



**LOWERTOWN
BALLPARK**
RFP-30505-12

Knutson Construction
December 19, 2012



Like good design, baseball is most successful when it is played as a team. It is simple, yet elegant and crafted in such a way that speaks to many generations with equal ease.

*Robert Phinney
Sustainable Designer
HDR*



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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 RFP Other:

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

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

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

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

Proposal Specifications: Available at www.demandstar.com

Mandatory Pre-Proposal Conference and Site Visit: 9:00 a.m., Wednesday, November 28, 2012
Deadline for Written Questions: 2:00 p.m., Wednesday, December 5, 2012
Deadline for Proposals: 2:00 p.m., Wednesday, December 19, 2012

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

Action Required by Respondent:

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

Company: Knutson Construction Number of Addenda Received: 4

Address: 5500 Wayzata Blvd., Suite 300, Minneapolis, MN 55416

Signature: _____ Date: December 19, 2012

By:

Darin Knapp Senior Vice President
Name Title

Phone: 763.546.1400 Fax: 763.546.2226 E-Mail Address: dknapp@knutsonconstruction.com

E.I Number: 41 1523574

(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:	Design/Build RFP Lowertown Ballpark Project
Project Number:	RFP-30505

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?	<input checked="" type="radio"/>	<input type="radio"/>	No
2. Has the Respondent completed the VOP Questionnaire?	<input checked="" type="radio"/>	<input type="radio"/>	No
3. Will the Respondent sign the Contract referenced in Document A?	<input checked="" type="radio"/>	<input type="radio"/>	No
4. Will the Respondent be able to provide Performance and Payment Bonds?	<input checked="" type="radio"/>	<input type="radio"/>	No
5. Will the Respondent be able to provide a Certificate of Insurance that meets the insurance requirements?	<input checked="" type="radio"/>	<input type="radio"/>	No
6. Does the Respondent understand and agree to meet the Prevailing Wage Rate requirements?	<input checked="" type="radio"/>	<input type="radio"/>	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)?	<input checked="" type="radio"/>	<input type="radio"/>	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?	<input checked="" type="radio"/>	<input type="radio"/>	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?	<input checked="" type="radio"/>	<input type="radio"/>	No
10. Will the Respondent be able to comply with Public Art Ordinance?	<input checked="" type="radio"/>	<input type="radio"/>	No
11. Does the Respondent understand that there is a possibility this project will require a Project Labor Agreement?	<input checked="" type="radio"/>	<input type="radio"/>	No
12. Has the Respondent completed the team proposal form?	<input checked="" type="radio"/>	<input type="radio"/>	No
13. Has the Respondent completed the team qualifications form?	<input checked="" type="radio"/>	<input type="radio"/>	No
14. Has the Respondent completed the RFP criteria?	<input checked="" type="radio"/>	<input type="radio"/>	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	<input checked="" type="radio"/>	<input type="radio"/>	No

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



5500 Wayzata Blvd, Suite 300
Minneapolis, MN 55416-1264
763.546.1400 Phone
763.546.2226 Fax
www.knutsonconstruction.com

December 19, 2012

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

RE: Proposal for RFP30505 Design-Build Lowertown Ballpark Project

Dear Members of the Selection Committee:

PLAY BALL! These are words we are all excited to hear shouted in 2015! Hot dogs, cotton candy and Cracker Jacks, along with seeing the excitement and entertainment of Mudonna, Lardshian and Hamphries, and let's not forget about the Saints baseball!

Urban redevelopment projects like the Lowertown Ballpark are exciting projects as they assist in reinventing a community. Ballparks are fun-filled destinations, bringing families and community together in a seamless interaction with the surroundings. The Knutson Team is excited to become a team member on the Lowertown Ballpark so we can lead this process of bringing the Saint Paul Saints downtown.

Industry-Leading Experts: Populous will lead our team to envision a ballpark as a green community destination that fits seamlessly into the urban environment, providing unique amenities found nowhere else in our area. We've also teamed with the technical expertise of Palanisami and Studio Hive to lead our design efforts for structural and interiors, both of which are DBE firms. Our team is truly a best-in-class design-build team with specialized expertise in this facility type.

Sustainability Commitment: Lowertown Ballpark should be a model of urban sustainability, setting new standards for how ballparks can exemplify stewardship of our natural resources. Local team members from HDR, will lead the sustainability efforts. Kimley-Horn and Solution Blue will focus on the civil and site remediation portions, while driving innovative stormwater solutions and sustainable best practices. We bring the Lowertown Ballpark proven innovation in ballpark sustainability.

Trusted Partners: Our construction team has been Saint Paul's trusted partner on successful projects for more than nine decades. In fact, last year we celebrated our 100 year anniversary in Saint Paul at the Minnesota History Center.

Proven Delivery: The Knutson design-build team brings the City confidence that iconic design can be delivered within the stewardship of public resources. We will leverage the talent and tools of our entire team to keep our commitment to you and the community to deliver on time and within budget. We will also deliver an open, transparent estimating process to drive value into the project. From exceeding our business inclusion goals to delivering the most detailed, well-considered project plan and schedule, we'll continue to demonstrate our commitment to excellence in every aspect of this project.

In the weeks leading up to today, we have explored many options and are excited to become a part of the Lowertown Team. Like you, we envision an incredible sports destination in the heart of Saint Paul, a place where families can enjoy an exciting, yet affordable game, while enjoying all of the amenities of a modern ballpark. Many a young fan started his or her lifelong love of baseball at a Saints game, dreaming of home runs, hotdogs, and legions of devoted fans. We welcome the chance to be your partner in realizing our community's dream for the Lowertown Ballpark.

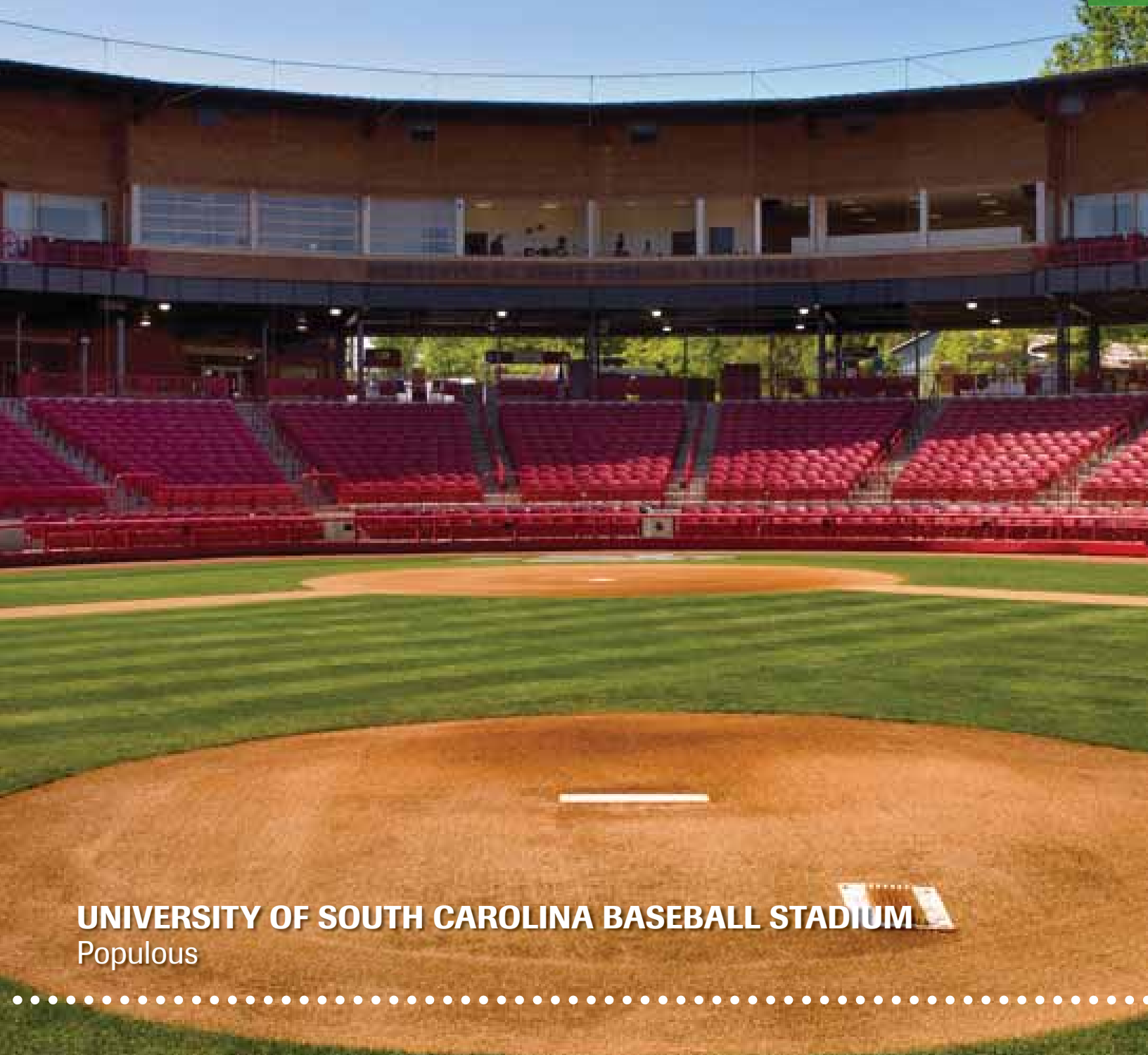
Sincerely,

Knutson Construction

A handwritten signature in blue ink, appearing to read 'Darin Knapp', is written over a large, stylized blue arrow pointing to the left. Below the signature, the name 'Darin Knapp' and title 'Senior Vice President' are printed in a black, sans-serif font.

