community and connections are hallmarks of the Saints organization. The Saints experience is at its core a social experience built around outdoor baseball, valuing the conversations as well as the community and the connections that are made at every game. The ballpark design will reflect the conversations and community connections carefully built by the City of Saint Paul and the Saints leadership. These conversations will continue as we develop the ballpark design. We would use both the monthly meetings and website access to ballpark information throughout the design and construction process to maintain and support the community connections.

Feeling part of the City is the ballpark's most critical architectural asset. The design must feel porous to the City. The ballpark must engage the community by retaining the dog park, adding community gardens and installing and presenting Lowertown community artists. Further, as the community has been under LRT construction for what might feel like a long time, getting the park open by 2014 will be a welcome development.



Art, Art, Art.

Art will be embedded throughout ballpark experience. Several large scale works will be included. Our bias for these works is that they be more experiential than figural or symbolic. The major works should offer a sense of life and vitality to the non-occupied park with the projection of an artist's video work.

There is great interest in the Lowertown community for the exhibition of artist work at the ballpark. The concourse level or the plaza might display rotating collections of local artist's work and performances. Another art opportunity might be the north wall of the OMF. Pieces of art that the Saints commissioned at Midway might find a new life here.

360° of Saints Experience

The ballpark design will begin with creating a facility that well supports baseball, its primary function. In addition, the design will be conceived from the perspective of the Saints fans, ensuring that the new ballpark will offer the creative, fun experience they expect. The diversity of Saints fans are described by the "Saintify your Experience" groups on the website, including the tailgater, the family, the maverick, the #saintsfan, the ballpark foodie, the "fun is good," and the super fan. All of these, as well as the future fan "families," require a diversity of experiences be available at the park.

We imagine diverse dining settings, family and children areas, views into the bullpen, improved field access for fans participating in field events, places to wander which will offer many different perspectives from which to view the game, and creation of a variety of fan opportunities at the game and on return visits. The ballpark design promotes social conversation between fans. Social encounters should be facilitated by the park design. The current cross aisle design allows both people-watching and conversation, as well as the opportunity to get up and simply move about, mingling with the crowd. Incorporating the cross aisle into the design is essential to the "Ushertainment" and the social dimension of the park.

Accessibility

The new Lowertown Community Ballpark will uphold the City of Saint Paul's and the Saints' high standards of accessibility and inclusion. Front row home plate seats will be handicap accessible as will other general seating locations. All levels of the ballpark from field, concourse and suite levels will be accessible. The 360° concourse is virtually flat and accessibly paved. The offices, classrooms and batting academy are all served by elevator.

Sustainability that "Blows Minds"

In order to provide Saint Paul and Lowertown with a durable, sustainable community landmark, the ballpark design must take advantage of opportunities to reduce consumption of natural resources while providing durable construction that will serve the community long into the future. Reducing the maintenance profile of the project and its energy consumption will affect operating costs long term. The building should be designed to handle overuse.

The project will pursue grants and other funding partnerships to offset the cost of sustainable strategies. The Capital Region Watershed District, the Minnesota Pollution Control Agency, the University of Minnesota Center for Sustainable Research, and Xcel Energy's Energy Design Assistance Program are additional project resources.

Beyond the potential for reduced operating cost, sustainable strategies are part of good, responsible business practices. For the most part, many of the resource consumption strategies are invisible. In order to "blow minds" we need not only to make the invisible evident, but also to engage visitors in the resource saving strategies.

Surprise Me

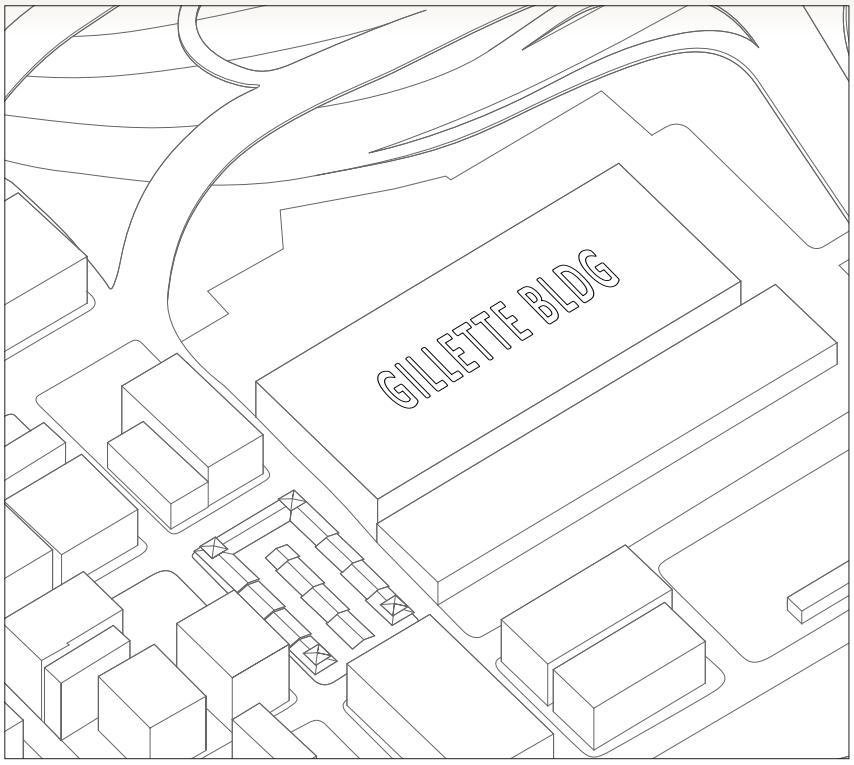
As a public building and public space, the Lowertown Ballpark design creates a significant, memorable urban experience. As a community ballpark, it should represent the character of Saint Paul, of the Lowertown community, and the vibrant character and identity of the Saints team. The Lowertown community character, arty, creative, bohemian, along with the Saints character; entertaining, fun and maverick, are powerfully compatible. As Lowertown's first new public landmark, the design should be memorable and iconic, incorporating interesting and challenging design elements. The design must create a stir, but at the same time become an adored enduring community landmark.

Trade Secret

GAME DAY VIEW FROM THE CONCOURSE LOOKING NORTH

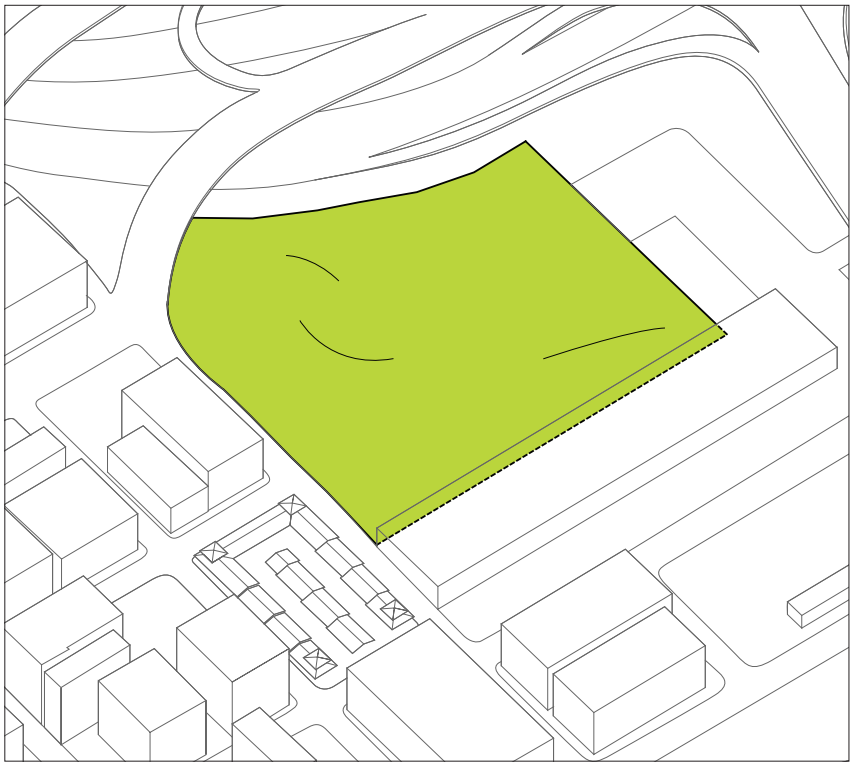
Conceptual Diagrams

1. This design is not about the building as an object in the City, but more about the choreography of experience on the site. The Gillette building now forms a barrier between Lowertown and the neighborhoods beyond. It should be replaced with as porous and open a structure as possible.

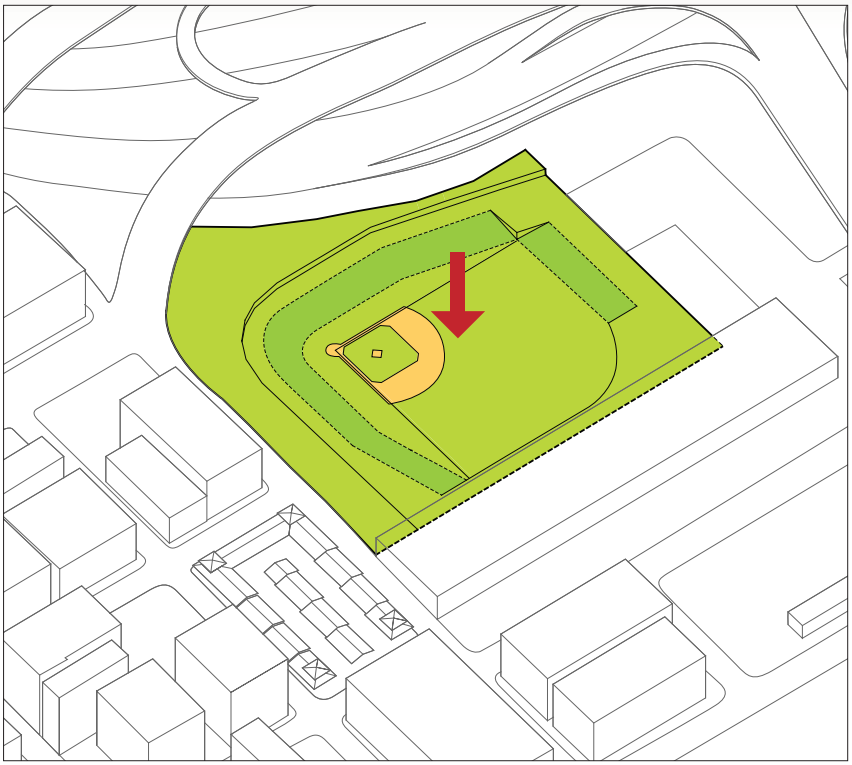


2. We began by thinking about the space as park land, a green carpet that might be laid over the site, forming an open space respite from the brick and steel urban environment of Lowertown. While Mears Park will always be the heart of Lowertown, the ballpark is its transition to the natural landscapes of the bluff and parklands.

The dominant image of the ballpark concept is the green space, as if it is what comes first to the site. The green space is more than an amenity, it is a permeable membrane that retains, filters and reuses stormwater on the site. Below the field is a stormwater retention system that holds and filters stormwater.



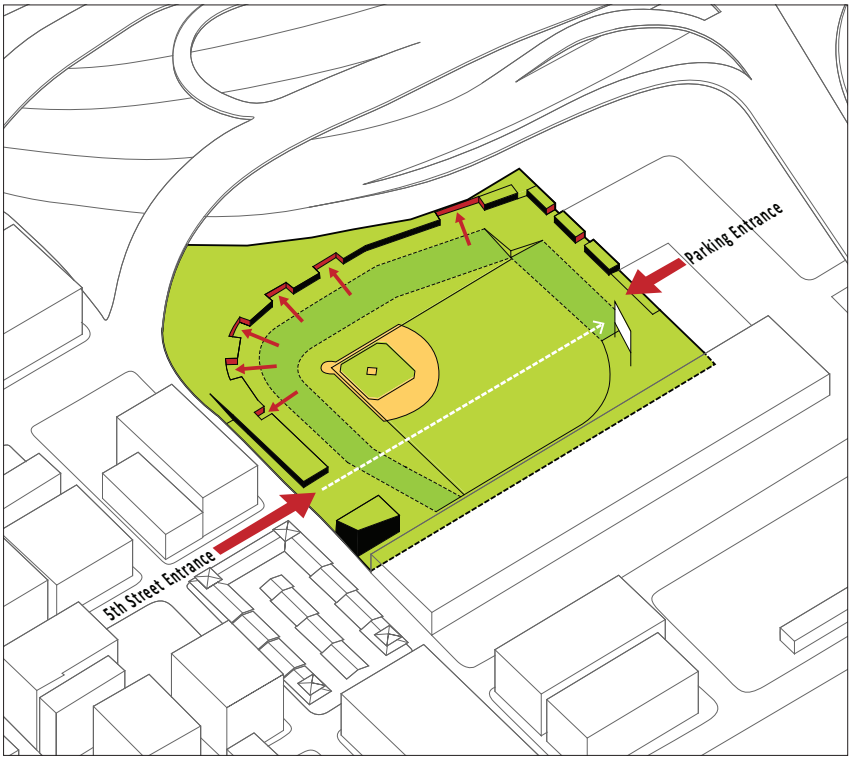
3. To create the seating bowl and the playing field, the site is pushed down, placing the playing field just above a few feet above the lower level of the former building. The east and west entry plazas that are located within the Gillette footprint are structured from the field level, providing found space for ballpark uses such as the batting academy. The concourse is at the level of Fifth Street and Broadway, slightly lower than the grades at the north end of the site.



4. The concourse building elements are pushed back into the hillside near the freeway ramps to the north, providing the required retaining wall for green space above. These buildings are covered by green roofs and offer visitor amenities such as concessions and restroom facilities. The existing dog park is retained in its original location but in a modified configuration. Groves of apple trees alternate with community garden plots that might be assigned to nearby loft buildings.

Between the amenity spaces are "art niches," open to artist's interpretation. Changing art performances, exhibitions, and installations in these niches will give exposure to the Lowertown poets, sculptors, musicians, painters and designers.

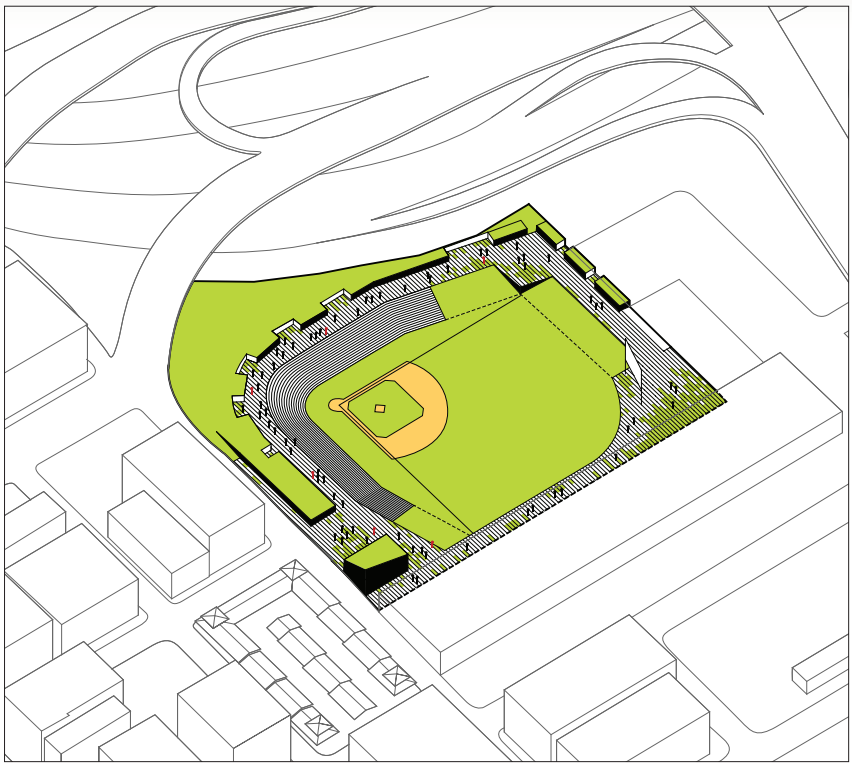
Entrances are created at Fifth and Broadway on the west side of the park and at the extension of Fourth Street at the east end of the site. A small three story free-standing building at the Broadway entrance houses the classroom, gallery, meeting spaces and Saints offices. A sloped accessible green roof tips toward the field for guests to enjoy a game.