Darin Knapp
Senior Vice President

TEAM PROPOSAL FORM



UNIVERSITY OF SOUTH CAROLINA BASEBALL STADIUM

Populous



I feel privileged to have led the first study for a new Saints ballpark at Harriet Island more than a decade ago. Tom Whaley and the Saints ownership have never given up on the idea since that time. I hope to have the opportunity to finish what I started at Harriet Island.

*Bruce Miller
Design Project Manager
Populous*



VENDOR OUTREACH QUESTIONNAIRE

2

TARGET FIELD

Kimley-Horn, Oslund, Populous, Solution Blue, Studio Hive



**Where someone sees a brick
and another sees a wall, I see
the cornerstone of an innovative,
sustainable, and well-integrated
community ballpark.**

*John Hink
President
Solution Blue*



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 9.7 % WBE 8.1 %

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.			
Names of VOP Certified Vendor	MBE / SBE / WBE	Type of Work or Supplies	Dollar Amount
Davis Communications Part I Construction	SBE	Communication and Public Relations	\$20,000
Hess – Roise and Company Part I Design	WBE	Historic Consulting	\$7,500
Palanisami & Associates, Inc. Part I Design	MBE	Structural Engineering	\$105,050
Palanisami & Associates, Inc. Part I Design	SBE	Structural Engineering	\$55,000
Robert Rippe and Associates Part I Design	SBE	Food and Beverage Design	\$23,760
Solution Blue, Inc. Part I Design	SBE	Civil - Stormwater Control	\$62,400
Solution Blue, Inc. Part I Construction	SBE	Remediation	\$43,805
Studio Hive Part I Design	WBE	Interior Design	\$150,436
Technology Management Corp Part I Design	WBE	A/V, Data and Telephone	\$13,563

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

6 % Minorities 9 % Women 3 % Disabled Persons

3. Expected number of new hires for this Project. 30 . Expected number of hours (labor) on this Project 300,000

4. Percent of the Respondent's permanent workforce for this Project will be unskilled minorities.

7 %

5. Percent of the Respondent's permanent workforce for this Project will be skilled minorities.

7 %

6. Percent of the Respondent's workforce for this Project will be women. 7 %

7. Do you have a current Affirmative Action Program Registered? X YES NO

RESPONDENT'S TEAM QUALIFICATIONS

ONEOK FIELD
Populous





I've worked on a great number of award-winning urban ballparks, but due to their location, my family and I were only able to experience them on opening day celebrations. Finally, I may get the opportunity to celebrate working on a ballpark that my family and I can enjoy week after week, year after year, in our own hometown. I can't think of anything more rewarding than that!

Mike Rodriguez
Senior Project Designer
HDR



ATTACHMENT D

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

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

1. Team Member Title: **Preconstruction Project Manager**

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

B. Individual's Firm Name: **Knutson Construction**

C. Years working for Firm: **5 years**

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

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

F. Number of comparable projects completed (within last 7 years): **3**

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

	Project Name	Estimated Construction Cost
i.	Riverside Plaza Renovation	\$61.3 million
ii.	Hiawatha Maintenance Facility	\$9.87 million
iii.	DH Blattner Corporate Headquarters	\$12 million

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. Preconstruction PM:

ii. Construction PM:

iii. Site Superintendent:

iv. Cost Estimator: **1**

v. Design Project Manager:

vi. Design Architect:

I. Percent of Time Devoted to Project (%) **100% Preconstruction**

J. Project Responsibilities: **As the preconstruction project manager, Scott's responsibilities include complete oversight of all budget estimates, value analysis, and systems cost analysis.**

ATTACHMENT D

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

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

1. Team Member Title: **Construction Project Manager**

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

B. Individual's Firm Name: **Knutson Construction**

C. Years working for Firm: **5 years**

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

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

F. Number of comparable projects completed (within last 7 years): **3**

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

	Project Name	Estimated Construction Cost
i.	Riverside Plaza Renovation	\$61.3 million
ii.	Hiawatha Maintenance Facility	\$9.87 million
iii.	DH Blattner Corporate Headquarters	\$12 million

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. Preconstruction PM:

ii. Construction PM:

iii. Site Superintendent:

iv. Cost Estimator: **1**

v. Design Project Manager:

vi. Design Architect:

I. Percent of Time Devoted to Project (%) **100%**

J. Project Responsibilities: **As project manager, Scott's responsibilities during construction include management of the budget, scheduling of construction activities, trade contract bids and awards, contract administration, change management, and project reporting. He has experience managing the owner and designers through the programming phase of design-build projects, including holding and managing the design and consultant contracts.**

ATTACHMENT D

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

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

1. Team Member Title: **Site Superintendent**

A. Name of Individual: **Rick Vredenburg**

B. Individual's Firm Name: **Knutson Construction**

C. Years working for Firm: **40 years**

D. Years working in Industry: **40 years**

E. Years in the present position/job function: **25 years**

F. Number of comparable projects completed (within last 7 years): **3**

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

	Project Name	Estimated Construction Cost
i.	Frauenshuh Park Nicollet Cancer Center	\$51.5 million
ii.	Park Nicollet Heart & Vascular Center	\$38.8 million
iii.	UTC Aerospace Campus Expansion	\$31.5 million

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:

ii. Construction PM:

iii. Site Superintendent:

iv. Cost Estimator: **4**

v. Design Project Manager:

vi. Design Architect:

I. Percent of Time Devoted to Project (%) **100%**

J. Project Responsibilities: **Rick will oversee the daily operations as Superintendent. He will be the daily driver of the schedule, our safety program, and the disruption avoidance execution plan. Rick coordinates, expedites, monitors, and directs all construction activities for his projects. He controls the forces engaged in the general conditions work and coordinates these activities with the work of subcontractors and suppliers. Rick directs the preparation and maintenance of daily records for all construction activities including head counts, weigh bills, delivery tickets, drawing receipt, and distribution. He regularly issues reports to the project manager(s), design teams, and stakeholders assigned to the project. He coordinates and expedites all inspections, participates in development of punchlist during project close-out and assists in compiling documents describing completed work, guaranteed, maintenance, and procedure manuals.**

ATTACHMENT D

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

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

1. Team Member Title: **Cost Estimator**

A. Name of Individual: **Dan Ryan**

B. Individual's Firm Name: **Knutson Construction**

C. Years working for Firm: **27 years**

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

E. Years in the present position/job function: **27 years**

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):

	Project Name	Estimated Construction Cost
i.	Interchange	\$72 million
ii.	DH Blattner Corporate Headquarters	\$12 million
iii.	Elmer L. Andersen Department of Human Services	\$67 million

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. Preconstruction PM: **1**

ii. Construction PM: **1**

iii. Site Superintendent: **4**

iv. Cost Estimator:

v. Design Project Manager:

vi. Design Architect:

I. Percent of Time Devoted to Project (%) **90% Preconstruction 10% Construction**

J. Project Responsibilities: **Dan's responsibilities include preparation of budget estimates, value engineering, systems cost analysis, scheduling of design and construction activities, subcontract negotiations and award, project administration, and cost control.**

ATTACHMENT D

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

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

1. Team Member Title: **Design Project Manager**

A. Name of Individual: **Bruce Miller**

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

C. Years working for Firm: **23 years**

D. Years working in Industry: **24 years**

E. Years in the present position/job function: **23 years**

F. Number of comparable projects completed (within last 7 years): **3**

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

	Project Name	Estimated Construction Cost
i.	Target Field	\$544.4 million
ii.	TD Ameritrade Park	\$100 million
iii.	Hammond Stadium	\$43 million

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. Preconstruction PM:

ii. Construction PM:

iii. Site Superintendent:

iv. Cost Estimator:

v. Design Project Manager:

vi. Design Architect: **3**

I. Percent of Time Devoted to Project (%) **50%**

J. Project Responsibilities: **Bruce will be the daily contact for the client and team. All correspondence will be filtered through him. In addition to being the client contact, Bruce will be responsible for managing the internal design team, monitoring the schedule and budget. Bruce will negotiate contracts with sub-consultants and, if needed, issue additional service requests.**

ATTACHMENT D

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

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

1. Team Member Title: **Design Architect**

A. Name of Individual: **Norman Friedman**

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

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

D. Years working in Industry: **27 years**

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

F. Number of comparable projects completed (within last 7 years): **2**

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

	Project Name	Estimated Construction Cost
i.	Target Field	\$544.4 million
ii.	Arvest Ballpark	\$35 million
iii.	University of Georgia Ballpark	TBD

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. Preconstruction PM:

ii. Construction PM:

iii. Site Superintendent:

iv. Cost Estimator:

v. Design Project Manager: **3**

vi. Design Architect:

I. Percent of Time Devoted to Project (%) **75%**

J. Project Responsibilities: **Norman will work with the client and team to create a design responsive to the unique goals of this project. He will develop all aspects of the design including floor plans and adjacencies, massing and volumetric studies, colors and materials. As design architect, he will coordinate with other internal designers (such as interiors and graphics) and exterior designers (such as landscape). The design architect will create images and sketches.**

ATTACHMENT D

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Preconstruction 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: **Ta-coumba Aiken**

B. Individual's Firm Name: **N/A**

C. Years working for Firm: **N/A**

D. Years working in Industry: **37 years**

E. Years in the present position/job function: **37 years**

F. Number of comparable projects completed (within last 7 years): **10**

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

	Project Name	Estimated Construction Cost
i.	Paint the Pavement	N/A
ii.	Midtown Exchange Transit Hub	N/A
iii.	Plan-It-Hennepin	N/A

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. Preconstruction PM:

ii. Construction PM:

iii. Site Superintendent:

iv. Cost Estimator:

v. Design Project Manager:

vi. Design Architect:

I. Percent of Time Devoted to Project (%) **25%**

J. Project Responsibilities: **Ta-coumba will lead the project team and internal stakeholders in a series of workshops and charettes to identify opportunities for integrating art into the ballpark and its surroundings. He will also lead a process of reaching into the community for input and ideas for public art to be included in the ballpark. The results of these processes will identify the public art opportunities for the project for which a call for artists will be developed. He will work with the Saint Paul City Art Ordinance selection committee to evaluate artists' proposals and select artists for commissions.**

ATTACHMENT D

RESPONDENT'S TEAM QUALIFICATIONS

Staff Experience

Complete for each of the following team members: Preconstruction 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: **Thomas Olsund**

B. Individual's Firm Name: **Oslund and Associates**

C. Years working for Firm: **15 years**

D. Years working in Industry: **26 years**

E. Years in the present position/job function: **15 years**

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):

	Project Name	Estimated Construction Cost
i.	Target Field and Target Plaza	\$522 million
ii.	Vikings Next Study	\$830 million
iii.	Harley-Davidson Museum	\$75 million

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. Preconstruction PM:

ii. Construction PM:

iii. Site Superintendent:

iv. Cost Estimator:

v. Design Project Manager: **1**

vi. Design Architect: **1**

I. Percent of Time Devoted to Project (%) **25%**

J. Project Responsibilities: **Tom will lead the conceptual direction for the site and provide design oversight on the project.**

ENVIRONMENTAL REMEDIATION

GUTHRIE THEATER & GOLD MEDAL PARK
Oslund



The strong sense of place, energy within the community, and history of this district make for a very exciting and compelling place to design and create a truly neighborhood-scaled ballpark.

*Tadd Kreun
Landscape Architect/Principal
Oslund & Associates*



ENVIRONMENTAL REMEDIATION

Demonstrated Expertise & Similar Project Experience

Our remediation plan will be led by Solution Blue. They have provided environmental services on more than 50 large-scale brownfield redevelopment projects in Minnesota, including the following projects of similar size and scope to the Lowertown Ballpark:

- The St. Paul Jackson Street Housing
- The Minnesota BioBusiness Center in Rochester
- The Best Buy Corporate Campus in Richfield
- Additional 22 sites in St. Paul

They have also been involved in a number of projects located in the City of Saint Paul, including:

- The Bruce Vento Nature Sanctuary and Interpretive Center
- The 4th Street Trail
- US Bank Corporate Offices
- St. Paul Port Authority Great Northern Business Park
- Northern Metals Recycling Metals Reduction Company (formerly Kaplan's scrap yard)
- Maxson Steel (Great Northern Business Center North)

Leading our team, John Hink of Solution Blue brings more than 19 years of experience providing engineering expertise to complicated remediation and brownfield redevelopment projects, including St. Paul's Upper Landing redevelopment of the former Superfund site. Additionally, Ken Haberman from Landmark Environmental brings a unique perspective to the project due to his 16 years of experience as an environmental consultant and nine years of experience working for the Minnesota Pollution Control Agency (MPCA). His experience with MPCA included being the first supervisor of the MPCA's Voluntary Investigation and Cleanup (VIC) Program—understanding the regulatory intricacies, as well as the practical aspects, related to project scope, schedule, and budget.

Solution Blue has experience working on projects involving the cleanup of former manufactured gas plant and petroleum sites; demolition of former industrial plants; design and implementation of soil vapor mitigation systems and contaminated groundwater dewatering; management of stormwater runoff, treatment, and discharge; and management of significant volumes and complexities of contaminated soil treatment and disposal. Also, Solution Blue has significant experience implementing the MPCA's offsite re-use guides to properly utilize marginally impacted soil on other properties.

Additionally, Populous has tremendous experience leading design teams on environmentally complex sites. An urban site for a ballpark often contains hazardous soils requiring remediation. Populous teams have successfully addressed soil remediation on 44 baseball projects of similar size and scope to the Lowertown Ballpark.

Soil Remediation Approach and Methodology

Our team proposes to conduct a comprehensive review of the existing environmental reports in the context of the proposed development plan and with input from the entire design-build team, the City of Saint Paul, and the Saints. This extensive collaboration will create a resourceful, fresh approach to the soil remediation. This approach will be more cost-effective and sustainable, and still be protective of human health and the environment. To do this, our team will prepare a response action plan (RAP) addendum for submittal to the MPCA. Because Solution Blue has been brought into many brownfield projects during the preliminary design stages to provide a new perspective, we will draw upon Solution Blue's vast experience and expertise gained from past successes to benefit the Lowertown Ballpark project.

We will provide several new ideas for the Lowertown Ballpark, including potential options to leave more contaminated soil in place. The MPCA guidelines currently recognize the benefits of designing and implementing response actions that limit the quantity of contaminated soil to be excavated as part of the re-development and maximize the quantity of contaminated soil that is excavated for beneficial re-use both onsite and offsite.

Supporting the minimization of soil export, the key issue from an architectural standpoint for a minor league ballpark is setting the playing field elevation. The playing field elevation significantly affects the overall building section, the building height, and how the building relates to the adjacent site edges. Additionally, setting the playing field elevation impacts the amount of potentially exported hazardous material. Minimizing export reduces risk and cost of disposal. These risks and costs need to be balanced against the impact of raising the field elevation and raising the height of the building. These issues drive the more technical issues involved in remediating the soils and runoff from the site.

When these types of response actions are combined with the installation of vapor mitigation systems and the proper use of institutional and engineering controls, it is possible to achieve the goal of being protective of human health and the environment, while meeting the definition of "green remediation," an important



**Guthrie Theater &
Gold Medal Park**
Minneapolis, MN

The focal point of Gold Medal Park is a sculptural observation mound—32 feet in height and 350 feet in diameter—with a bosque of trees and seating at the apex. A spiral walkway bound in Corten steel allows the visitor to ascend to the top. The view from this height allows a great perspective out over the Stone Arch Bridge, Mississippi River, and Minneapolis skyline. One unique aspect of the observation mound is that it is also the solution for the on-site environmental remediation that had to occur during construction. Contamination from the various past uses needed remediation. The MPCA required four to six feet of the existing topsoil to be removed, remediated, and replaced with clean fill. The solution was to encapsulate the contaminated soil inside the observation mound. After the mound was shaped with the contaminated fill, the MPCA required a four-foot-deep cap of clean fill to be added to meet its standards for public park space. This unique solution helped create a sustainable and cost-effective centerpiece for the park, reduced cost for importing/exporting soil, and creatively solved a remediation challenge.

component of sustainable development. These types of response actions also offer significant cost benefits. We believe there are a number of opportunities to design and implement green and sustainable remediation techniques that will be a critical element of the Lowertown Ballpark project.

After identifying the best approach for the project based on assessment of the risks and challenges outlined in the section below, we will work with the MPCA to get the RAP addendum approved and prepare remediation plans and specifications for bidding and sub-contracting documents for the physical demolition and remediation. Preconstruction activities include preparing landfill waste profiles and getting approvals from landfills, acquiring any necessary environmental related permits, and notifying the MPCA of the schedule, remediation contractors, landfills, and laboratories. Our team has extensive experience working with a number of municipalities and other agencies to prepare the remediation and demolition plans, publically bid the project, oversee and manage the construction process, and properly document the project to receive the necessary MPCA approvals and written assurances. Through this type of diligence, our team has a strong track record of projects being completed on schedule and at or below budget.

Additionally, the remediation plans will likely include several technical remedies including a soil vapor barrier and venting system for buildings and an ethylene propylene diene monomer (EPDM) or other type of impermeable membrane liner for the field for capping contaminated soil and use as a stormwater collection system. Solution Blue has significant experience with the design, construction, maintenance, and monitoring of these types of systems for capping and for soil vapor with volatile organic compound (VOC) contamination.