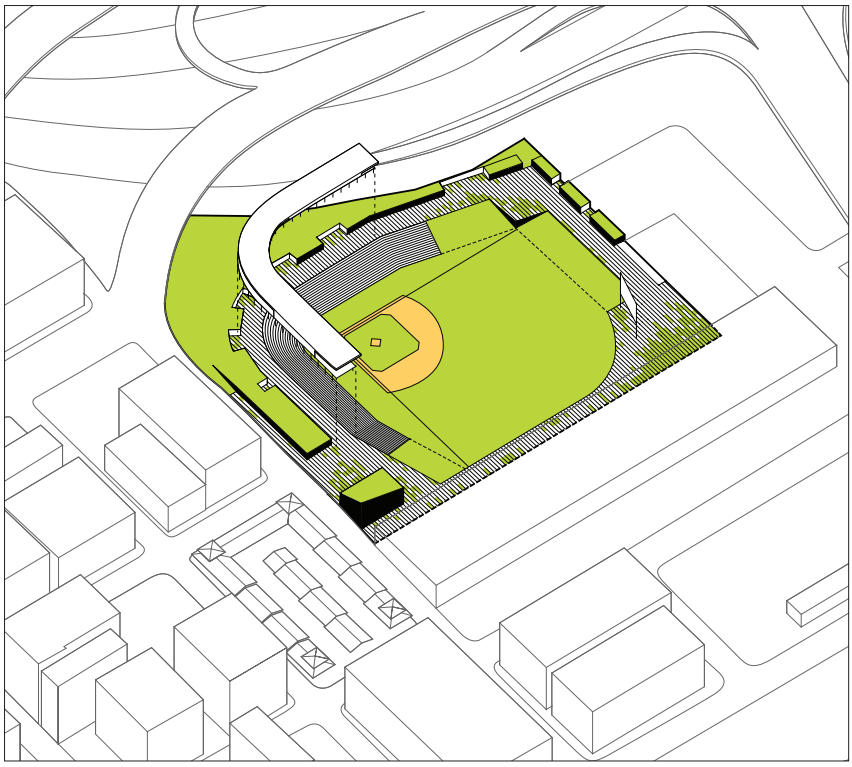
5. A rainwater permeable walking surface creates an accessible 360 degree meandering walk around the park. The walk is punctuated by art, concessions, amenities such as the picnic porch, the kids area, and open-air corporate event spaces. This is conceived not as a ballpark as much a park in which we play baseball, a truly public amenity to the city.

The meandering walk is amplified by the opportunity to use a cross aisle in the seating bowl. Greeting friends and seeing the "ushertainment" is an essential part of the Saints experience and will allow the Saints to carry on the beloved rituals of their game.

Not shown in the diagram but certainly a vivid element on the concourse level is the north wall of the OMF. We envision this as another event on the meandering walk, an ivy clad wall with glass openings into the OMF facility allowing visitors to see the trains, recalling the trains at Midway. Pieces of the Saints Midway murals will be installed to add another level of interest to the OMF wall.

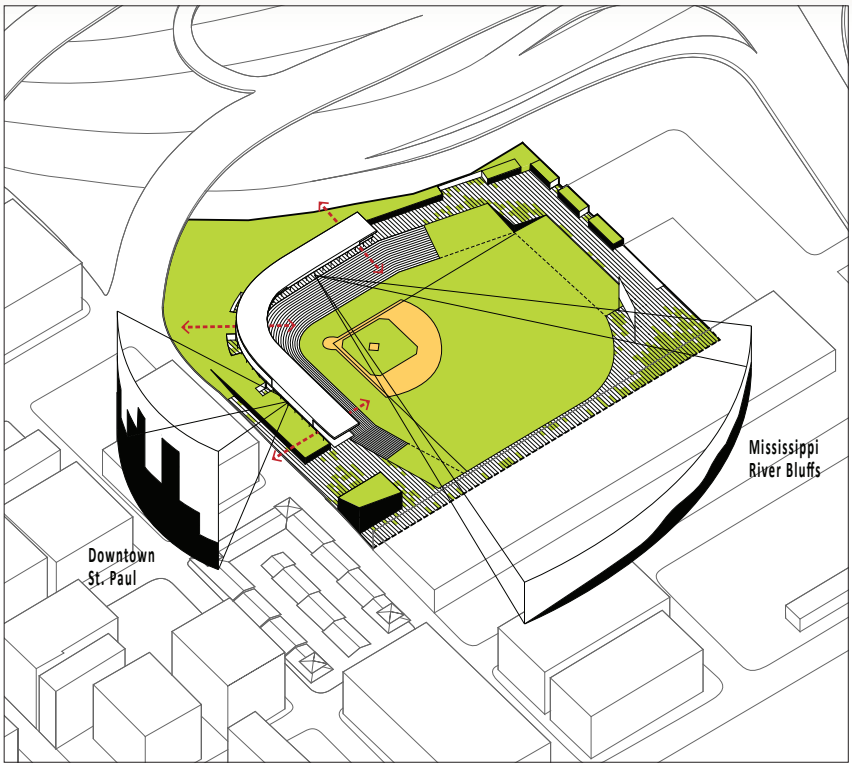


6. Finally, we drop in a light steel structure housing the club-room, press boxes, suites and canopy, the most visible symbolic identity of the ballpark. Similar to the lacy steel fire escapes on the surrounding buildings, this light steel structure contrasts to Lowertown's weighty masonry structures. The suite level is elevated 18' above the concourse allowing light, air and glimpses of the City to the concourse experience. The underside of the suite level and the canopy is wood, a material that reiterates Lowertown's timber structures and warm masonry.

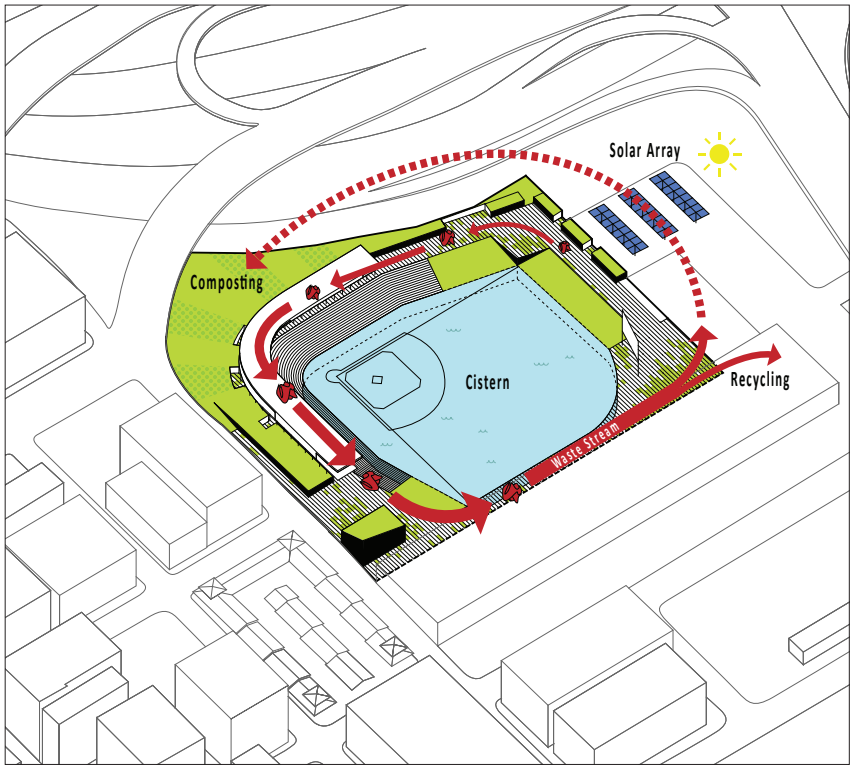


7. The suites are located above the concourse on the third base line with views across the field toward the bluffs and river. The clubroom is on the first base line with views toward the City and the field. The press box is behind home plate. These volumes are separated by open-air porches separate these volumes, contributing to the porosity between the City and the park. We imagine that the porches might offer the ballpark musician an opportunity to connect with the crowd, as well as better distribution of the seventh inning peanut throw. The porches will provide a more democratic, social experience at the suite level.

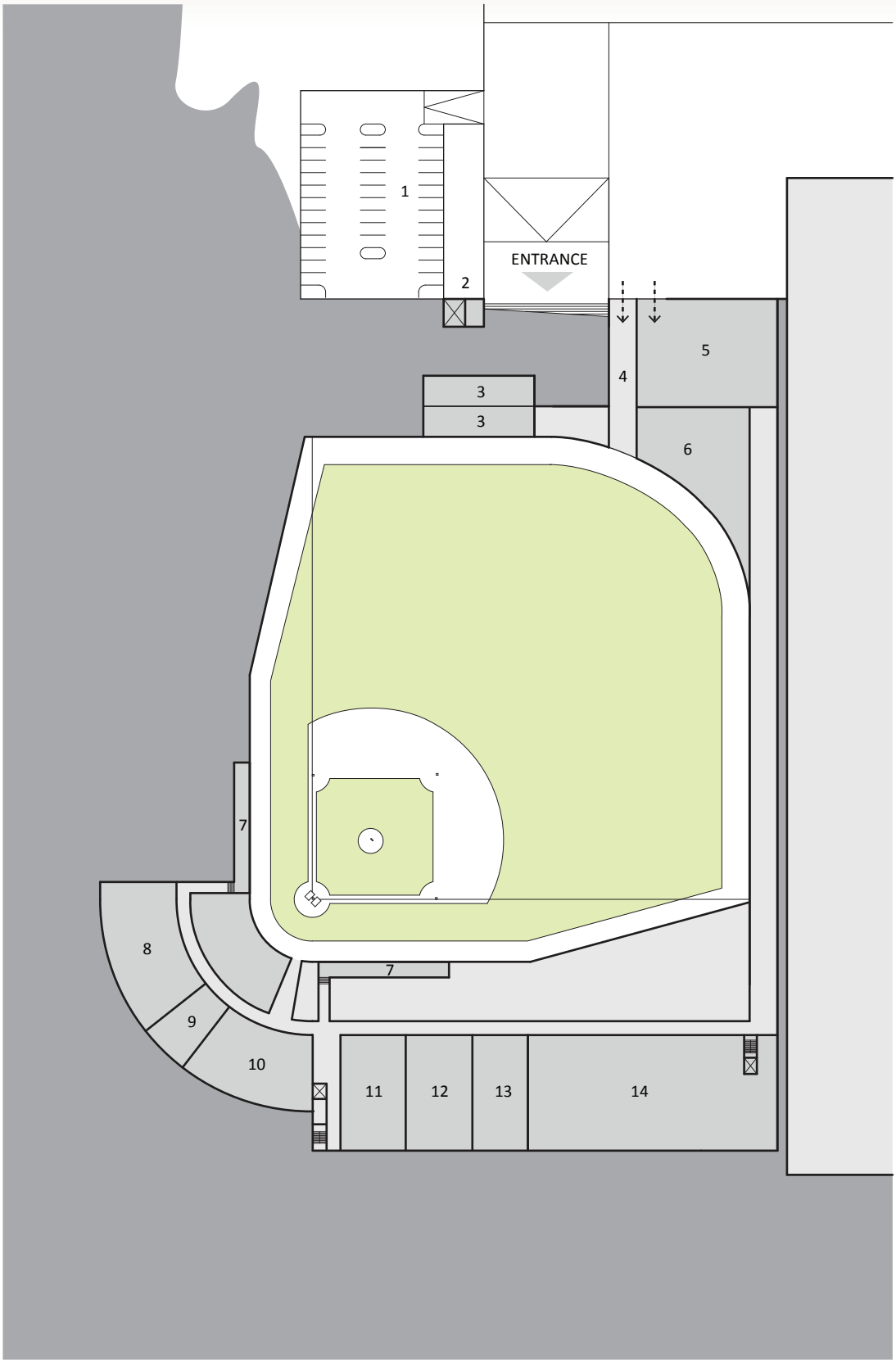
We relate the warmth of wood at the ballpark to Lowertown's warm masonry structures and the lightweight steel railing stairs and structure to Lowertown's lacy steel fire escapes. We also want to be sure we have a sustainable, durable ballpark. Therefore, we have introduced a 100% recycled paper and phenolytic resin cladding material used for skate board ramps. This appears clad the suite level volumes and the concourse amenities.



8. Much of what is sustainable at the ballpark is invisible, such as the storm water retention below the field, the permeable paving on the concourse, day-lighting of the amenity spaces and the water efficient fixtures. Making sustainability both visible and participatory is our goal. We have identified opportunities such as vertical wind turbines added to the light fixtures combined with bicycles that visitors and kids will use to provide added energy to the ballpark. Creating a zero-waste ballpark will require visitor participation in recycling and composting. We have added urban farming to the site along the freeway with plots and orchards, which might receive composted soil. Visitors, as well, could be invited to take home "Saintified Soil."