With regard to monitoring contaminated soils, Solution Blue also has significant experience with managing and tracking contaminated soil being hauled to non-hazardous and hazardous waste landfills. The key to maintaining the project's budget is to monitor volumes on a daily and weekly basis and to carefully track the percent of the project that is complete. In addition, our team will utilize experienced field managers to efficiently manage the onsite contaminated soil activities and monitor progress. In addition, because lead-contaminated soil that does not meet non-hazardous waste landfill requirements is present on site, our team has valuable experience using proprietary stabilization agents to render the soil non-hazardous for more cost-effective disposal after treatment.

Depending on proposed excavation depths and free product depths, dewatering or stormwater treatment may be necessary. Because Solution Blue has worked on a variety of groundwater dewatering and stormwater collection, treatment, and discharge projects. Because of this experience, we know the permitting requirements and reporting process for discharge to Metropolitan Council Environmental Services (MCES). In addition, a Minnesota Department of Natural Resource (DNR) permit is required for groundwater dewatering above a certain threshold. Since groundwater at the property is likely contaminated, it will require a treatment system with several tanks and features to remove solids, oils, and VOCs. Based on groundwater data collected to date, we know that MCES will require analysis of several additional parameters than previously collected for sanitary sewer discharge, including knowing the influent concentrations for design of the water treatment system. Avoiding dewatering all together is preferable, but may not be feasible.

Potential Soil Remediation Risks

During the demolition and remediation, there may be instances where asbestos and hazardous building materials may be encountered after the abatement is completed by the City. Asbestos is often discovered behind a wall or in a buried section of pipe. Solution Blue's field managers are licensed asbestos inspectors and equipped to collect samples and immediately implement a cleanup strategy.

SUSTAINABILITY EXPERIENCE

ARVEST BALLPARK
Populous





The ballpark will be sustainable because it will include community input, economic impact, and environmental benefit.

*Sherry Van Duyn, PE
Senior Environmental Engineer
Solution Blue*



SUSTAINABILITY EXPERIENCE

Our proposed project team consists of design and construction professionals with significant sustainability experience. HDR will lead our team in sustainability direction and expertise with master plan support and guidance from McKinstry as it relates to green funding sources. The Lowertown Ballpark project is an outstanding opportunity to demonstrate how a truly qualified, sustainable design and construction team can redefine the model of what an urban public assembly project can be. We look forward to the opportunity to combine our collective sustainability experience and bring best value to the City of Saint Paul and the Saints. Each firm on our team is committed to design and construction that maximizes the opportunity to create an exemplary sustainable ballpark for the City of Saint Paul.

Collectively, our team is composed of 10 LEED accredited professionals who will work directly on this project. This team has also delivered five B3 projects within the State of Minnesota. Our team's LEED accreditation demonstrates tremendous professional commitment to sustainability through continuing education requirements and ongoing project commitments that implement values promoted through sustainable programs. Our team understands how to implement the green strategies required to deliver sustainable solutions, whether those strategies are based in B3-MSBG or LEED.

The following chart demonstrates each firm's relevant experience with Minnesota Sustainable Building Guidelines, LEED, and Xcel Energy's Energy Design Assistance Program. Specific project examples are included at the end of this section.

Sustainability Experience Matrix

Project & Team	B3-MSBG Experience	USGBC LEED Accreditation			Xcel Energy's "Energy Design Assistance" Program	Other Sustainability Accreditation
		Silver	Gold	Platinum		
Target Field Populous Solution Blue Kimley-Horn Oslund Studio Hive	■	■			■	
TCF Bank Stadium Populous Solution Blue Studio Hive	■	■				
AMSOIL Arena Populous	■	■				
Marlins Park Populous			■			
Washington National Park Populous		■				
Riverside Plaza Knutson Construction Palanisami & Associates					■	
Allina & Children's Mother Baby Center Knutson Construction HDR	■				■	
Hiawatha Maintenance Facility Knutson Construction				■	■	
Blattner Energy Knutson Construction Studio Hive				■	■	
The Wilder Center Parking Ramp Knutson Construction			■			
East Side Recycling Center Knutson Construction				Seeking		
Carver-Hawkeye Arena Knutson Construction		Seeking				

Project & Team	B3-MSBG Experience	USGBC LEED Accreditation			Xcel Energy's "Energy Design Assistance" Program	Other Sustainability Accreditation
		Silver	Gold	Platinum		
University of Iowa State Hygienic Laboratory Knutson Construction			■			
Meskwaki Settlement High School Knutson Construction		■				
Park Nicollet Frauenshuh Cancer Center & Parking Ramp Knutson Construction		■				
George W. Gibbs Jr. Elementary School Knutson Construction		■				
URS Corporate Offices Knutson Construction						LEED Certified
Watertown-Mayer Elementary School Knutson Construction						LEED Certified
MidWestOne Bank Knutson Construction						LEED Certified
Elmer L. Andersen Human Services Building Knutson Construction	■					

Team Member	Other Information
Populous	<ul style="list-style-type: none"> 35 LEED Accredited Professionals 15 LEED registered projects 3 Minnesota LEED Projects 3 Baseball LEED Projects
HDR	<ul style="list-style-type: none"> 688 LEED Accredited Professionals 62 LEED certified projects (8.84m SF) 130 LEED registered projects (27.13m SF) 1.57M SF of Building Research Establishment Environmental Assessment Method (BREEAM) projects (UK green building rating system)
Knutson Construction	<ul style="list-style-type: none"> 22 LEED Accredited Professionals
Solution Blue	<ul style="list-style-type: none"> 3 Minnesota LEED projects 1 LEED Platinum Project, NV
Studio Hive	<ul style="list-style-type: none"> 80% of current staff are LEED accredited professionals

Expertise and Experience with MN Sustainable Building Guidelines

The State of Minnesota Sustainable Building Guidelines do not follow LEED requirement specifically, but the requirements are similar and the documentation requirement in the B3 MSBG may assist in attaining LEED credits. Our team has significant experience with both MN Sustainability Guidelines and LEED certification, making us uniquely qualified to bring green expertise to the Lowertown Ballpark project.

The MSBG exists to focus on the sustainable items specific to our region and improves upon fundamental problems that have not yet been resolved adequately in existing nationally based standards. Because the State of Minnesota Sustainable Building Guidelines are transparent to LEED, obtaining a LEED certification is an incentive to achieve higher performance than the basic requirements set forth for the Lowertown Ballpark using the Minnesota Sustainable Building Guidelines.

As leaders in the green building industry, HDR, Knutson, and Populous have designed, engineered, and built green buildings of all types throughout the country, from hospitals and laboratories to government buildings and commercial office buildings.

Expertise and Experience with USGBC LEED or other Sustainability Accreditation Programs

Knutson is an industry leader in sustainable building. We are committed to promoting sustainable design and environmentally responsible project delivery. Knutson is a founding member of the Mississippi Headwaters Chapter of the United States Green Building Council (USGC). We practice eco-friendly business processes in our internal operations and are committed to educating our staff on sustainable building techniques. A majority of our project management staff are LEED Accredited Professionals.

Leading our team's sustainability efforts, HDR's sustainable design solutions program focuses on providing solutions for new and existing buildings that balance economic, environmental, and social equity goals. Sustainable design requires the interdependence of many parts and systems. The complexity of this integrated approach is matched by the experience of their professional staff.

All HDR projects are required to set goals for energy use reduction and water use reduction. Additionally, all projects use a sustainable design checklist and a sustainable QA/QC process to ensure that goals are addressed during the design process.

In 2009, HDR Architecture signed the “Architecture 2030 Challenge,” an initiative designed to achieve a dramatic reduction in the greenhouse gas (GHG) emissions by changing the way buildings and developments are planned, designed, and constructed. In addition, HDR is dedicated to developing tools and improving processes that empower colleagues and clients, including many specialized sustainable design tools such as: sustainable user notes in specifications; a sustainable products database; LEED implementation plan; LEED accredited professional study guide; and 2030 Challenge Tracking Tool.

HDR has been at the forefront of the movement to implement an industry standard for green buildings. HDR was the first architecture firm to join the USGBC in 1994.

Populous was the first to bring to market a LEED Silver certified collegiate sports facility at the University of Connecticut and first to design a LEED Silver professional stadium at Nationals Park in Washington, DC. They opened the country’s first LEED certified football stadium at the University of Minnesota in September 2009. And in the coming years, they will be opening nearly a dozen more LEED certified buildings currently under design or construction.

Populous has created numerous tools and resources to facilitate the integration of sustainability into every project. Their project teams focus on incorporating sustainable design objectives from the initial design concept throughout the entire project. They have a focused in-house sustainability resource group that directs corporate and project initiatives. This group works with each project team to assist in setting specific project goals and continues as a resource throughout the course of the entire project.

Whether the goal is to incorporate sustainable design practice into a new or existing facility or to achieve certification, Populous has a qualified, knowledgeable team of green design specialists dedicated to designing a sustainable future. From the initial design concept throughout construction and ongoing operation of the building, their designers take a holistic approach to sustainable design.

Sustainable Remediation

A sustainable remediation project can be achieved by negotiating site-specific cleanup goals and employing institutional and engineering controls. Solution Blue has completed numerous Saint Paul projects using barriers to isolate contaminants, achieving significant savings for our clients, while meeting MPCA approval.

Utilizing a barrier such as a cap, liner or building foundation placed over the contaminated soil with the MPCA's approval minimizes project costs, reduces the number of vehicle miles driven, decreases the quantity of soil that would otherwise end up in a landfill, and reduces the exposure to dust and contaminated soil for workers and the public. For VOC contamination or contaminated groundwater, common sustainable cleanup plans include the removal of small-source areas and/or using a vapor barrier and venting system. For demolition projects, there are options to crush and recycle clean concrete for re-use as backfill material or for pavement sub-base materials. Concrete, metal, and other materials are commonly recycled as part of a cost-effective demolition.

Sustainable Interior Design

Our interior design partners at Studio Hive look to minimize greenhouse gas emissions, reduce waste, and improve indoor air quality by specifying products and materials that contribute to lower energy and water consumption, have no VOCs, consider recycled materials, are regionally available, and are manufactured by leaders in sustainable production.

Expertise and Experience with Xcel Energy's "Energy Design Assistance" Program

Knutson has pursued more than \$450K in design assistance rebate incentives offered by Xcel and CenterPoint Energy for Advanced Energy Design Assistance (EDA) on our last three completed projects over 1.5M SF: Riverside, Children's Hospital Expansion, and Children's Ambulatory Expansion. During this process, we worked directly with the owner and design team to prioritize and develop appropriate bundled incentives for potential return-on-investment scenario planning for rebate application. Through successful monitoring and verification, we obtained all potential rebates.

Case Studies



TARGET FIELD, *Minneapolis, Minnesota*

LEED Silver Certified

MN B3 Guidelines

Xcel Energy EAD Program

Team Members: Populous, Studio Hive, Oslund & Associates, Solution Blue

Bruce Miller, our design team lead for the Lowertown project, served as the project manager on Target Field and served as the registered LEED Accredited Professional from the original programming and concept through opening day. He developed and monitored the LEED strategy checklist throughout the project, including tracking premium costs, investigating cutting-edge technologies and promoting design concepts that helped the project achieve the most points of any major league ballpark to that point in time. Bruce also assured that the design of the ballpark met Minnesota's State B3 Guidelines and led the design team's participation in the Xcel Energy "Energy Design Assistance" (EAD) Program. The program participation by the design team led to the Twins receiving a six-figure rebate for the reduction in energy usage for the project.

Target Field incorporated an intricate rainwater harvesting cistern—the first sustainably sponsored design element in US sport—to capture, purify, and reuse 1,846,322 gallons of rainwater in 2011 and 2012.

Target Field was the first professional sports facility to receive LEED Silver certification for both construction and operations. Less than two years after being named the Greenest Ballpark in America and earning LEED Silver certification for new construction, the Minnesota Twins were the first professional sports franchise to also attain LEED Silver certification for the operation and maintenance of their facility.



TCF Bank Stadium *Minneapolis, Minnesota*

LEED Silver Certified

MN B3 Guidelines

Team Members: Populous, Studio Hive, Solution Blue

TCF Bank Stadium, the new on-campus home of the University of Minnesota Golden Gophers, was the first LEED Certified collegiate football stadium in the United States when it opened in the fall of 2009. The project included the design and integration of bioswales around the stadium site used for the treatment of storm water runoff. MEP systems provide the owner with a greater than 15 percent anticipated energy savings versus code requirements.



Carver–Hawkeye Arena Addition & Renovation

Iowa City, Iowa

Currently seeking LEED Silver Certification

Team Members: Knutson

The Carver-Hawkeye Arena addition and renovation was designed using “green” design principles. The LEED checklist was used as a reference point for sustainable design practices. LEED Gold certification is anticipated. Part of the design was to have the practice gymnasium pushed into the hillside so that the athletic offices could have access to daylight.



Blattner Energy Headquarters *Avon, Minnesota*

LEED Platinum

Team Members: Knutson, Studio Hive

Blattner Energy Inc. is a renewable energy general contractor located in Avon, Minnesota, delivering construction solutions throughout the United States and Canada. Their new 52,000 square foot corporate office building is a design and construction partnership between Studio Hive, URS, and Knutson Construction. Studio Hive helped influence the shape and physical appearance of the building shell and led the planning and design of the interior workplace. The new facility is a reflection of Blattner's brand, the company's high regard for their employees, and their respect for the environment. Completed in 2008, the project is the second building in the State of Minnesota to receive LEED Platinum Certification.



Marlins Park *Miami, Florida*

LEED Gold Certified

Team Members: Populous

Marlins Park has an 8,000-ton retractable roof that requires a lot of energy to operate, but regenerative drive systems reduce power consumption so that it costs less than \$10 in electricity to open or close. Plumbing, which includes 250 waterless urinals, uses 52% less water than in similar stadiums. Meanwhile, landscaping around the stadium uses 60% less potable water for irrigation because its drought-resistant plants need less water. The stadium was built on the site of the old Orange Bowl, so it is accessible via multiple transportation options; the park also offers over 300 bike racks. In addition, 60% of the materials used to build Marlins Park came from within a 500-mile radius, which reduced fuel consumption.



Washington Nationals Park *Washington, DC*

LEED Silver Certified

Team Members: Populous

Nationals Park in Washington, DC, was the first professional sports facility to achieve LEED Silver certification when it opened in 2008; the US Green Building Council called it the “far and away the most ambitious project” they’d ever certified. Energy conserving light fixtures help reduce light pollution and realize a projected 21 percent energy savings over typical field lighting. Roof materials offer a high degree of reflectance, minimizing the amount of heat released to the environment. A 6,300 square foot green roof above a concession/toilet area beyond left field minimizes roof heat gain.



AMSOIL Arena *Duluth, MN*

LEED Silver Certified

Team Members: Populous

Water efficiency measures were implemented, resulting in a 42 percent water use reduction throughout the facility. The arena, which is connected to the nearby Duluth Steam Plant, uses excess waste heat that formerly escaped out of the plant's smokestack. That arrangement vastly reduces the arena's need for electricity or fossil fuels and reduces new pollution, including carbon emissions. Most of the construction materials were made from recycled material, and 75 percent came from within 500 miles, considered more sustainable with less transportation energy used. About 95 percent of the waste from the construction process was recycled, not buried in landfills.

FUNDRAISING AND SPONSORSHIP ASSISTANCE



TD AMERITRADE PARK
Populous and HDR



Working on the TD Ameritrade Park was one of the most gratifying projects of my career. I look forward to working with our team to create a truly unique ballpark for the Saints. I can't wait for opening day!

*Timothy Lang
Mechanical Engineer
HDR*



FUNDRAISING AND SPONSORSHIP ASSISTANCE

Our entire team stands ready to assist the City and the Saints with fundraising efforts while design and construction are underway. We have extensive experience providing fundraising assistance during projects and can offer creative ideas to the City and the Saints for ways to promote grant funding, solicit sponsorships, fund art, and encourage community fundraising efforts.

Our collective team of design and construction professionals have significant experience supporting project delivery by successfully assisting with and leading the funding process. Specific areas where we support our clients' fundraising efforts include:

- Knutson's estimation and project management staff maintains budget segregation activities associated with independent funding agents. Recently, we provided assistance in managing funding for FTA funds, the Energy Policy Act, New Market Tax Credits, and Historic Tax Credits for projects such as the Hennepin County Interchange, Riverside Plaza, and Heritage Park. These public and private clients rely on reporting mechanisms that survive exhaustive audits.
- We are familiar with a wide variety of federal, state, county, and local agency requirements, which help us manage funds allocated to the project through fundraising and other strategies. Together, with McKinstry, we will look for public grants and incentives associated with energy savings that provide returns throughout the projects life-cycle.
- Sports marketing opportunities can be significant for securing in-kind scopes of work. Our team will review potential opportunities while tracking and coordinating product donations against estimated allocations within the capital expenditures.
- We will support fundraising events prior to and during the construction of the project and capitalize on every possible opportunity to engage the community. Examples of these opportunities include: groundbreaking, topping off ceremonies, labor appreciation, community informational events, and tours to show appreciation to the project key contributors.
- By proactively determining applicable construction methods and building systems that meet federal tax requirements, we can identify cost segregation for accelerated tax depreciation during the design and construction processes. We will determine the possibility of tax benefits early in the process with the tenants of the ballpark facility.
- During design, we will develop brochures and posters with progress photos and project articles to help support fundraising events. Our team has very talented graphic and technical writing teams who look forward to creating material to build public excitement. We can also assist with media relations activities, press-releases, articles, additional photography, and graphic design to support fundraising events and processes, as needed.
- Our executive leadership and key team members will attend important fundraising events to show team support for fundraising.

Our entire team brings a wealth of project experience in assisting clients with fundraising during the design process. Populous can actively develop and promote design concepts as opportunities for sponsorship and additional funding. We will create an inventory spreadsheet of design items and funding opportunities early in schematic design to demonstrate all potential revenue opportunities in the project. We will track this spreadsheet as the design develops and then design specific graphic materials to help the Saints and the City sell these unique opportunities.

From past projects, we have found that engaging the community through opportunities to fund aspects of the project will enhance the sense of place and belonging that fans, residents, and tourists will experience at the ballpark.