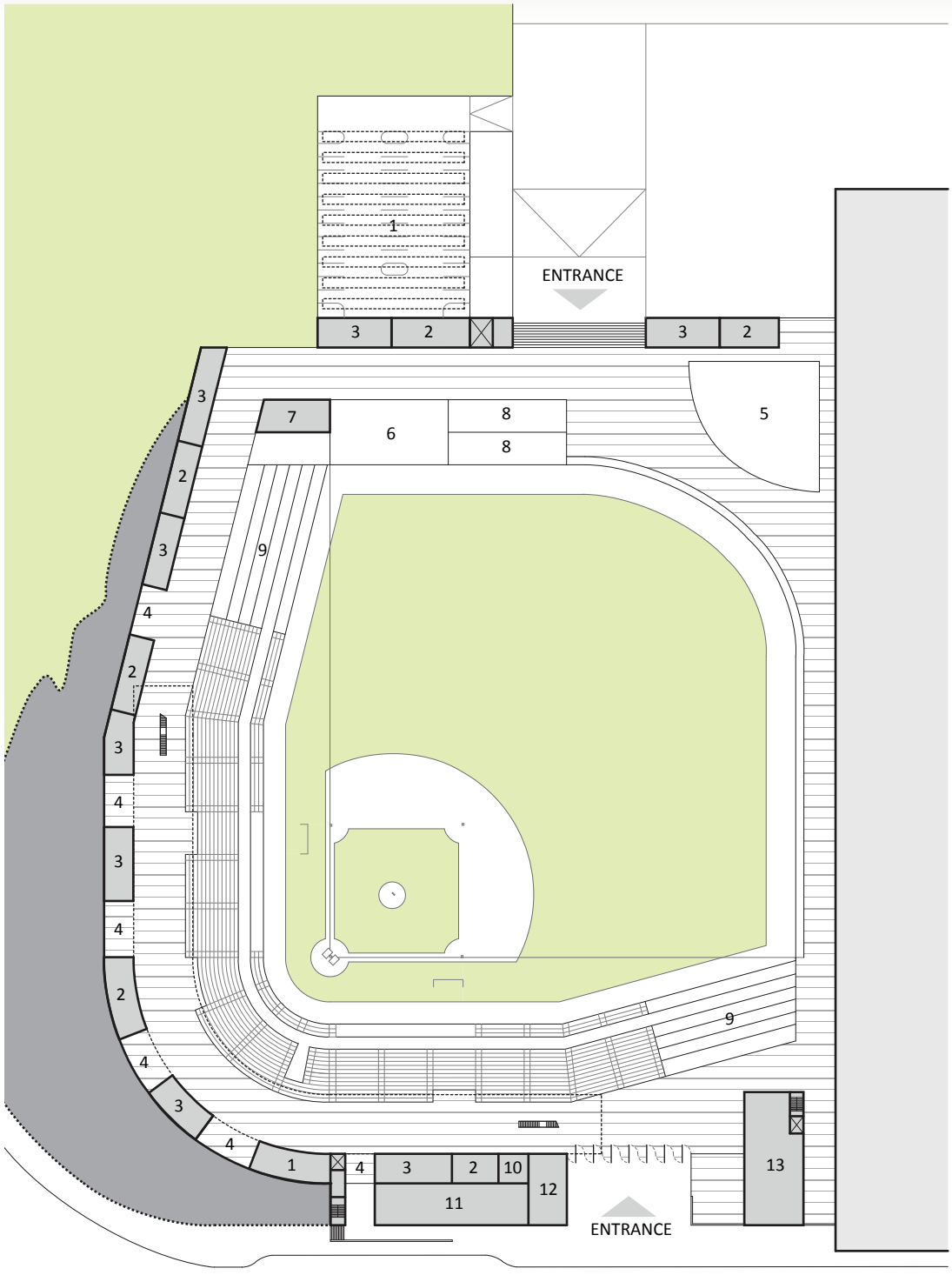


FIELD PLAN



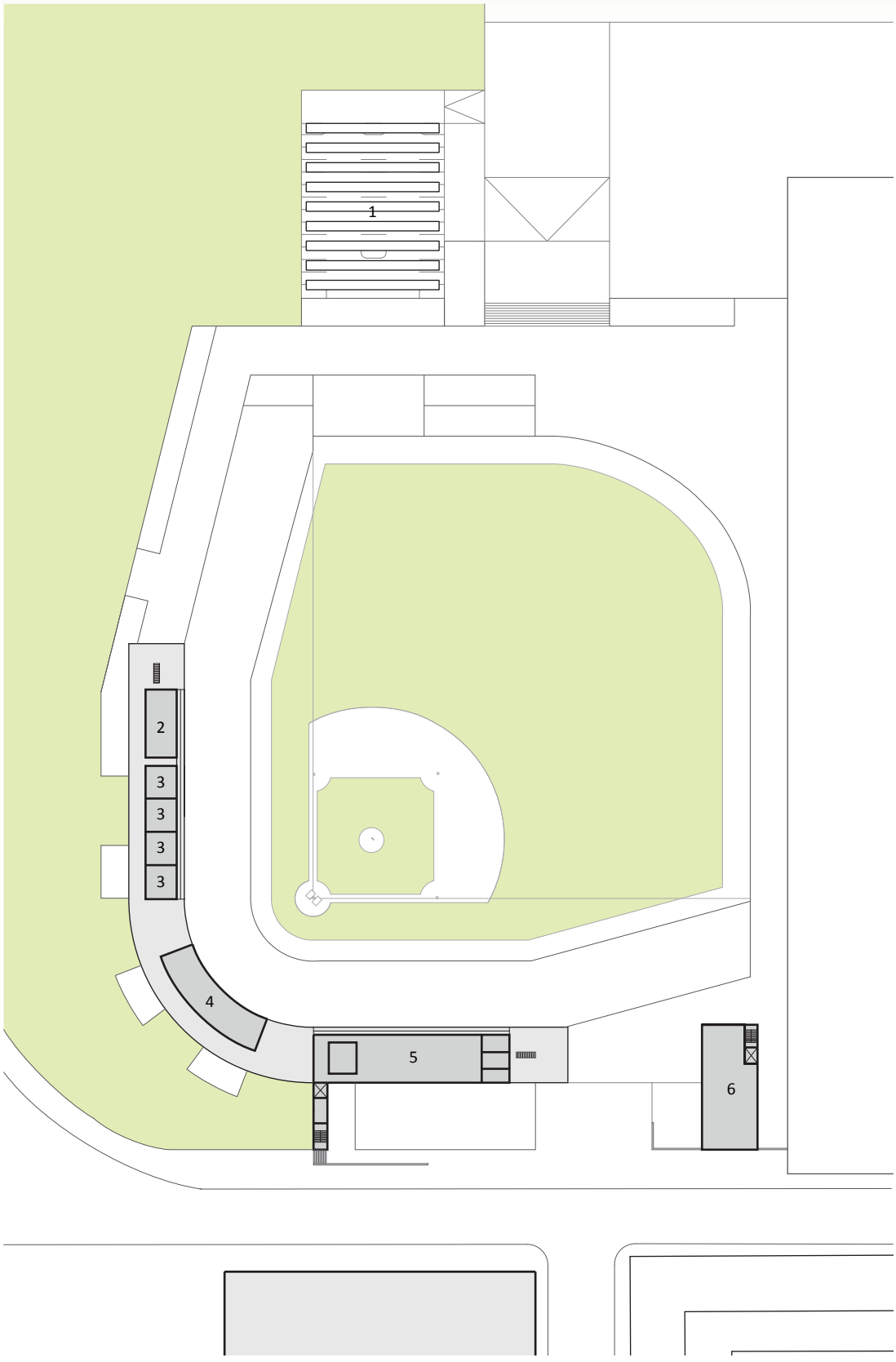
1 parking (32 stalls)
2 ticketing
3 bullpens
4 fire truck access
5 ballpark support
6 groundskeeping
7 dugouts
8 visitors clubhouse
9 AUX/umpires locker room
10 kitchen commissary
11 Saints clubhouse
12 Saints clubhouse support
13 storage
14 batting academy

CONCOURSE PLAN



1 solar array
2 concessions
3 restrooms
4 art niche
5 kids zone
6 party porch
7 corporate rental
8 bullpens
9 berm seating
10 guest serv./first aid
11 team store/merch.
12 ticketing
13 office

SUITE PLAN



1 solar array
2 suite support
3 suites
4 media suite
5 club suite
6 office/classroom

VIEW UP FIFTH STREET

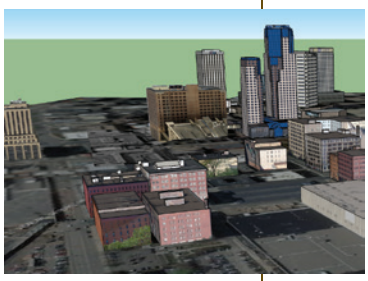
CONCOURSE

VIEW FROM CLASSROOM

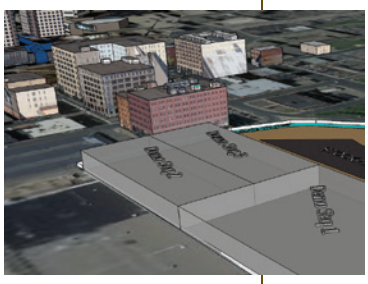
ART NICHE

EVENING VIEW FROM THE CONCOURSE LOOKING SOUTH

4D Project Schedule

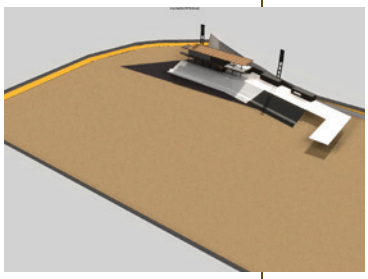


SITE MOBILIZATION: MID MARCH 2013



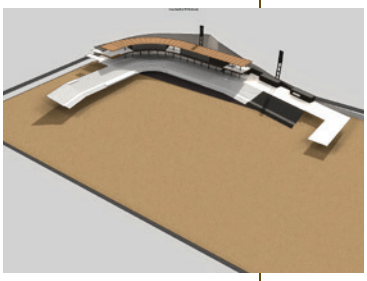
MID MARCH THROUGH JUNE 24TH 2013

- Demolition of Diamond Products Buildings
- Re-route Major Utilities
- Building Excavation
- Start of Foundations and Pilings



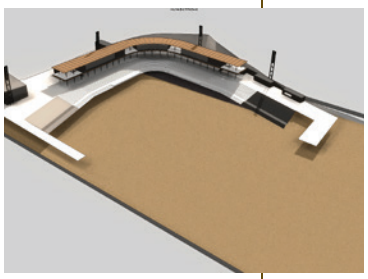
JUNE 24TH – SEPTEMBER 1ST 2013

- North Area Structure (3rd and Baseline)
- Concourse Level Concrete
- Steel Columns
- Dugout Construction



HOME PLATE AREA: JUNE 21ST – SEPTEMBER 5TH 2013

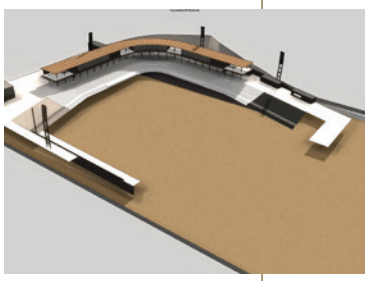
- North Structure Complete
- Home Plate Area Structure
- West Area Foundations
- Placement of Playing Field Surcharge
- Complete Utility Relocation



WEST ELEVATION: JUNE 12TH – AUGUST 15TH 2013

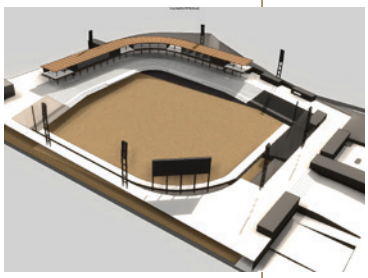
- West Area Structure Starts
- South Area Foundation Starts
- Suite Level Structure Starts

4D Project Schedule



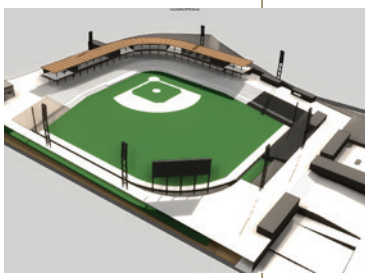
SOUTH ELEVATION: JULY 12TH – SEPTEMBER 13TH 2013

- West Area Suites Start
- South Area Foundations
- South Area Structure



SEPTEMBER TO DECEMBER 1ST 2013

- Bowl Seating Complete
- Concessions/Restrooms
- Masonry Walls Clubhouse Level
- Outfield Masonry
- Epic System Completed
- Pilings Complete

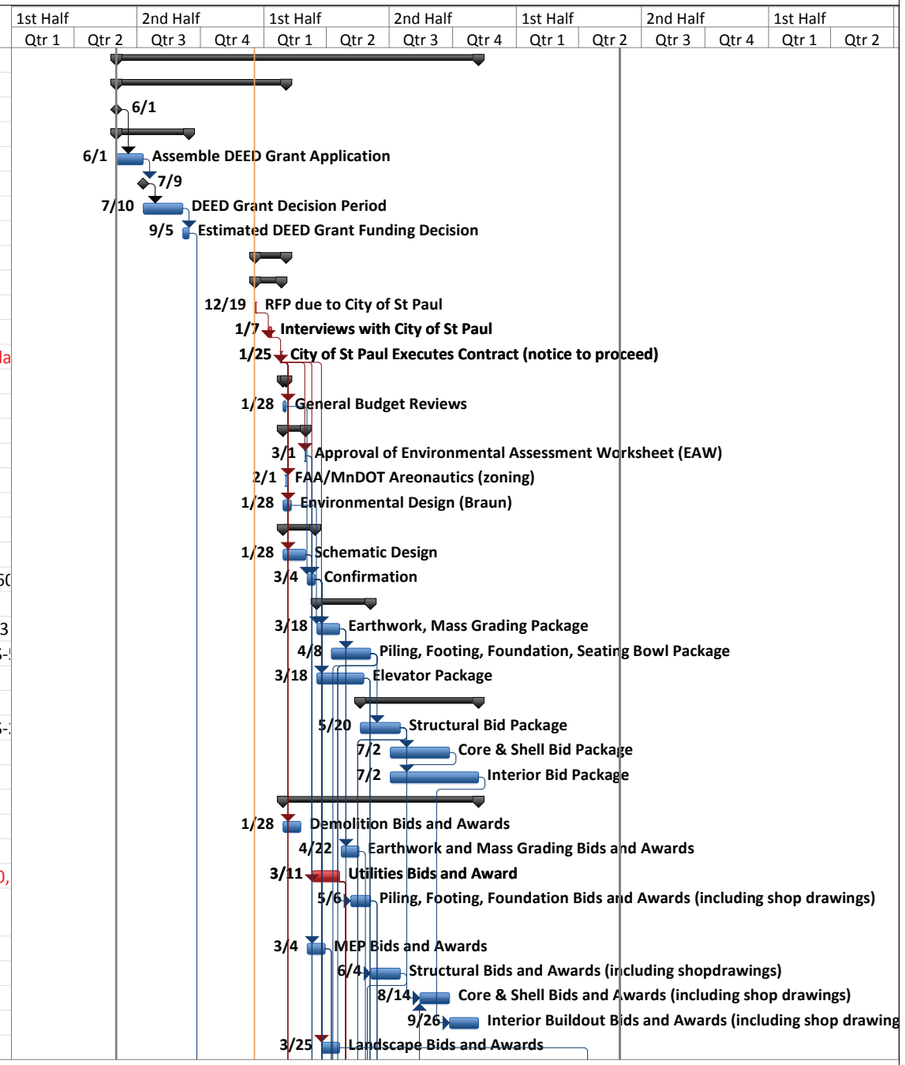


DECEMBER 1ST 2013 - JUNE 1ST 2014

- South Area Structure Completion
- East Area Structure
- Light Towers
- Surcharge Removal
- Main Concourse Finishes
- East Site Conditions