SPECIFIC FUNDING OPPORTUNITIES

Environmental Mitigation Dollars

In addition to design opportunities, we can assist with grant funding related to environmental remediation. Solution Blue has successfully prepared and assisted in the acquisition of environmental grant funding in Minnesota that totals more than \$15M. They know the requirements and limitations of the various investigation and remediation grants administered by the Minnesota Department of Employment and Economic Development (DEED), Metropolitan Council, Ramsey County, and US EPA.

Once the funds are appropriated, our team has the experience with tracking and managing budgets on behalf of our clients to properly get reimbursed and maximize the funds gained from supplementary sources.

Design Opportunities

A large community facility such as this presents numerous opportunities for individuals and organizations to sponsor elements as a way to demonstrate commitment to the community. Our team has experience developing sponsorship opportunities during the design of the project as a way to raise funds for the project. Populous will assist the team with fundraising opportunities through the design process by providing assistance with a range of grant applications and the identification of creative donor opportunities. Brick pavers, donor walls, and other elements integrated into the ballpark can encourage large donations with visible recognition. We can go beyond the traditional donor recognition elements to integrate artistic components of the project into donor recognition, encouraging donor participation by crafting elegant symbols of their generosity to the project and the Saints.



Solution Blue has helped obtain more than \$15M in funding grants from various public sources including DEED, Metropolitan Council, US Environmental Protection Agency (EPA) and several watershed organizations including the Capitol Region Watershed District. These grant funds have been associated with brownfield remediation, innovative stormwater management, economic development, environmental cleanup, and job creation. The following list includes some of Solution Blue's local projects that have previously received grant funds. Ranging from \$200,000 to \$3M, these grants averaged \$500,000 to support the building of projects within our community.

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



**Photo-voltaic Panels at
Target Field**
Minneapolis, MN

Target Field is a case study of innovative sponsorship opportunities that emerged in the design process and leveraged private sponsorship dollars to meet programmatic goals. Members of our team led fundraising and sponsorship through green initiatives, public realm enhancements, and programmatic additions to the ballpark.

Bruce Miller of Populous led the design team's participation in the Xcel Energy "Energy Design Assistance" Program, which led to the Twins receiving a six-figure rebate from Xcel Energy for the reduction in energy usage for the project.

Bruce led the design efforts to assist the Twins marketing staff in investigating green sponsorship opportunities. These design concept proposals included photo-voltaic (PV) panels on the adjacent parking decks and the ballpark canopy, thin-film PV panels, biomass energy generation, wind energy generation, and stormwater filtration and reuse for wash-down and irrigation.

These design efforts resulted in the Twins' innovative partnership with Pentair, which enabled the implementation of the state-of-the-art stormwater filtration system in the ballpark. The system has received numerous national recognitions that brought value to both the Twins and Pentair.

A popular fundraising method for ballparks over the years has been to implement a brick paver program. Our team has worked with nationally based fundraisers to identify plaza areas where these donor brick pavers can be incorporated into the design of the paving. On Target Plaza, Populous and Oslund created an alternative idea to create a "tribute wall" made of glass panels around the plaza. The concept allows for donors to have their names eternally etched on the glass guardrails surrounding Target Plaza. The program was so successful that the Twins sold out the first phase almost immediately. They implemented a second phase that was equally successful. The revenue from this donor program provided funding for added value features in Target Plaza.

Populous and Oslund were also instrumental in assisting the Twins in selling sponsorship to Target Plaza. The enhancements to a very limited plaza budget allowed many of the critical public realm design features to be incorporated into the project.

Additionally, Populous identified the party deck as an additive alternate early in the design process and as an area that could be funded through sponsorship. They assisted the Twins by generating design graphics and imagery for the sponsorship of the Budweiser Party Deck at Target Field. This area of the ballpark has become one of its most popular features, but it may not have been included if the additional sponsorship hadn't provided the funding necessary to cover the capital cost of this additive alternate to the base program.

Public Art Funding

Today we see federal support for public art through such programs as the US Department of Transportation's Transportation Equity Act of the 21st Century (TEA-21) and the Arts & Community Landscapes, a partnership of the National Park Service. Areas of opportunity for art and cultural funding include Federal, State, and City grants, City Percent for The Arts Program funding, National Endowment for the Arts (NEA) Public Art initiatives, State departments of transportation neighborhood revitalization programs, and community development corporations.

We may also be able to identify funds from the Art and Cultural Heritage Fund (HF 1231), a portion of which was appropriated to the Minnesota Historical Society for historical projects around the state. One of those new initiatives is the Statewide Historical and Cultural Grants program, seeded by a pool of \$6.75M to be awarded in the 2010-11 biennium for "projects of enduring value for the cause of history and historic preservation."

The Minnesota Historical and Cultural Grants Program is made

possible by the Clean Water, Land, and Legacy Amendment. Funds may be available through the Minnesota Historical Society for this project, associated with the history of baseball in Minnesota and in particular the Saints Ball Club and Midway Stadium.

Under the Saint Paul Public Art Ordinance, a minimum of one percent of the project budget will be dedicated to public art. We believe we can leverage these funds with a variety of the sources cited above to assure that design elements of the ballpark and the surrounding public realm will be well funded for public art.

Most public art programs are funded by a “percent-for-arts” model. There are a variety of mechanisms employed to support public art. These include annual appropriation, department allocation, hotel/motel tax, sales tax, tax increment financing, development fees, foundation grants or private grants, corporation sponsorship, benefit auctions, fundraising events, corporate sponsorship, and benefit events.

Ta-coumba Aiken, our public artist, brings deep experience with these funding mechanisms and has provided support through implementing innovative solutions that incorporate art in many facilities throughout Saint Paul area. His involvement with the team and community has provided grant funding from a wide array of institutional funding agents that are focused on arts and cultural awareness. Our approach for this project will be coupling grant authors with our public artist to support submission to acquire funding.

Ta-coumba Aiken has received numerous grants from the Minnesota State Arts Board, including two Cultural Collaboration grants. Regional funding would include identifying local organizations such as the Metropolitan Regional Council. He has served on the board of directors for four years and has served on numerous selection panels. He is one of the founding members of Forecast for Public Arts and served on that board of directors for eight years. Ta-coumba has collaborated on numerous projects such as:

- “Voices of Hope,” a mural located on 9th and Minnesota owned by Gospel Union Daycare Facility and Gillette Children’s Hospital Mural
- “Stay Nice,” funded by City of Saint Paul’s Cultural Star grant located in the Cultural District
- “Irrigate,” a Springboard for the Arts project for which Ta-coumba is an original member of the advisory board

These organizations can attest to Ta-coumba’s advocacy for appropriate cultural representation for this significant Lowertown community project.



Ta-coumba Aiken’s Mural at the Jeremiah Project
Saint Paul, MN

Aiken’s artwork has been on display in Saint Paul’s public spaces for years. His first mural was done in 1975 for the Hallie Q. Brown Community Center. Above is a mural he did which is featured on the wall of the Jeremiah Project’s housing for low-income single mothers and their children on Concordia Avenue.

Ta-coumba has received many national awards and numerous Minnesota State Arts Board grants.

Ta-coumba is a resident of Saint Paul and has been involved with various community organizations, leading workshops for children and serving on arts boards such as the Saint Paul Arts Collective.

As one of the original residents of Lowertown Lofts Artists’ Cooperative, Aiken has played a strong role in helping to develop the thriving artists’ community in Lowertown.

PRECONSTRUCTION

TARGET FIELD

Kimley-Horn, Oslund, Populous, Solution Blue, Studio Hive



7



I love a quirky character and the St. Paul Saints are definitely quirky. It would be a blast working with an organization so well known for their creative promotions. The Saints make going to a game a truly amusing and off-the-wall experience and who wouldn't want to be a part of that?

*Shari Bjork
Interior Design Director
Studio Hive*



PRECONSTRUCTION

Proposed Schedule

Our team has thoroughly analyzed all dates set forth in the RFP and developed a comprehensive schedule logic summary, which follows this narrative. This graphic schedule, included at the end of this section, addresses key dates/milestones and reflects a detailed plan to achieve substantial completion in February 2015. Most importantly, this schedule also ensures that the entire 2015 Saints baseball season will be played in the new ballpark.

PERMITTING, PLANNING, & DESIGN COORDINATION EFFORTS

Project Kick-Off Meeting

Immediately after project award, we will meet with the City of Saint Paul project team for a thorough design review and partnering process. During this meeting, we will listen carefully to the City's expectations and aspirations for the project. As a team, we will agree upon effective communication, conflict resolution, and decision-making processes, and outline team guidelines to drive collaboration as the project progresses. This collaborative process will enable the team to reach the optimal design solution for the site as early as possible.

Additionally, we will review key stakeholder processes for required project approvals and review durations to build a team-wide understanding of the review deadlines and decision-making requirements necessary to keep the project on schedule and avoid preventable delays. We know the City has numerous potential reviewers, plus established standard meeting dates that must be accommodated in the schedule to make sure documents are submitted not only in the right time frame, but on the correct date. Prior to each meeting, we will complete required work with all key stakeholders—regulatory and community-based—to enable creation of appropriate review packets and timely decision-making.