TRADE SECRET

ID	Task Name	Duration	Start	Finish	Predecessors	Successors
1	**Property Development**	**365 days**	**Fri 6/1/12**	**Wed 11/6/13**		
2	**Property Acquisition and Funding (DEED)**	**170 days**	**Fri 6/1/12**	**Fri 2/1/13**		
3	Land Aquired/ Authorization to Proceed with DEED Application	0 days	Fri 6/1/12	Fri 6/1/12		5
4	**DEED Grant Funding Application**	**74 days**	**Fri 6/1/12**	**Thu 9/13/12**		
5	Assemble DEED Grant Application	27 days	Fri 6/1/12	Mon 7/9/12	3	6
6	Submit DEED Grant Application	0 days	Mon 7/9/12	Mon 7/9/12	5	7
7	DEED Grant Decision Period	40 days	Tue 7/10/12	Tue 9/4/12	6	8
8	Estimated DEED Grant Funding Decision	7 days	Wed 9/5/12	Thu 9/13/12	7	83FS+8 days
9	**Negotiations**	**30 days**	**Wed 12/19/12**	**Fri 2/1/13**		
10	**City & Saints Development Agreement**	**25 days**	**Wed 12/19/12**	**Fri 1/25/13**		
11	RFP due to City of St Paul	1 day	Wed 12/19/12	Wed 12/19/12		12FS+9 days
12	Interviews with City of St Paul	5 days	Mon 1/7/13	Fri 1/11/13	11FS+9 days	13FS+9 days
13	City of St Paul Executes Contract (notice to proceed)	1 day	Fri 1/25/13	Fri 1/25/13	12FS+9 days	80,15,17FS+24 da
14	**Ballpark Budget Reconciliation**	**5 days**	**Mon 1/28/13**	**Fri 2/1/13**		
15	General Budget Reviews	1 wk	Mon 1/28/13	Fri 2/1/13	13	22
16	**Approvals**	**25 days**	**Mon 1/28/13**	**Fri 3/1/13**		
17	Approval of Environmental Assessment Worksheet (EAW)	1 day	Fri 3/1/13	Fri 3/1/13	13FS+24 days	90,77
18	FAA/MnDOT Areonautics (zoning)	1 day	Fri 2/1/13	Fri 2/1/13	13FS+4 days	
19	Environmental Design (Braun)	10 days	Mon 1/28/13	Fri 2/8/13	13	24
20	**Ballpark/Site Design**	**35 days**	**Mon 1/28/13**	**Fri 3/15/13**		
21	Schematic Design	5 wks	Mon 1/28/13	Fri 3/1/13	13	22,36,55
22	Confirmation	2 wks	Mon 3/4/13	Fri 3/15/13	21,15	24,26,57,58,59,6(
23	**Design Development**	**55 days**	**Mon 3/18/13**	**Mon 6/3/13**		
24	Earthwork, Mass Grading Package	5 wks	Mon 3/18/13	Fri 4/19/13	22,19	25FS-2 wks,48,33
25	Piling, Footing, Foundation, Seating Bowl Package	8 wks	Mon 4/8/13	Mon 6/3/13	24FS-2 wks	28FS-2 wks,49FS-
26	Elevator Package	10 wks	Mon 3/18/13	Fri 5/24/13	22	53,45
27	**Construction Documents**	**120 days**	**Mon 5/20/13**	**Wed 11/6/13**		
28	Structural Bid Package	8 wks	Mon 5/20/13	Tue 7/16/13	25FS-2 wks	29FS-2 wks,30FS-
29	Core & Shell Bid Package	12 wks	Tue 7/2/13	Wed 9/25/13	28FS-2 wks	38FS-6 wks
30	Interior Bid Package	18 wks	Tue 7/2/13	Wed 11/6/13	28FS-2 wks	39FS-6 wks
31	**Subcontractors Awards**	**200 days**	**Mon 1/28/13**	**Wed 11/6/13**		
32	Demolition Bids and Awards	4 wks	Mon 1/28/13	Fri 2/22/13	13	
33	Earthwork and Mass Grading Bids and Awards	4 wks	Mon 4/22/13	Fri 5/17/13	24	135
34	Utilities Bids and Award	6 wks	Mon 3/11/13	Fri 4/19/13	13FS+6 wks	127,128,129,130,
35	Piling, Footing, Foundation Bids and Awards (including shop drawings)	4 wks	Mon 5/6/13	Mon 6/3/13	25FS-4 wks	42FS-2 wks,43FS-2 wks
36	MEP Bids and Awards	4 wks	Mon 3/4/13	Fri 3/29/13	21	50,51
37	Structural Bids and Awards (including shopdrawings)	6 wks	Tue 6/4/13	Tue 7/16/13	28FS-6 wks	44FS-4 wks
38	Core & Shell Bids and Awards (including shop drawings)	6 wks	Wed 8/14/13	Wed 9/25/13	29FS-6 wks,59	
39	Interior Buildout Bids and Awards (including shop drawings)	6 wks	Thu 9/26/13	Wed 11/6/13	30FS-6 wks	
40	Landscape Bids and Awards	4 wks	Mon 3/25/13	Fri 4/19/13	13FS+8 wks	372



Project: 12-18-2012 Lowertown 1
Date: Wed 12/19/12

Critical Split · Task · Milestone · Summary · Critical

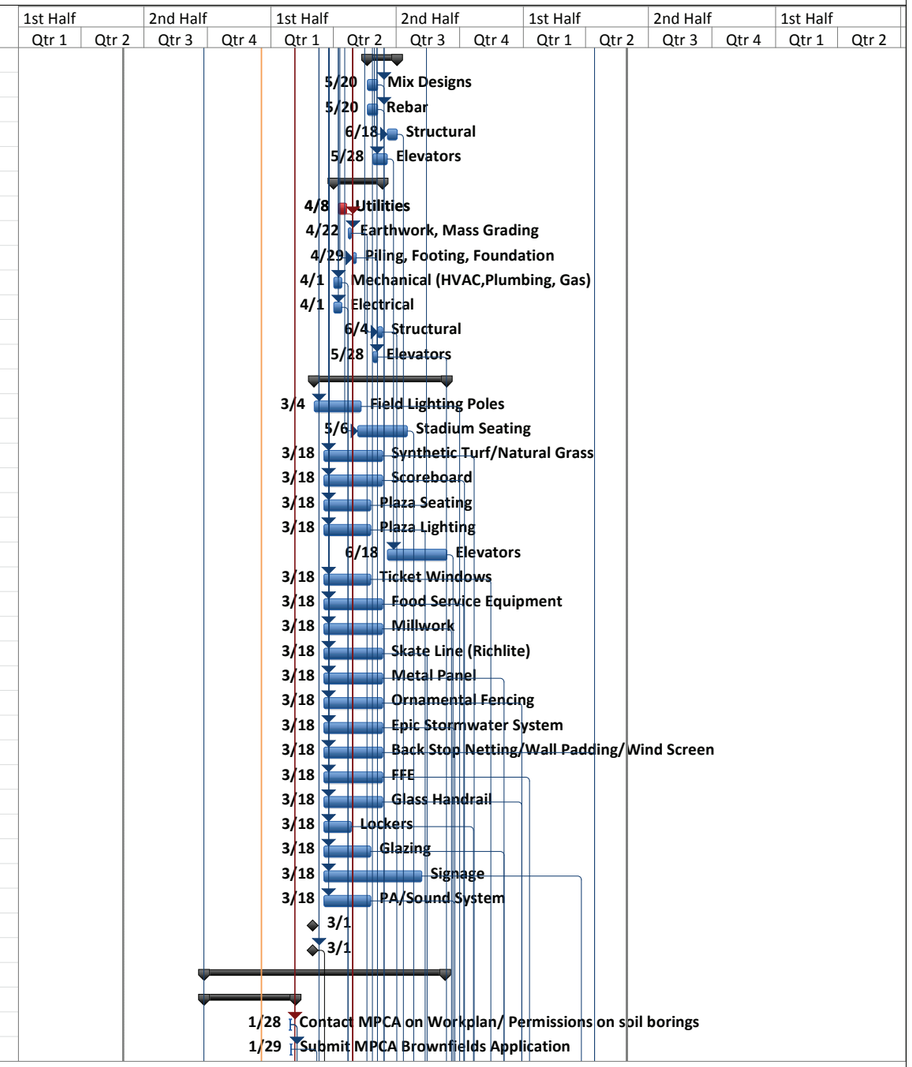
Milestone Schedule

Page 1

Lowertown Ballpark

TRADE SECRET

ID	Task Name	Duration	Start	Finish	Predecessors	Successors
41	**Shop Drawings**	**30 days**	**Mon 5/20/13**	**Mon 7/1/13**		
42	Mix Designs	2 wks	Mon 5/20/13	Mon 6/3/13	35FS-2 wks	143
43	Rebar	2 wks	Mon 5/20/13	Mon 6/3/13	35FS-2 wks	143
44	Structural	2 wks	Tue 6/18/13	Mon 7/1/13	37FS-4 wks	144
45	Elevators	3 wks	Tue 5/28/13	Mon 6/17/13	26	61
46	**Permits**	**50 days**	**Mon 4/1/13**	**Mon 6/10/13**		
47	Utilities	2 wks	Mon 4/8/13	Fri 4/19/13	34FS-2 wks	127
48	Earthwork, Mass Grading	1 wk	Mon 4/22/13	Fri 4/26/13	24	135
49	Piling, Footing, Foundation	1 wk	Mon 4/29/13	Fri 5/3/13	25FS-5 wks	143
50	Mechanical (HVAC,Plumbing, Gas)	2 wks	Mon 4/1/13	Fri 4/12/13	36	130
51	Electrical	2 wks	Mon 4/1/13	Fri 4/12/13	36	130
52	Structural	1 wk	Tue 6/4/13	Mon 6/10/13	28FS-6 wks	144
53	Elevators	1 wk	Tue 5/28/13	Mon 6/3/13	26	186
54	**Procurements**	**135 days**	**Mon 3/4/13**	**Wed 9/11/13**		
55	Field Lighting Poles	10 wks	Mon 3/4/13	Fri 5/10/13	21	358
56	Stadium Seating	10 wks	Mon 5/6/13	Tue 7/16/13	25FS-4 wks	147
57	Synthetic Turf/Natural Grass	12 wks	Mon 3/18/13	Mon 6/10/13	22	364
58	Scoreboard	12 wks	Mon 3/18/13	Mon 6/10/13	22	360
59	Plaza Seating	10 wks	Mon 3/18/13	Fri 5/24/13	22	38
60	Plaza Lighting	10 wks	Mon 3/18/13	Fri 5/24/13	22	369
61	Elevators	12 wks	Tue 6/18/13	Wed 9/11/13	45	186
62	Ticket Windows	10 wks	Mon 3/18/13	Fri 5/24/13	22	273
63	Food Service Equipment	12 wks	Mon 3/18/13	Mon 6/10/13	22	188
64	Millwork	12 wks	Mon 3/18/13	Mon 6/10/13	22	159
65	Skate Line (Richlite)	12 wks	Mon 3/18/13	Mon 6/10/13	22	151
66	Metal Panel	12 wks	Mon 3/18/13	Mon 6/10/13	22	227
67	Ornamental Fencing	12 wks	Mon 3/18/13	Mon 6/10/13	22	228
68	Epic Stormwater System	12 wks	Mon 3/18/13	Mon 6/10/13	22	355
69	Back Stop Netting/Wall Padding/Wind Screen	12 wks	Mon 3/18/13	Mon 6/10/13	22	365
70	FFE	12 wks	Mon 3/18/13	Mon 6/10/13	22	240
71	Glass Handrail	12 wks	Mon 3/18/13	Mon 6/10/13	22	228
72	Lockers	6 wks	Mon 3/18/13	Fri 4/26/13	22	193
73	Glazing	10 wks	Mon 3/18/13	Fri 5/24/13	22	226
74	Signage	20 wks	Mon 3/18/13	Tue 8/6/13	22	148FS+8 mons
75	PA/Sound System	10 wks	Mon 3/18/13	Fri 5/24/13	22	356
76	**Abatement of the Diamond Building**	**0 days**	**Fri 3/1/13**	**Fri 3/1/13**		
77	Abatement of Hazardous materials from building (by owner)	0 days	Fri 3/1/13	Fri 3/1/13	17	109
78	**Demolition of Diamond Product's Site**	**241 days**	**Wed 9/26/12**	**Mon 9/9/13**		
79	**Pre-Demolition Planning**	**89 days**	**Wed 9/26/12**	**Mon 2/4/13**		
80	Contact MPCA on Workplan/ Permissions on soil borings	1 day	Mon 1/28/13	Mon 1/28/13	13	81,82
81	Submit MPCA Brownfields Application	1 day	Tue 1/29/13	Tue 1/29/13	80	91



Project: 12-18-2012 Lowertown 1
Date: Wed 12/19/12

Critical Split · Task · Milestone · Summary · Critical

Milestone Schedule

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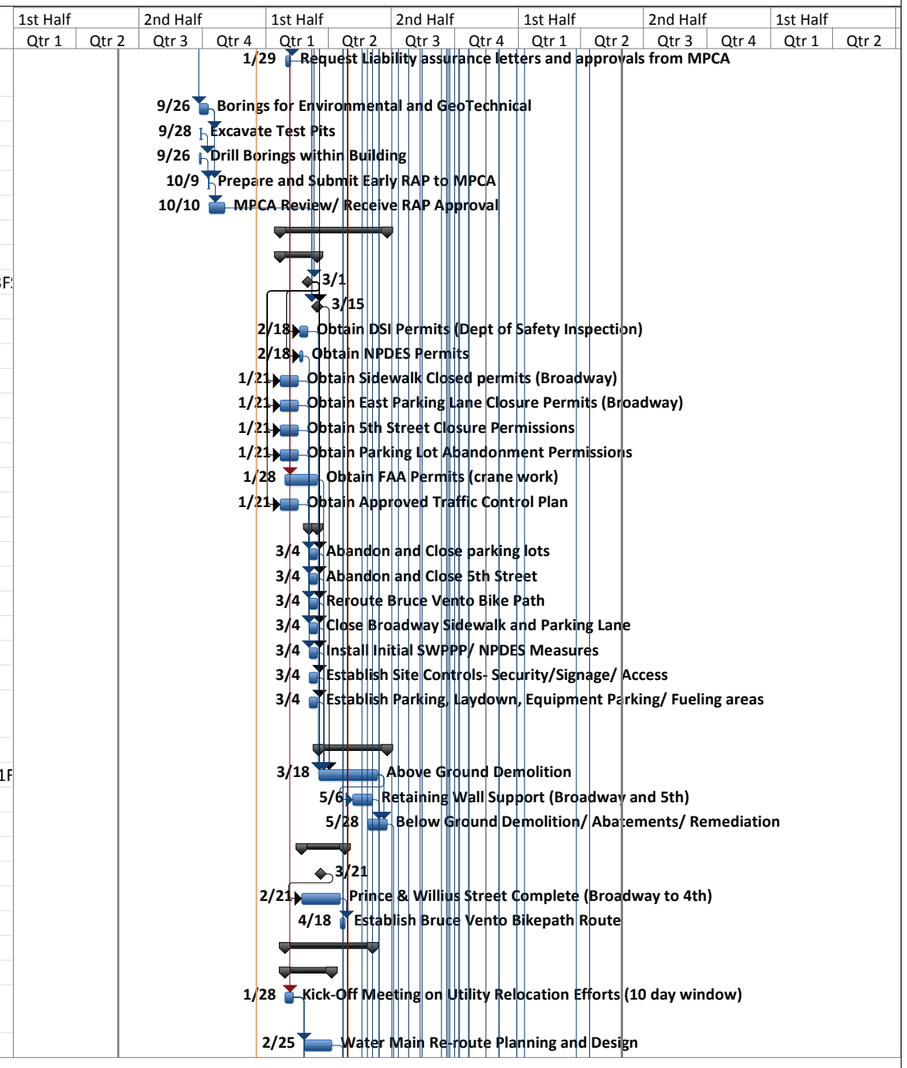
Lowertown Ballpark

TRADE SECRET

ID	Task Name	Duration	Start	Finish	Predecessors	Successors
82	Request Liability assurance letters and approvals from MPCA	5 days	Tue 1/29/13	Mon 2/4/13	80	91
83	Borings for Environmental and GeoTechnical	9 days	Wed 9/26/12	Mon 10/8/12	8FS+8 days	84FS-7 days,86
84	Excavate Test Pits	1 day	Fri 9/28/12	Fri 9/28/12	83FS-7 days	85FS-3 days
85	Drill Borings within Building	3 days	Wed 9/26/12	Fri 9/28/12	84FS-3 days	86
86	Prepare and Submit Early RAP to MPCA	1 day	Tue 10/9/12	Tue 10/9/12	83,85	87
87	MPCA Review/ Receive RAP Approval	17 days	Wed 10/10/12	Thu 11/1/12	86	91
88	**Demolition of Diamond Building**	**110 days**	**Mon 1/21/13**	**Mon 6/24/13**		
89	**Permitting/ Notifications**	**40 days**	**Mon 1/21/13**	**Fri 3/15/13**		
90	Obtain Approved EAW	0 days	Fri 3/1/13	Fri 3/1/13	17	92FS-10 days,93F
91	Obtain Demolition Permit	0 days	Fri 3/15/13	Fri 3/15/13	90FS+10 days,81	109
92	Obtain DSI Permits (Dept of Safety Inspection)	10 days	Mon 2/18/13	Fri 3/1/13	90FS-10 days	109
93	Obtain NPDES Permits	5 days	Mon 2/18/13	Fri 2/22/13	90FS-10 days	105
94	Obtain Sidewalk Closed permits (Broadway)	20 days	Mon 1/21/13	Fri 2/15/13	90FS-30 days	104
95	Obtain East Parking Lane Closure Permits (Broadway)	20 days	Mon 1/21/13	Fri 2/15/13	90FS-30 days	104
96	Obtain 5th Street Closure Permissions	20 days	Mon 1/21/13	Fri 2/15/13	90FS-30 days	102
97	Obtain Parking Lot Abandonment Permissions	20 days	Mon 1/21/13	Fri 2/15/13	90FS-30 days	101
98	Obtain FAA Permits (crane work)	35 days	Mon 1/28/13	Fri 3/15/13	13	109
99	Obtain Approved Traffic Control Plan	20 days	Mon 1/21/13	Fri 2/15/13	90FS-30 days	103
100	**Mobilize to Site**	**10 days**	**Mon 3/4/13**	**Fri 3/15/13**		
101	Abandon and Close parking lots	10 days	Mon 3/4/13	Fri 3/15/13	97,90	109
102	Abandon and Close 5th Street	10 days	Mon 3/4/13	Fri 3/15/13	96,90	109
103	Reroute Bruce Vento Bike Path	10 days	Mon 3/4/13	Fri 3/15/13	99,90	109
104	Close Broadway Sidewalk and Parking Lane	10 days	Mon 3/4/13	Fri 3/15/13	94,95,90	109
105	Install Initial SWPPP/ NPDES Measures	10 days	Mon 3/4/13	Fri 3/15/13	93,90	109
106	Establish Site Controls- Security/Signage/ Access	10 days	Mon 3/4/13	Fri 3/15/13	90	109
107	Establish Parking, Laydown, Equipment Parking/ Fueling areas	10 days	Mon 3/4/13	Fri 3/15/13	90	109
108	**Demolish Diamond Building**	**70 days**	**Mon 3/18/13**	**Mon 6/24/13**		
109	Above Ground Demolition	12 wks	Mon 3/18/13	Mon 6/10/13	91,77,92,98,101	110FS-5 wks,111F
110	Retaining Wall Support (Broadway and 5th)	4 wks	Mon 5/6/13	Mon 6/3/13	109FS-5 wks	111FS-5 days
111	Below Ground Demolition/ Abatements/ Remediation	4 wks	Tue 5/28/13	Mon 6/24/13	109FS-2 wks,110	246FS-2 wks
112	**City Related Construction**	**45 days**	**Thu 2/21/13**	**Wed 4/24/13**		
113	OMF Building Completion Spring 2013	0 wks	Thu 3/21/13	Thu 3/21/13		114FS-4 wks
114	Prince & Willius Street Complete (Broadway to 4th)	8 wks	Thu 2/21/13	Wed 4/17/13	113FS-4 wks	115
115	Establish Bruce Vento Bikepath Route	5 days	Thu 4/18/13	Wed 4/24/13	114	
116	**City Utility Relocations**	**90 days**	**Mon 1/28/13**	**Mon 6/3/13**		
117	**City Planning and Design**	**50 days**	**Mon 1/28/13**	**Fri 4/5/13**		
118	Kick-Off Meeting on Utility Relocation Efforts (10 day window)	10 days	Mon 1/28/13	Fri 2/8/13	13	119FS+2 wks,120FS+2
119	Water Main Re-route Planning and Design	6 wks	Mon 2/25/13	Fri 4/5/13	118FS+2 wks	127



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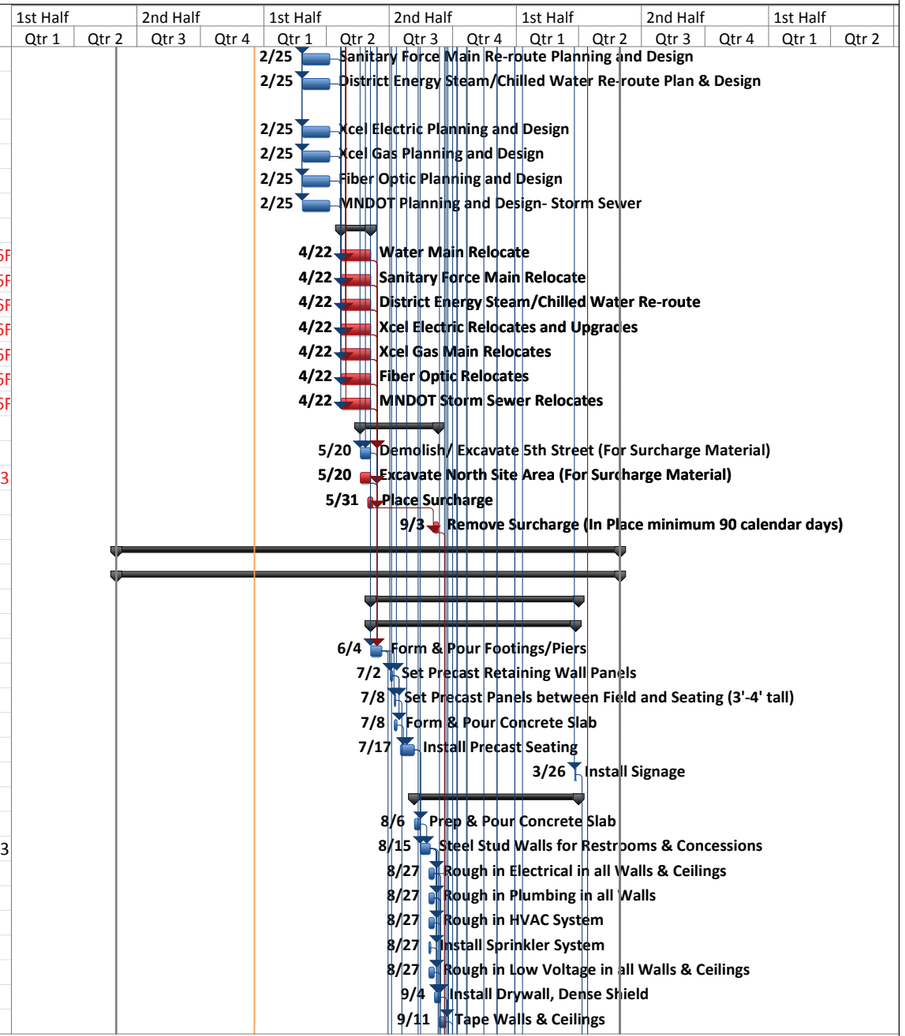
ID	Task Name	Duration	Start	Finish	Predecessors	Successors
120	Sanitary Force Main Re-route Planning and Design	6 wks	Mon 2/25/13	Fri 4/5/13	118FS+2 wks	128
121	District Energy Steam/Chilled Water Re-route Plan & Design	6 wks	Mon 2/25/13	Fri 4/5/13	118FS+2 wks	129
122	Xcel Electric Planning and Design	6 wks	Mon 2/25/13	Fri 4/5/13	118FS+2 wks	130
123	Xcel Gas Planning and Design	6 wks	Mon 2/25/13	Fri 4/5/13	118FS+2 wks	131
124	Fiber Optic Planning and Design	6 wks	Mon 2/25/13	Fri 4/5/13	118FS+2 wks	132
125	MNDOT Planning and Design- Storm Sewer	6 wks	Mon 2/25/13	Fri 4/5/13	118FS+2 wks	133
126	**Utility Relocation Construction**	**30 days**	**Mon 4/22/13**	**Mon 6/3/13**		
127	Water Main Relocate	6 wks	Mon 4/22/13	Mon 6/3/13	34,47,119	135FS-2 wks,136F
128	Sanitary Force Main Relocate	6 wks	Mon 4/22/13	Mon 6/3/13	34,120	135FS-2 wks,136F
129	District Energy Steam/Chilled Water Re-route	6 wks	Mon 4/22/13	Mon 6/3/13	34,121	135FS-2 wks,136F
130	Xcel Electric Relocates and Upgrades	6 wks	Mon 4/22/13	Mon 6/3/13	34,50,51,122	135FS-2 wks,136F
131	Xcel Gas Main Relocates	6 wks	Mon 4/22/13	Mon 6/3/13	34,123	135FS-2 wks,136F
132	Fiber Optic Relocates	6 wks	Mon 4/22/13	Mon 6/3/13	34,124	135FS-2 wks,136F
133	MNDOT Storm Sewer Relocates	6 wks	Mon 4/22/13	Mon 6/3/13	34,125	135FS-2 wks,136F
134	**Soil Correction/ Surcharge**	**78 days**	**Mon 5/20/13**	**Mon 9/9/13**		
135	Demolish/ Excavate 5th Street (For Surcharge Material)	10 days	Mon 5/20/13	Mon 6/3/13	128FS-2 wks,33,4	143
136	Excavate North Site Area (For Surcharge Material)	10 days	Mon 5/20/13	Mon 6/3/13	128FS-2 wks,129	137FS-2 days,143
137	Place Surcharge	5 days	Fri 5/31/13	Thu 6/6/13	136FS-2 days	138FS+12 wks
138	Remove Surcharge (In Place minimum 90 calendar days)	5 days	Tue 9/3/13	Mon 9/9/13	137FS+12 wks	352FS-10 days
139	**Construction**	**507 days**	**Fri 6/1/12**	**Fri 5/30/14**		
140	**Stadium Construction**	**507 days**	**Fri 6/1/12**	**Fri 5/30/14**		
141	**North Elevation (3rd Base Line)**	**209 days**	**Tue 6/4/13**	**Mon 3/31/14**		
142	**Clubhouse Level**	**207 days**	**Tue 6/4/13**	**Thu 3/27/14**		
143	Form & Pour Footings/Piers	12 days	Tue 6/4/13	Wed 6/19/13	136FS-5 days,42	144,168,145
144	Set Precast Retaining Wall Panels	3 days	Tue 7/2/13	Fri 7/5/13	143,44,52	146,145
145	Set Precast Panels between Field and Seating (3'-4' tall)	2 days	Mon 7/8/13	Tue 7/9/13	143,144	169
146	Form & Pour Concrete Slab	4 days	Mon 7/8/13	Thu 7/11/13	144	147
147	Install Precast Seating	14 days	Wed 7/17/13	Mon 8/5/13	146,56	150,173
148	Install Signage	2 days	Wed 3/26/14	Thu 3/27/14	74FS+8 mons	165
149	**Concourse Level**	**165 days**	**Tue 8/6/13**	**Mon 3/31/14**		
150	Prep & Pour Concrete Slab	7 days	Tue 8/6/13	Wed 8/14/13	147	151
151	Steel Stud Walls for Restrooms & Concessions	10 days	Thu 8/15/13	Wed 8/28/13	150,65	152FS-2 days,153
152	Rough in Electrical in all Walls & Ceilings	5 days	Tue 8/27/13	Tue 9/3/13	151FS-2 days	157,161
153	Rough in Plumbing in all Walls	5 days	Tue 8/27/13	Tue 9/3/13	151FS-2 days	157,182
154	Rough in HVAC System	5 days	Tue 8/27/13	Tue 9/3/13	151FS-2 days	157
155	Install Sprinkler System	3 days	Tue 8/27/13	Thu 8/29/13	151FS-2 days	157
156	Rough in Low Voltage in all Walls & Ceilings	5 days	Tue 8/27/13	Tue 9/3/13	151FS-2 days	157
157	Install Drywall, Dense Shield	7 days	Wed 9/4/13	Thu 9/12/13	152,153,154,155	158FS-2 days
158	Tape Walls & Ceilings	8 days	Wed 9/11/13	Fri 9/20/13	157FS-2 days	159FS-2 days