Site Logistics Planning and Coordination

Working in a congested and constrained site is an everyday occurrence for our team. We understand that there are residents and functioning businesses in close proximity to the site. We will lead the project with clear, concise communication to ensure safety and minimize disruption for residents, businesses, and workers in and around the site. After construction starts, we will work with all parties to determine the most efficient manner to take control of the site and to plan the safe and efficient movement of people and materials. One of our first activities will be to fence the site and logically place trailers with all access points to lay-down areas confirmed.

We will establish a site logistics plan that graphically shows how the site will operate during the pre-construction and construction phases of the project through an animated 4D building information modeling process. This logistics plan will be constantly reviewed with team members and then clearly communicated by field supervision throughout the project. For example, we know that maintaining the operations—including application for temporary permitting with the FAA for on-site crane utilization; security; and access for the surrounding businesses, residential properties, parking lots, and markets—will be vital to the overall success of the project.

Permit Facilitation/Collaboration (February to July)

During the first few months of design review and document drafting, we will also begin the process of facilitating permits. We will engage the appropriate regulatory agencies as early as possible in preliminary design review to cover a large number of the required permits. We have developed a permitting checklist as a working tool to identify possible regulatory approvals needed during the design phase. By the time the GMP is established, we will have met with the major permitting agencies and those with control over final design approval and incorporated the scopes of work needed to meet usage and permit requirements. By identifying permit requirements early and understanding specific requirements for this project, we will avoid costly redesign and lost time.

COST ESTIMATING & CONSTRUCTION SCHEDULE

Ongoing Project Controls

We will complete a final review of our construction schedule in conjunction with the final bidding and issuing of contracts to subcontractors. We will engage our trusted group of subcontractors to assist in the review of the schedule for modifications and efficiencies and to gain their support and buy-in to established time commitments.

We will also finalize plans that identify appropriate strategies for sustainability management and our process for collection of required documentation for future certification. As subcontractors are brought on line, we will review their labor utilization and DBE status to verify that we are on track to meet the goals for the project. During this period, we will also begin actively implementing our quality management plan.

Ongoing Estimating and Buy-Out

As the construction packages are completed, we will finish final estimating and buy-out. We expect to complete reviews at 60, 90, and 100 percent stages, or as each major package is issued. From these reviews, we will be looking for budget concerns, and we will work to ensure our final design meets both the overall and individual budgets.

The buyout and GMP stage will be our last period to effectively implement value analysis or project enhancements prior to the competitive bidding process in each bid package.

Construction Activities

Early construction will include the selective demolition of the Diamond Products facilities and associated infrastructure, award of field sod procurement, earthwork, and site utilities. These early awards are critical to meeting the overall completion dates set forth in the RFP. The initial packages are detailed by the limited notice to proceed (LNTP), which would be executed as a change order to the Phase 1 contract. This change order will allow this early construction to take place, while the design is validated and finalized. By releasing the work in this way, we can get started on key tasks to maintain the schedule while enabling the design to be finalized to its maximum potential.

Regulatory Approvals and Coordination Efforts

The broad range of all permitting activities, regulatory approvals, and coordination efforts are outlined in the chart on the following pages. Each of these activities is incorporated into our master schedule to ensure that project milestones are met and delays are avoided. We will closely coordinate community review processes prior to submissions to ensure all parties are informed of project approval activities prior to public meetings.

PHASE 1	PHASE 2
Permitting Activities	
<p>Heritage Preservation Commission</p> <ul style="list-style-type: none"> ▪ Pre-application review (submit 21 days before meeting with staff) ▪ Development Review for permit (30 days) <p>State Historic Preservation Office</p> <p>Lowertown Redevelopment Corporation</p> <p>Capitol River Council</p> <p>National Park Service Mississippi National River & Recreation Area</p> <p>City of St. Paul Parks & Recreation Commission Review</p> <p>City of St. Paul Planning Commission Review</p> <p>St. Paul City Council Review</p> <p>Capitol Region Watershed District Permit</p> <ul style="list-style-type: none"> ▪ Must submit 21 days before board meeting <p>MPCA</p> <ul style="list-style-type: none"> ▪ Applications due 30 days before construction date ▪ Needs to be done before City site plan approval is given ▪ Prepare and obtain MPCA approval for the RAP addendum in connection with response action design work (approx. 30 days) ▪ Prepare “proposed actions letter” to obtain a “no association determination” and the liability protections available to the contractors involved in the project ▪ Prepare waste profiles for disposal of contaminated soil at landfills and get disposal approvals and acquire manifests for disposal ▪ Prepare and submit a startup letter to the MPCA 48 hours in advance of starting excavation. In that letter, also provide names of contractors, engineers and laboratories working on the remediation ▪ Notify grant agencies of start of work ▪ If dewatering is anticipated, acquire MCES discharge permit and Minnesota Department of Natural Resources dewatering permit (anticipated to take approximately two weeks, assuming all analytical data has been acquired); once dewatering has started, discharge reporting and sampling in accordance with the permits will be required as well as final reports ▪ Submit weekly updates of environmental work to MPCA, grant agencies, City, and interested design team members; weekly remediation updates keep everyone informed of work and avoids problems during the work ▪ Track soil volumes hauled to landfills usually on a daily or at a maximum of weekly depending on volumes hauled; these volumes, as well as a progress map showing remediation completed, are discussed at weekly construction meetings ▪ At completion of remediation, submit a Response Action Implementation Report to the MPCA for review and approval <p>City of St. Paul Site Plan Review</p> <ul style="list-style-type: none"> ▪ Submit two weeks prior to meeting with committee <p>State of Minnesota</p> <p>FAA</p> <p>MNDOT</p>	<p>City of St. Paul Building Permit</p> <ul style="list-style-type: none"> ▪ Submit at the same time as site plan review (note: this won't be issued until after site plan review has been signed off) <ul style="list-style-type: none"> ▪ Proposed Pre-GMP Bid Packages <ul style="list-style-type: none"> ▪ Bid Package 1: Demolition of Diamond Products facilities ▪ Bid Package 2: Field sodding procurement ▪ Bid Package 3: EArthwork and site utilities ▪ Proposed Post-GMP Bid Packages <ul style="list-style-type: none"> ▪ Bid Package 4: Foundations and Retaining Walls ▪ Bid Package 5: Structure and Seating ▪ Bid Package 6: Finishes and FF&E ▪ Bid Package 7: Artwork ▪ Any other information or plans required for special inspections to be reviewed by Department of Safety & Inspections structural engineer ▪ Service Availability Charge (SAC) rate <p>City of St. Paul Sewer Connection Permit</p> <ul style="list-style-type: none"> ▪ Once site plan approved, submit the following to Public Works <ul style="list-style-type: none"> ▪ PDF or AutoCads files ▪ Construction Record Drawings

PHASE 1	PHASE 2
St. Paul Site Plan Review	
In addition to the completed application of the Site Plan Review Form, 16 copies of the site plan, and required fee, we will coordinate with the City on the following items during each phase of the project:	
<p>Traffic Control Plan</p> <p>Fire</p> <ul style="list-style-type: none"> ▪ Ability for emergency vehicles to maneuver ▪ Connections must be visible, accessible, and approved by the Fire Department 	<p>Water</p> <p>Sidewalks</p>
City Coordination	
We have identified several potential issues that will likely need careful coordination with the City during the course of the project.	
<p>Bus Stops</p> <ul style="list-style-type: none"> ▪ May need to consider relocating the bus stop; location of the bus stop must be on site plan <p>Urban Design</p> <p>Right of Way</p> <ul style="list-style-type: none"> ▪ Contact Rob Klemm for traffic control, pedestrian safety issues, permits and other right-of-way concerns <p>Parkland Dedication</p> <p>Erosion Control</p> <ul style="list-style-type: none"> ▪ Site plan must show information on erosion/sediment control including silt fences, inlet protection, rock construction entrances, and street sweeping <p>Fireworks</p> <ul style="list-style-type: none"> ▪ Pyrotechnics are limited within this area due to FAA concerns within flight path 	<p>Crane</p> <ul style="list-style-type: none"> ▪ Though it will sit on ballpark property not in the right of way, the arm will swing over the right of way <p>Sewers</p> <ul style="list-style-type: none"> ▪ City requires a minimum four orifice/weir as control for rate control device ▪ Incorporate gravity outlet to avoid standing water in filtration system ▪ Identify overland EOF location, elevation, and direction for both subsurface system filtration system and parking lot low points ▪ Approval of retaining wall design ▪ Construction detail of roof drain and connection to storm water system ▪ A1 manometer test—City Plumbing Code ▪ Minimum of one freeboard between HWL of filtration system & LFE ▪ Certified letter from design engineer ▪ Construction detail of each weir outlet system ▪ Complete storm water worksheet <p>Landscaping</p> <ul style="list-style-type: none"> ▪ Any existing trees removed from sidewalk need to be replaced; this must be reviewed by Greg Reese, City Forester <p>Site Lighting</p> <ul style="list-style-type: none"> ▪ Photometric plan for site <p>Street Lights</p> <ul style="list-style-type: none"> ▪ Contact John McNamara for removal or relocation of lights <p>Right of Way</p> <ul style="list-style-type: none"> ▪ Obtain obstruction permit ▪ Provide continuous, accessible & safe pedestrian walkway ▪ Excavation permit, if any digging in public right of way