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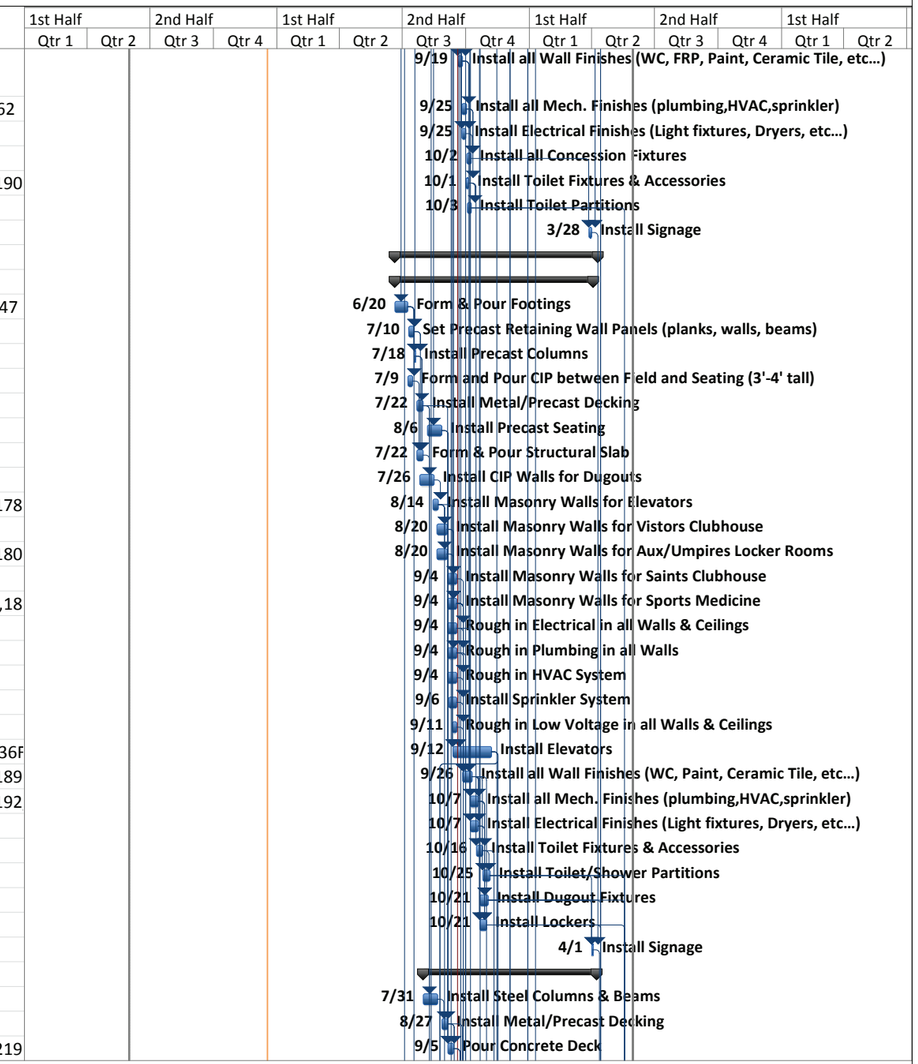
ID	Task Name	Duration	Start	Finish	Predecessors	Successors
159	Install all Wall Finishes (WC, FRP, Paint, Ceramic Tile, etc…)	5 days	Thu 9/19/13	Wed 9/25/13	158FS-2 days,64	160FS-1 day,161FS-1
160	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	5 days	Wed 9/25/13	Tue 10/1/13	159FS-1 day	163FS-1 day,162
161	Install Electrical Finishes (Light fixtures, Dryers, etc…)	4 days	Wed 9/25/13	Mon 9/30/13	159FS-1 day,152	162FS-2 days
162	Install all Concession Fixtures	5 days	Wed 10/2/13	Tue 10/8/13	160,161FS-2 day	165
163	Install Toilet Fixtures & Accessories	4 days	Tue 10/1/13	Fri 10/4/13	160FS-1 day	164FS-2 days,190
164	Install Toilet Partitions	4 days	Thu 10/3/13	Tue 10/8/13	163FS-2 days	380,382
165	Install Signage	2 days	Fri 3/28/14	Mon 3/31/14	148,162	194
166	**Home Plate Area**	**204 days**	**Thu 6/20/13**	**Wed 4/9/14**		
167	Clubhouse Level	**199 days**	**Thu 6/20/13**	**Wed 4/2/14**		
168	Form & Pour Footings	12 days	Thu 6/20/13	Mon 7/8/13	143	169,170,171,247
169	Set Precast Retaining Wall Panels (planks, walls, beams)	6 days	Wed 7/10/13	Wed 7/17/13	168,145	174,170
170	Install Precast Columns	2 days	Thu 7/18/13	Fri 7/19/13	168,169	172,174
171	Form and Pour CIP between Field and Seating (3'-4' tall)	5 days	Tue 7/9/13	Mon 7/15/13	168	174
172	Install Metal/Precast Decking	7 days	Mon 7/22/13	Tue 7/30/13	170	198,196,249
173	Install Precast Seating	15 days	Tue 8/6/13	Mon 8/26/13	147	198,197
174	Form & Pour Structural Slab	7 days	Mon 7/22/13	Tue 7/30/13	169,170,171	175FS-3 days
175	Install CIP Walls for Dugouts	15 days	Fri 7/26/13	Thu 8/15/13	174FS-3 days	176FS-2 days
176	Install Masonry Walls for Elevators	6 days	Wed 8/14/13	Wed 8/21/13	175FS-2 days	177FS-2 days,178
177	Install Masonry Walls for Vistors Clubhouse	10 days	Tue 8/20/13	Tue 9/3/13	176FS-2 days	179,180
178	Install Masonry Walls for Aux/Umpires Locker Rooms	10 days	Tue 8/20/13	Tue 9/3/13	176FS-2 days	179FS-2 days,180
179	Install Masonry Walls for Saints Clubhouse	10 days	Wed 9/4/13	Tue 9/17/13	177,178FS-2 day	182FS-10 days
180	Install Masonry Walls for Sports Medicine	10 days	Wed 9/4/13	Tue 9/17/13	177,178FS-2 day	181FS-10 days,18
181	Rough in Electrical in all Walls & Ceilings	10 days	Wed 9/4/13	Tue 9/17/13	180FS-10 days	187,189
182	Rough in Plumbing in all Walls	10 days	Wed 9/4/13	Tue 9/17/13	179FS-10 days,1	187,202
183	Rough in HVAC System	10 days	Wed 9/4/13	Tue 9/17/13	180FS-10 days	187
184	Install Sprinkler System	8 days	Fri 9/6/13	Tue 9/17/13	180FS-8 days	187
185	Rough in Low Voltage in all Walls & Ceilings	5 days	Wed 9/11/13	Tue 9/17/13	180FS-5 days	187
186	Install Elevators	8 wks	Thu 9/12/13	Wed 11/6/13	176,61,53	207FS-8 wks,236F
187	Install all Wall Finishes (WC, Paint, Ceramic Tile, etc…)	10 days	Thu 9/26/13	Wed 10/9/13	181,182,183,184	188FS-3 days,189
188	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	10 days	Mon 10/7/13	Fri 10/18/13	187FS-3 days,63	190FS-3 days,192
189	Install Electrical Finishes (Light fixtures, Dryers, etc…)	10 days	Mon 10/7/13	Fri 10/18/13	187FS-3 days,18	192,193
190	Install Toilet Fixtures & Accessories	7 days	Wed 10/16/13	Thu 10/24/13	188FS-3 days,16	191,213
191	Install Toilet/Shower Partitions	7 days	Fri 10/25/13	Mon 11/4/13	187FS-3 days,19	194,380,382
192	Install Dugout Fixtures	10 days	Mon 10/21/13	Fri 11/1/13	188,189	194,380,382
193	Install Lockers	8 days	Mon 10/21/13	Wed 10/30/13	72,187,188,189	380,382
194	Install Signage	2 days	Tue 4/1/14	Wed 4/2/14	165,191,192	215
195	**Concourse Level**	**174 days**	**Wed 7/31/13**	**Mon 4/7/14**		
196	Install Steel Columns & Beams	15 days	Wed 7/31/13	Tue 8/20/13	172	197
197	Install Metal/Precast Decking	6 days	Tue 8/27/13	Wed 9/4/13	196,173	198,217,222
198	Pour Concrete Deck	6 days	Thu 9/5/13	Thu 9/12/13	173,172,197	200FS-3 days,219



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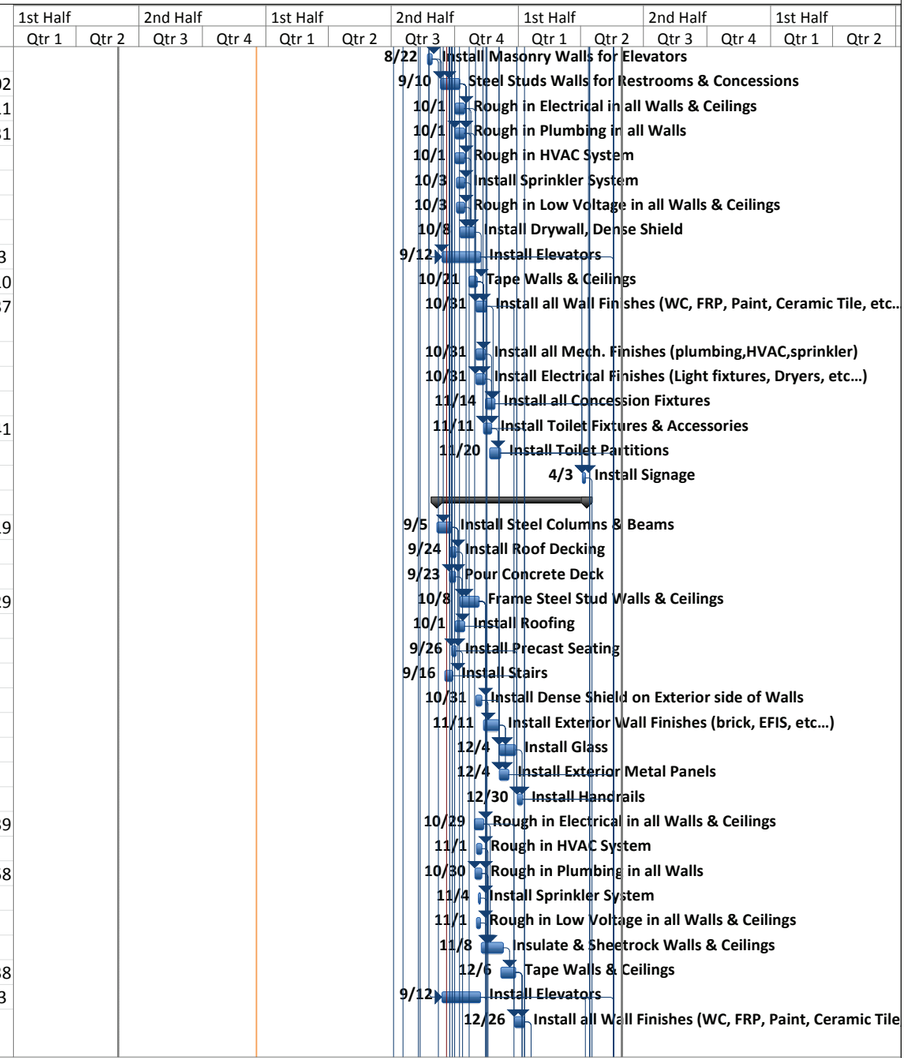
ID	Task Name	Duration	Start	Finish	Predecessors	Successors
199	Install Masonry Walls for Elevators	5 days	Thu 8/22/13	Wed 8/28/13	176	207,255
200	Steel Studs Walls for Restrooms & Concessions	20 days	Tue 9/10/13	Mon 10/7/13	198FS-3 days,15	201FS-5 days,202
201	Rough in Electrical in all Walls & Ceilings	10 days	Tue 10/1/13	Mon 10/14/13	200FS-5 days	206FS-5 days,211
202	Rough in Plumbing in all Walls	10 days	Tue 10/1/13	Mon 10/14/13	200FS-5 days,18	206FS-5 days,231
203	Rough in HVAC System	10 days	Tue 10/1/13	Mon 10/14/13	200FS-5 days	206FS-5 days
204	Install Sprinkler System	8 days	Thu 10/3/13	Mon 10/14/13	200FS-3 days	206FS-5 days
205	Rough in Low Voltage in all Walls & Ceilings	8 days	Thu 10/3/13	Mon 10/14/13	200FS-3 days	206FS-5 days
206	Install Drywall, Dense Shield	16 days	Tue 10/8/13	Tue 10/29/13	201FS-5 days,20	208FS-7 days
207	Install Elevators	8 wks	Thu 9/12/13	Wed 11/6/13	186FS-8 wks,199	215,380,382,383
208	Tape Walls & Ceilings	10 days	Mon 10/21/13	Fri 11/1/13	206FS-7 days	209FS-2 days,210
209	Install all Wall Finishes (WC, FRP, Paint, Ceramic Tile, etc…)	12 days	Thu 10/31/13	Fri 11/15/13	208FS-2 days,187	212FS-5 days,237
210	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	10 days	Thu 10/31/13	Wed 11/13/13	208FS-2 days	213FS-3 days
211	Install Electrical Finishes (Light fixtures, Dryers, etc…)	10 days	Thu 10/31/13	Wed 11/13/13	208FS-2 days,20	212
212	Install all Concession Fixtures	10 days	Thu 11/14/13	Wed 11/27/13	209FS-5 days,21	215,380,382
213	Install Toilet Fixtures & Accessories	10 days	Mon 11/11/13	Fri 11/22/13	210FS-3 days,19	214FS-3 days,241
214	Install Toilet Partitions	10 days	Wed 11/20/13	Thu 12/5/13	213FS-3 days	215,380,382
215	Install Signage	3 days	Thu 4/3/14	Mon 4/7/14	194,207,212,214	243
216	**Suite Level**	**151 days**	**Thu 9/5/13**	**Wed 4/9/14**		
217	Install Steel Columns & Beams	15 days	Thu 9/5/13	Wed 9/25/13	197	218FS-2 days,219
218	Install Roof Decking	7 days	Tue 9/24/13	Wed 10/2/13	217FS-2 days	221FS-2 days
219	Pour Concrete Deck	7 days	Mon 9/23/13	Tue 10/1/13	217FS-3 days,19	220
220	Frame Steel Stud Walls & Ceilings	20 days	Tue 10/8/13	Mon 11/4/13	219,200	224FS-3 days,229
221	Install Roofing	10 days	Tue 10/1/13	Mon 10/14/13	218FS-2 days	227
222	Install Precast Seating	5 days	Thu 9/26/13	Wed 10/2/13	217,197	228,362
223	Install Stairs	10 days	Mon 9/16/13	Fri 9/27/13	217FS-8 days	228
224	Install Dense Shield on Exterior side of Walls	7 days	Thu 10/31/13	Fri 11/8/13	220FS-3 days	225,226
225	Install Exterior Wall Finishes (brick, EFIS, etc…)	15 days	Mon 11/11/13	Tue 12/3/13	224	226,227
226	Install Glass	17 days	Wed 12/4/13	Fri 12/27/13	224,225,73	228
227	Install Exterior Metal Panels	10 days	Wed 12/4/13	Tue 12/17/13	221,225,66	380,382
228	Install Handrails	5 days	Mon 12/30/13	Mon 1/6/14	222,223,226,67,	380,382
229	Rough in Electrical in all Walls & Ceilings	10 days	Tue 10/29/13	Mon 11/11/13	220FS-5 days	234FS-2 days,239
230	Rough in HVAC System	6 days	Fri 11/1/13	Fri 11/8/13	220FS-2 days	234FS-5 days
231	Rough in Plumbing in all Walls	8 days	Wed 10/30/13	Fri 11/8/13	220FS-4 days,20	234FS-7 days,258
232	Install Sprinkler System	3 days	Mon 11/4/13	Wed 11/6/13	220FS-1 day	234
233	Rough in Low Voltage in all Walls & Ceilings	4 days	Fri 11/1/13	Wed 11/6/13	220FS-2 days	234
234	Insulate & Sheetrock Walls & Ceilings	20 days	Fri 11/8/13	Mon 12/9/13	229FS-2 days,23	235FS-2 days
235	Tape Walls & Ceilings	15 days	Fri 12/6/13	Fri 12/27/13	234FS-2 days	237FS-2 days,238
236	Install Elevators	8 wks	Thu 9/12/13	Wed 11/6/13	186FS-8 wks	243,380,382,383
237	Install all Wall Finishes (WC, FRP, Paint, Ceramic Tile, etc…)	10 days	Thu 12/26/13	Thu 1/9/14	235FS-2 days,209	240,262



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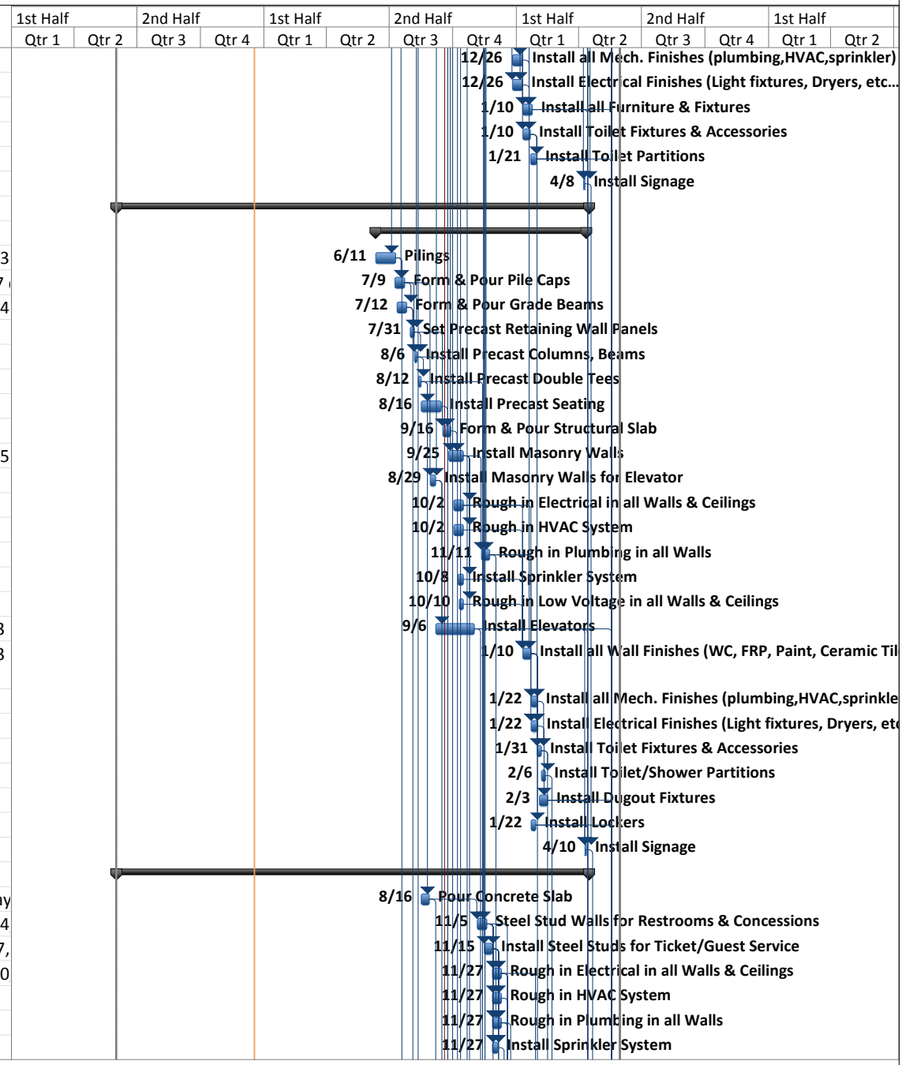
238	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	10 days	Thu 12/26/13	Thu 1/9/14	235FS-2 days	241
239	Install Electrical Finishes (Light fixtures, Dryers, etc…)	10 days	Thu 12/26/13	Thu 1/9/14	235FS-2 days,22	240
240	Install all Furniture & Fixtures	10 days	Fri 1/10/14	Thu 1/23/14	237,239,70	380,382
241	Install Toilet Fixtures & Accessories	7 days	Fri 1/10/14	Mon 1/20/14	238,213	242,265
242	Install Toilet Partitions	7 days	Tue 1/21/14	Wed 1/29/14	241	243,380,382
243	Install Signage	2 days	Tue 4/8/14	Wed 4/9/14	215,236,242	269
244	**West Elevation (1st Base Line)**	**475 days**	**Fri 6/1/12**	**Tue 4/15/14**		
245	**Clubhouse Level**	**213 days**	**Tue 6/11/13**	**Fri 4/11/14**		
246	Pilings	20 days	Tue 6/11/13	Tue 7/9/13	111FS-2 wks	247FS-7 days,293
247	Form & Pour Pile Caps	10 days	Tue 7/9/13	Mon 7/22/13	246FS-7 days,16	250,255,248FS-7
248	Form & Pour Grade Beams	10 days	Fri 7/12/13	Thu 7/25/13	247FS-7 days	249FS-2 days,294
249	Set Precast Retaining Wall Panels	4 days	Wed 7/31/13	Mon 8/5/13	248FS-2 days,17	253,250
250	Install Precast Columns, Beams	4 days	Tue 8/6/13	Fri 8/9/13	247,249	253,251
251	Install Precast Double Tees	4 days	Mon 8/12/13	Thu 8/15/13	250	271,296,252
252	Install Precast Seating	20 days	Fri 8/16/13	Fri 9/13/13	251	253
253	Form & Pour Structural Slab	10 days	Mon 9/16/13	Fri 9/27/13	249,250,252	254FS-3 days
254	Install Masonry Walls	15 days	Wed 9/25/13	Tue 10/15/13	253FS-3 days,18	256FS-10 days,25
255	Install Masonry Walls for Elevator	5 days	Thu 8/29/13	Thu 9/5/13	247,199	261,318
256	Rough in Electrical in all Walls & Ceilings	10 days	Wed 10/2/13	Tue 10/15/13	254FS-10 days	262,264
257	Rough in HVAC System	10 days	Wed 10/2/13	Tue 10/15/13	254FS-10 days	262
258	Rough in Plumbing in all Walls	10 days	Mon 11/11/13	Fri 11/22/13	254FS-10 days,2	263,262,276
259	Install Sprinkler System	6 days	Tue 10/8/13	Tue 10/15/13	254FS-6 days	262
260	Rough in Low Voltage in all Walls & Ceilings	4 days	Thu 10/10/13	Tue 10/15/13	254FS-4 days	262
261	Install Elevators	8 wks	Fri 9/6/13	Thu 10/31/13	255	269,380,382,383
262	Install all Wall Finishes (WC, FRP, Paint, Ceramic Tile, etc…)	8 days	Fri 1/10/14	Tue 1/21/14	256,257,258,259	263,264,268,283
263	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	7 days	Wed 1/22/14	Thu 1/30/14	258,262	265
264	Install Electrical Finishes (Light fixtures, Dryers, etc…)	8 days	Wed 1/22/14	Fri 1/31/14	256,262	267
265	Install Toilet Fixtures & Accessories	4 days	Fri 1/31/14	Wed 2/5/14	263,241	266,288
266	Install Toilet/Shower Partitions	4 days	Thu 2/6/14	Tue 2/11/14	265	289
267	Install Dugout Fixtures	10 days	Mon 2/3/14	Fri 2/14/14	264	269,380,382
268	Install Lockers	5 days	Wed 1/22/14	Tue 1/28/14	262	380,382
269	Install Signage	2 days	Thu 4/10/14	Fri 4/11/14	243,261,267	290
270	**Concourse Level**	**475 days**	**Fri 6/1/12**	**Tue 4/15/14**		
271	Pour Concrete Slab	8 days	Fri 8/16/13	Tue 8/27/13	251	272,369FS-12 day
272	Steel Stud Walls for Restrooms & Concessions	10 days	Tue 11/5/13	Mon 11/18/13	271,220	273FS-2 days,274
273	Install Steel Studs for Ticket/Guest Service	8 days	Fri 11/15/13	Tue 11/26/13	272FS-2 days,62	274,275,276,277,
274	Rough in Electrical in all Walls & Ceilings	7 days	Wed 11/27/13	Mon 12/9/13	272,273	279FS-3 days,280
275	Rough in HVAC System	7 days	Wed 11/27/13	Mon 12/9/13	272,273	280
276	Rough in Plumbing in all Walls	7 days	Wed 11/27/13	Mon 12/9/13	272,273,258	280,322
277	Install Sprinkler System	4 days	Wed 11/27/13	Wed 12/4/13	272,273	280



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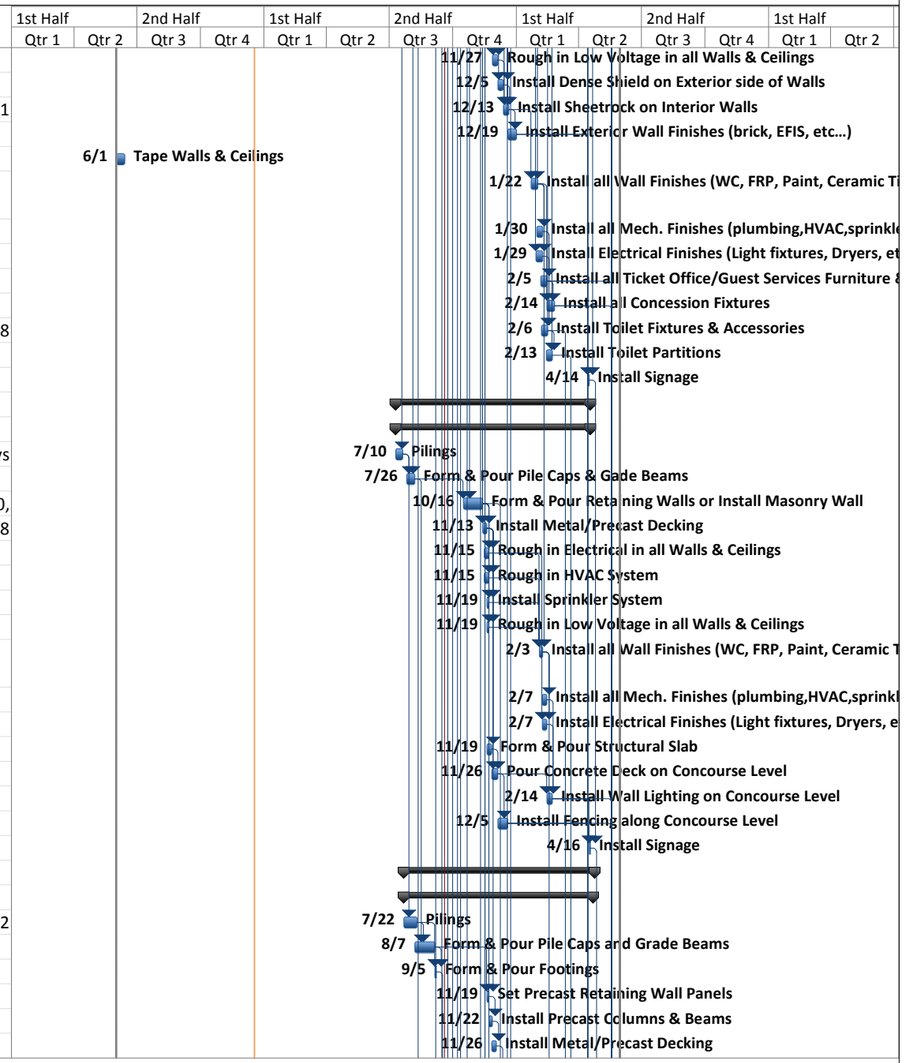
ID	Task Name	Duration	Start	Finish	Predecessors	Successors
278	Rough in Low Voltage in all Walls & Ceilings	4 days	Wed 11/27/13	Wed 12/4/13	272,273	280
279	Install Dense Shield on Exterior side of Walls	6 days	Thu 12/5/13	Thu 12/12/13	273,274FS-3 day	280
280	Install Sheetrock on Interior Walls	6 days	Fri 12/13/13	Fri 12/20/13	274,275,276,277	283FS-2 days,281
281	Install Exterior Wall Finishes (brick, EFIS, etc…)	8 days	Thu 12/19/13	Tue 12/31/13	280FS-2 days	290,380
282	Tape Walls & Ceilings	8 days	Fri 6/1/12	Tue 6/12/12		
283	Install all Wall Finishes (WC, FRP, Paint, Ceramic Tile, etc…)	8 days	Wed 1/22/14	Fri 1/31/14	280FS-2 days,262	284FS-2 days,285FS-3
284	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	7 days	Thu 1/30/14	Fri 2/7/14	283FS-2 days	288FS-2 days
285	Install Electrical Finishes (Light fixtures, Dryers, etc…)	8 days	Wed 1/29/14	Fri 2/7/14	283FS-3 days,27	286FS-3 days
286	Install all Ticket Office/Guest Services Furniture & Fixtures	7 days	Wed 2/5/14	Thu 2/13/14	285FS-3 days	380,382,287
287	Install all Concession Fixtures	7 days	Fri 2/14/14	Mon 2/24/14	283FS-2 days,28	380,382
288	Install Toilet Fixtures & Accessories	7 days	Thu 2/6/14	Fri 2/14/14	284FS-2 days,26	289FS-2 days,348
289	Install Toilet Partitions	7 days	Thu 2/13/14	Fri 2/21/14	288FS-2 days,26	349
290	Install Signage	2 days	Mon 4/14/14	Tue 4/15/14	269,281	308
291	**South Elevation (Right Field)**	**197 days**	**Wed 7/10/13**	**Thu 4/17/14**		
292	**Clubhouse/Concourse Levels**	**197 days**	**Wed 7/10/13**	**Thu 4/17/14**		
293	Pilings	8 days	Wed 7/10/13	Fri 7/19/13	246	311,294FS-5 days
294	Form & Pour Pile Caps & Gade Beams	8 days	Fri 7/26/13	Tue 8/6/13	293FS-5 days,24	295,312
295	Form & Pour Retaining Walls or Install Masonry Wall	20 days	Wed 10/16/13	Tue 11/12/13	294,254	297,298,299,300,
296	Install Metal/Precast Decking	4 days	Wed 11/13/13	Mon 11/18/13	295,251	297FS-2 days,298
297	Rough in Electrical in all Walls & Ceilings	5 days	Fri 11/15/13	Thu 11/21/13	295,296FS-2 day	301,303
298	Rough in HVAC System	5 days	Fri 11/15/13	Thu 11/21/13	295,296FS-2 day	301
299	Install Sprinkler System	3 days	Tue 11/19/13	Thu 11/21/13	295,296	301
300	Rough in Low Voltage in all Walls & Ceilings	3 days	Tue 11/19/13	Thu 11/21/13	295,296	301
301	Install all Wall Finishes (WC, FRP, Paint, Ceramic Tile, etc…)	5 days	Mon 2/3/14	Fri 2/7/14	297,298,299,300	302FS-1 day,303FS-1
302	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	5 days	Fri 2/7/14	Thu 2/13/14	301FS-1 day	306
303	Install Electrical Finishes (Light fixtures, Dryers, etc…)	5 days	Fri 2/7/14	Thu 2/13/14	301FS-1 day,297	306
304	Form & Pour Structural Slab	5 days	Tue 11/19/13	Mon 11/25/13	296	305
305	Pour Concrete Deck on Concourse Level	5 days	Tue 11/26/13	Wed 12/4/13	296,304	306,307
306	Install Wall Lighting on Concourse Level	6 days	Fri 2/14/14	Fri 2/21/14	305,303,302	308,380,382
307	Install Fencing along Concourse Level	10 days	Thu 12/5/13	Wed 12/18/13	305	308,380,382
308	Install Signage	2 days	Wed 4/16/14	Thu 4/17/14	290,306,307	329
309	**East Elevation (Left Field)**	**193 days**	**Mon 7/22/13**	**Wed 4/23/14**		
310	**Clubhouse Level**	**191 days**	**Mon 7/22/13**	**Mon 4/21/14**		
311	Pilings	15 days	Mon 7/22/13	Fri 8/9/13	293	313FS-3 days,312
312	Form & Pour Pile Caps and Grade Beams	20 days	Wed 8/7/13	Wed 9/4/13	311FS-10 days,2	314,313
313	Form & Pour Footings	2 days	Thu 9/5/13	Fri 9/6/13	311FS-3 days,31	318
314	Set Precast Retaining Wall Panels	3 days	Tue 11/19/13	Thu 11/21/13	312,296	315
315	Install Precast Columns & Beams	3 days	Fri 11/22/13	Tue 11/26/13	314	316FS-1 day
316	Install Metal/Precast Decking	3 days	Tue 11/26/13	Mon 12/2/13	315FS-1 day	317FS-3 days



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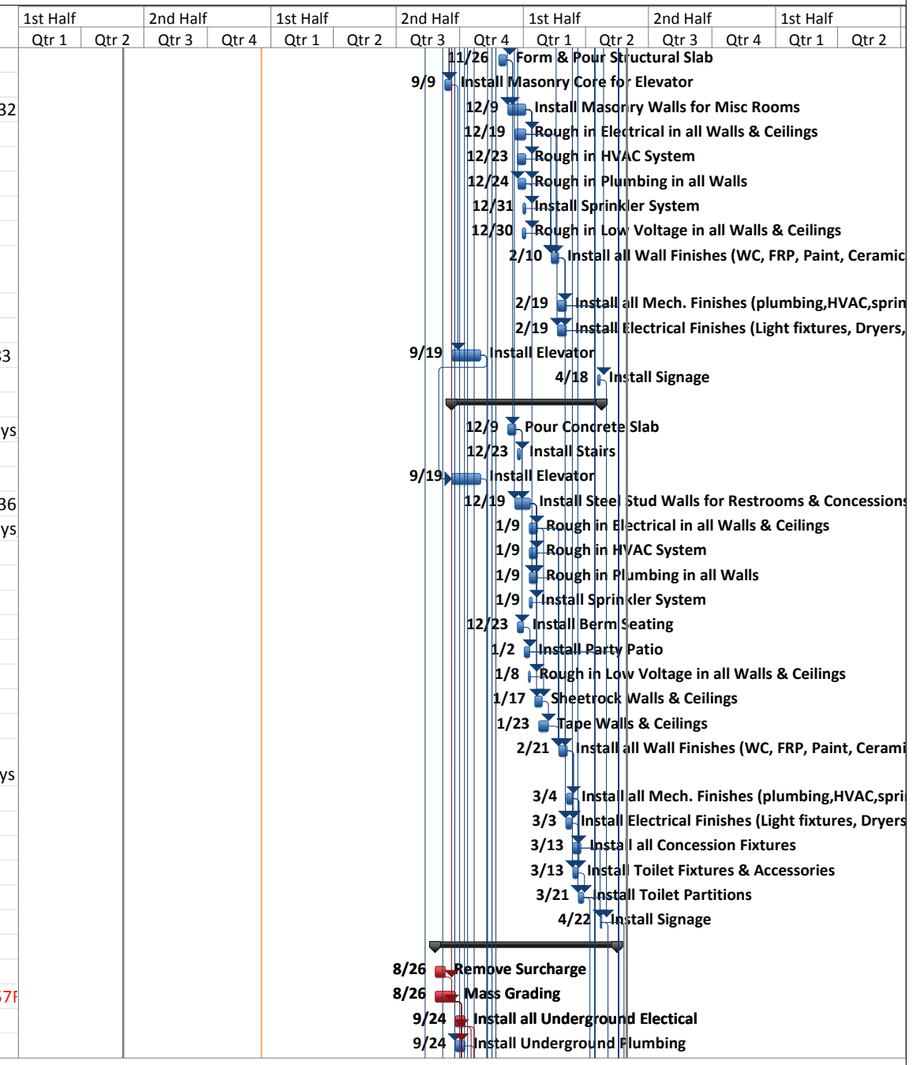
317	Form & Pour Structural Slab	7 days	Tue 11/26/13	Fri 12/6/13	316FS-3 days	319,331
318	Install Masonry Core for Elevator	8 days	Mon 9/9/13	Wed 9/18/13	313,255	328
319	Install Masonry Walls for Misc Rooms	18 days	Mon 12/9/13	Fri 1/3/14	317,295	320FS-10 days,32
320	Rough in Electrical in all Walls & Ceilings	10 days	Thu 12/19/13	Fri 1/3/14	319FS-10 days	325,327
321	Rough in HVAC System	8 days	Mon 12/23/13	Fri 1/3/14	319FS-8 days	325
322	Rough in Plumbing in all Walls	7 days	Tue 12/24/13	Fri 1/3/14	319FS-7 days,27	325,337
323	Install Sprinkler System	3 days	Tue 12/31/13	Fri 1/3/14	319FS-3 days	325
324	Rough in Low Voltage in all Walls & Ceilings	4 days	Mon 12/30/13	Fri 1/3/14	319FS-4 days	325FS-2 days
325	Install all Wall Finishes (WC, FRP, Paint, Ceramic Tile, etc…)	9 days	Mon 2/10/14	Thu 2/20/14	320,321,322,323 days,301	326FS-2 days,327FS-2
326	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	9 days	Wed 2/19/14	Mon 3/3/14	325FS-2 days	380,382
327	Install Electrical Finishes (Light fixtures, Dryers, etc…)	9 days	Wed 2/19/14	Mon 3/3/14	325FS-2 days,32	380,382
328	Install Elevator	6 wks	Thu 9/19/13	Wed 10/30/13	318	333FS-6 wks,383
329	Install Signage	2 days	Fri 4/18/14	Mon 4/21/14	308	350
330	**Concourse Level**	**151 days**	**Thu 9/19/13**	**Wed 4/23/14**		
331	Pour Concrete Slab	10 days	Mon 12/9/13	Fri 12/20/13	317	332,334FS-2 days
332	Install Stairs	4 days	Mon 12/23/13	Fri 12/27/13	331	
333	Install Elevator	6 wks	Thu 9/19/13	Wed 10/30/13	328FS-6 wks	383
334	Install Steel Stud Walls for Restrooms & Concessions	15 days	Thu 12/19/13	Fri 1/10/14	331FS-2 days,27	335FS-2 days,336
335	Rough in Electrical in all Walls & Ceilings	8 days	Thu 1/9/14	Mon 1/20/14	334FS-2 days	344,342FS-2 days
336	Rough in HVAC System	8 days	Thu 1/9/14	Mon 1/20/14	334FS-2 days	344
337	Rough in Plumbing in all Walls	8 days	Thu 1/9/14	Mon 1/20/14	334FS-2 days,32	344
338	Install Sprinkler System	3 days	Thu 1/9/14	Mon 1/13/14	334FS-2 days	344
339	Install Berm Seating	6 days	Mon 12/23/13	Tue 12/31/13	331	340
340	Install Party Patio	6 days	Thu 1/2/14	Thu 1/9/14	339	380,382
341	Rough in Low Voltage in all Walls & Ceilings	3 days	Wed 1/8/14	Fri 1/10/14	334FS-3 days	344FS-2 days
342	Sheetrock Walls & Ceilings	7 days	Fri 1/17/14	Mon 1/27/14	335FS-2 days,33	343FS-3 days
343	Tape Walls & Ceilings	10 days	Thu 1/23/14	Wed 2/5/14	342FS-3 days	344FS-4 days
344	Install all Wall Finishes (WC, FRP, Paint, Ceramic Tile, etc…)	8 days	Fri 2/21/14	Tue 3/4/14	335,336,337,338 days,343FS-4	345FS-1 day,346FS-2 days
345	Install all Mech. Finishes (plumbing,HVAC,sprinkler)	7 days	Tue 3/4/14	Wed 3/12/14	344FS-1 day	347,348
346	Install Electrical Finishes (Light fixtures, Dryers, etc…)	7 days	Mon 3/3/14	Tue 3/11/14	344FS-2 days,33	347FS-1 day
347	Install all Concession Fixtures	8 days	Thu 3/13/14	Mon 3/24/14	345,346FS-1 day	350,380,382
348	Install Toilet Fixtures & Accessories	6 days	Thu 3/13/14	Thu 3/20/14	345,288	349
349	Install Toilet Partitions	6 days	Fri 3/21/14	Fri 3/28/14	348,289	380,382,386
350	Install Signage	2 days	Tue 4/22/14	Wed 4/23/14	329,347	385,367
351	**Playing Field**	**185 days**	**Mon 8/26/13**	**Fri 5/16/14**		
352	Remove Surcharge	10 days	Mon 8/26/13	Mon 9/9/13	138FS-10 days	353FS-10 days
353	Mass Grading	20 days	Mon 8/26/13	Mon 9/23/13	352FS-10 days	354,355,356,357
354	Install all Underground Electical	10 days	Tue 9/24/13	Mon 10/7/13	353	364,360
355	Install Underground Plumbing	10 days	Tue 9/24/13	Mon 10/7/13	353,68	364



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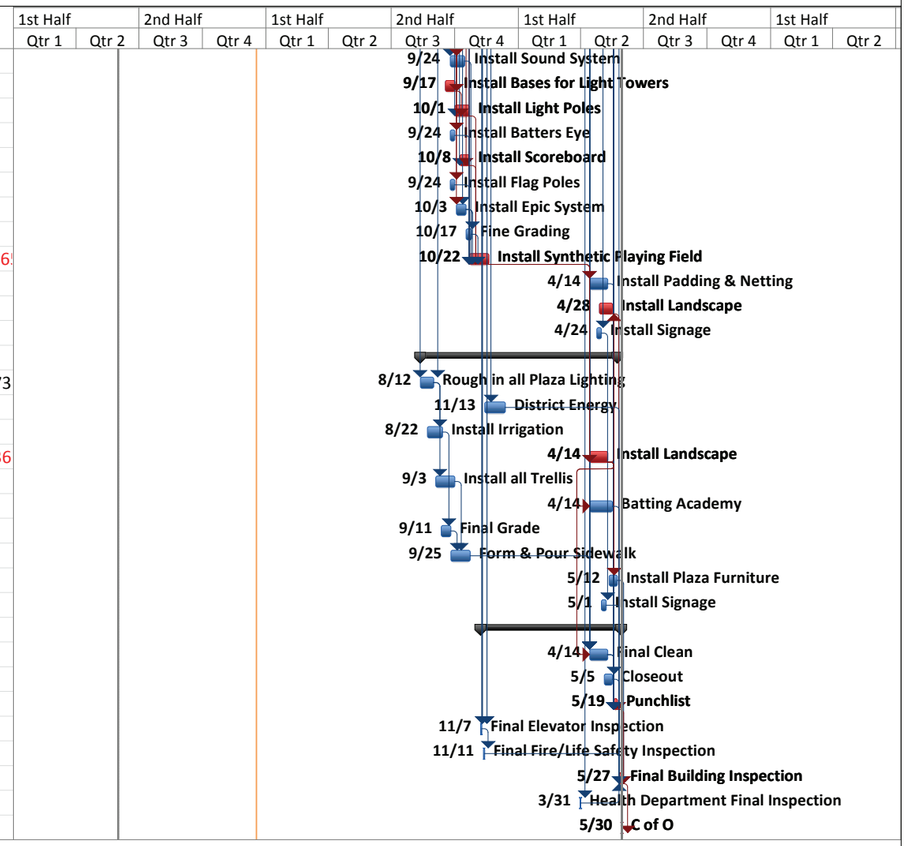
356	Install Sound System	15 days	Tue 9/24/13	Mon 10/14/13	353,75	364
357	Install Bases for Light Towers	10 days	Tue 9/17/13	Mon 9/30/13	353FS-5 days	358
358	Install Light Poles	15 days	Tue 10/1/13	Mon 10/21/13	55,357	364
359	Install Batters Eye	5 days	Tue 9/24/13	Mon 9/30/13	353	364
360	Install Scoreboard	10 days	Tue 10/8/13	Mon 10/21/13	354,58	364
361	Install Flag Poles	5 days	Tue 9/24/13	Mon 9/30/13	353	364
362	Install Epic System	10 days	Thu 10/3/13	Wed 10/16/13	353,222	363,364
363	Fine Grading	6 days	Thu 10/17/13	Thu 10/24/13	362	364FS-4 days
364	Install Synthetic Playing Field	20 days	Tue 10/22/13	Mon 11/18/13	57,354,355,358,	372FS+20 wks,36
365	Install Padding & Netting	20 days	Mon 4/14/14	Fri 5/9/14	364FS+20 wks,6	382
366	Install Landscape	15 days	Mon 4/28/14	Fri 5/16/14	372FS-10 days	382
367	Install Signage	5 days	Thu 4/24/14	Wed 4/30/14	350	378
368	**Plaza/ Sitework**	**200 days**	**Mon 8/12/13**	**Fri 5/23/14**		
369	Rough in all Plaza Lighting	15 days	Mon 8/12/13	Fri 8/30/13	271FS-12 days,6	371FS-7 days,373
370	District Energy	20 days	Wed 11/13/13	Thu 12/12/13	295	385
371	Install Irrigation	15 days	Thu 8/22/13	Thu 9/12/13	369FS-7 days	375FS-2 days
372	Install Landscape	20 days	Mon 4/14/14	Fri 5/9/14	364FS+20 wks,4	374FS-20 days,36
373	Install all Trellis	20 days	Tue 9/3/13	Mon 9/30/13	369	376FS-5 days
374	Batting Academy	25 days	Mon 4/14/14	Fri 5/16/14	372FS-20 days	385
375	Final Grade	10 days	Wed 9/11/13	Tue 9/24/13	371FS-2 days	376
376	Form & Pour Sidewalk	20 days	Wed 9/25/13	Tue 10/22/13	373FS-5 days,37	380
377	Install Plaza Furniture	10 days	Mon 5/12/14	Fri 5/23/14	372	385FS-2 days
378	Install Signage	5 days	Thu 5/1/14	Wed 5/7/14	367	385
379	**Substantial Completion**	**141 days**	**Thu 11/7/13**	**Thu 5/29/14**		
380	Final Clean	4 wks	Mon 4/14/14	Fri 5/9/14	372FS-4 wks,164	382,381FS-1 wk
381	Closeout	2 wks	Mon 5/5/14	Fri 5/16/14	380FS-1 wk	385
382	Punchlist	1 wk	Mon 5/19/14	Fri 5/23/14	380,164,193,191	385
383	Final Elevator Inspection	2 days	Thu 11/7/13	Fri 11/8/13	186,207,236,261	384
384	Final Fire/Life Safety Inspection	2 days	Mon 11/11/13	Tue 11/12/13	383	385
385	Final Building Inspection	3 days	Tue 5/27/14	Thu 5/29/14	377FS-2 days,35	387
386	Health Department Final Inspection	1 day	Mon 3/31/14	Mon 3/31/14	349	385
387	C of O	1 day	Fri 5/30/14	Fri 5/30/14	385	



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