PHASE 1	PHASE 2
Regulatory Approvals and Coordination Efforts Related to Soil Remediation	
<ul style="list-style-type: none"> ▪ Prepare and obtain an MPCA approval for the RAP Addendum in connection with response action design work (anticipated to take approximately 30 days). 	<ul style="list-style-type: none"> ▪ Prepare “Proposed Actions Letter” to obtain a No Association Determination and the liability protections available to the contractors involved in the project. ▪ Prepare waste profiles for disposal of contaminated soil at landfills and get disposal approvals and acquire manifests for disposal. ▪ Prepare and submit a startup letter to the MPCA 48 hours in advance of starting excavation. In that letter, also provide names of contractors, engineers and laboratories working on the remediation. ▪ Notify grant agencies of start of work. ▪ If dewatering is anticipated, acquire MCES discharge permit and Minnesota DNR dewatering permit (anticipated to take approximately two weeks, assuming all analytical data has been acquired). Once dewatering has started, discharge reporting and sampling in accordance with the permits will be required, as well as final reports. ▪ Submit weekly updates of environmental work to MPCA, grant agencies, City and interested design team members. Weekly remediation updates keeps everyone informed of work and avoids problems during the work. ▪ Track soil volumes hauled to landfills on a daily basis or weekly, depending on volumes hauled. These volumes and a progress map showing remediation completed will be discussed at weekly meetings. ▪ At completion of remediation, submit a Response Action Implementation Report to the MPCA for review and approval.



Riverside Plaza
Minneapolis, MN

For the Riverside Plaza in Minneapolis, **Scott Wingrove** led a collaborative effort between the architect, **Knutson Construction**, and **Hess Roise** to expedite SHPO approvals. On-site mock ups and model units were created for efficient approval of exterior paint colors, patio doors, window refurbishments, and slab-edge coatings. Inspectors were able to photograph the sample mock ups and quickly gain needed approvals to proceed with the work without delaying the project or causing unnecessary re-work. Long-lead items were identified early in the process and SHPO review of materials selection and installation were carefully coordinated with the construction schedule.

State Historic Preservation Office Experience

The ballpark presents a wonderful opportunity to meld historic and new construction. To ensure that preservation issues are addressed in a timely manner and do not cause delays for the project, consultation with interested parties should begin early and continue on a regular basis. Two key players are the Minnesota State Historic Preservation Office (SHPO) and the Saint Paul Heritage Preservation Commission (HPC). Given the proximity to the Mississippi riverfront, the National Park Service will likely also want to play a role in the assessment of the project's potential impacts on cultural resources. Other advocacy groups such as the Preservation Alliance of Minnesota and Historic Saint Paul will undoubtedly weigh in as well. Considering their concerns while creating a successful ball park within the schedule and available budget will require carefully balancing interests and expectations.

An early step in the Section 106 process will be defining the area of potential effects (APE). We will conduct fieldwork and undertake research to establish reasonable boundaries for the APE. While the national register eligibility of most resources within the APE will probably already be known, we will evaluate any properties that need additional assessment. After reaching consensus with SHPO about the historic resources within the APE, we will work with the development team to minimize any adverse effects of the project on the historic resources. If adverse effects cannot be avoided, we will negotiate a memorandum of agreement (MOA) or programmatic agreement to outline appropriate strategies for mitigation.

Hess Roise will lead this effort for the Knutson team. They bring a wealth of knowledge and many decades of experience working on a variety of projects in Saint Paul including planning for the Central Corridor light rail development and the renovation of historic buildings, which used federal and state historic tax credits. Through this experience, they have become familiar with the procedures and expectations of the Saint Paul Heritage Preservation Commission. Projects in Saint Paul and throughout the state require navigation of complex Section 106, EA, and EIS reviews through the Minnesota State Historic Preservation Office compliance process. Additionally, projects around the country have led Hess Roise to work successfully with staff at the National Park Service, the Advisory Council on Historic Preservation, and the National Trust for Historic Preservation.

The Minnesota African American Museum was the recipient of a Save America's Treasures Grant from the National Parks Service. This grant primarily funded exterior improvements to an 1884 historic Queen Anne mansion located within a designated historically significant portion of south Minneapolis. Work included substantial brick

restoration including rebuilding one chimney and tuckpointing three other chimneys. We were challenged to match brick and mortar more than 100 years old. Another aspect of the brick restoration was to develop a brick washing program that balanced just enough removal of surface grim while still persevering the delicate, soft brick that faced the structure. Additional scopes of work included extensive wood window restoration, roofing replacement and coordination of historic lighting fixtures. All aspects of the restoration required us to create on-site mock ups with detailed plans for execution of work, which were sent to SHPO or viewed on-site by their field representatives for approval.

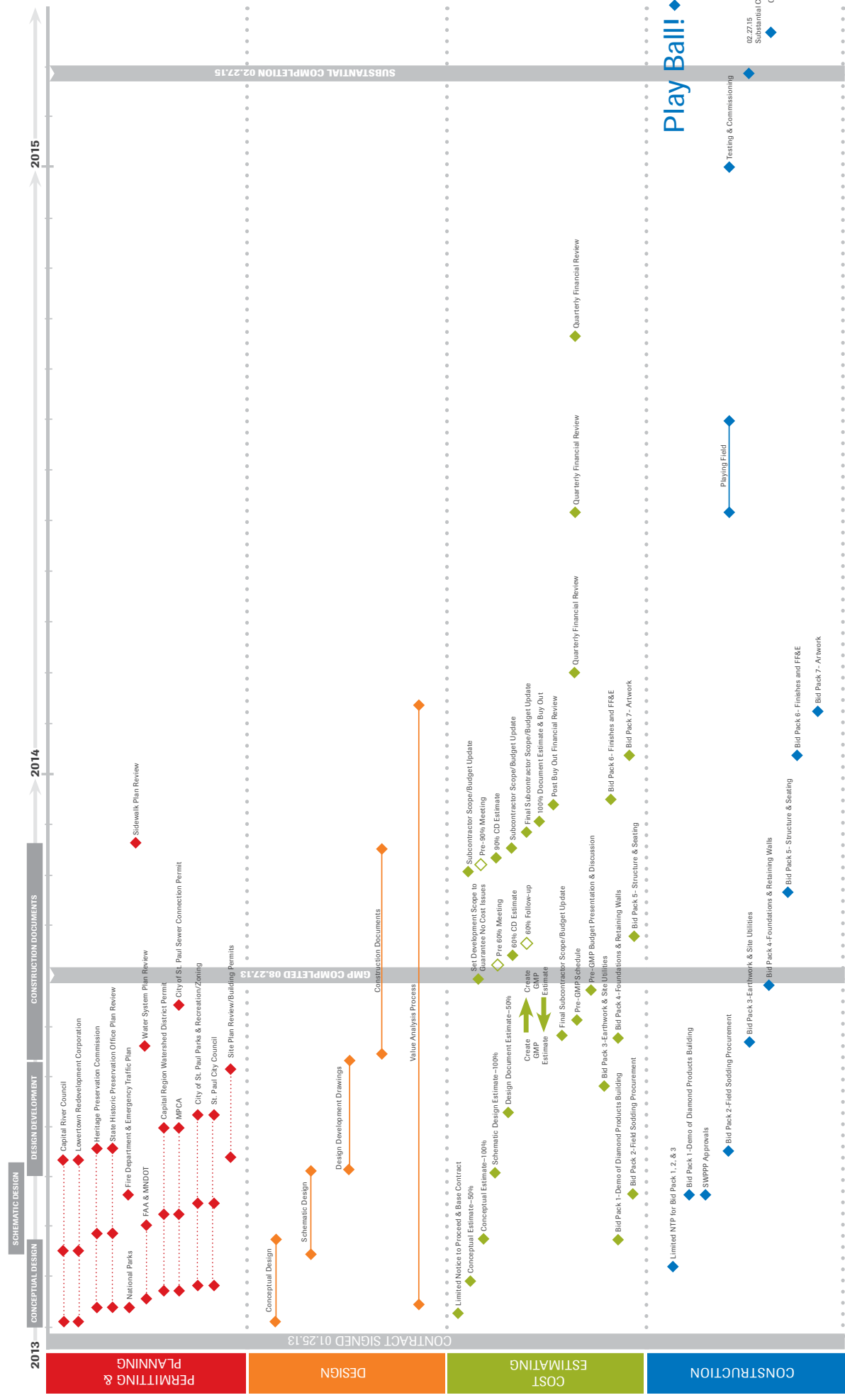
HDR has significant experience working with the State Historic Preservation Office on the following projects:

- The Department of Veterans Affairs Saint Cloud Medical Center expansion and renovation of building 49 required multiple design reviews and a final finding of “no adverse effect.”
- The Department of Veterans Affairs Saint Cloud Medical Center primary care and specialty care clinics expansion and the reconfiguration of support space (new kitchen building) also entailed multiple design reviews and consultation to reach a final finding of “no adverse effect.”
- The reconstruction of the Minnesota Power Hydropower Plant in Grand Rapids required multiple design reviews and consultation to reach a final finding of “no adverse effect.”

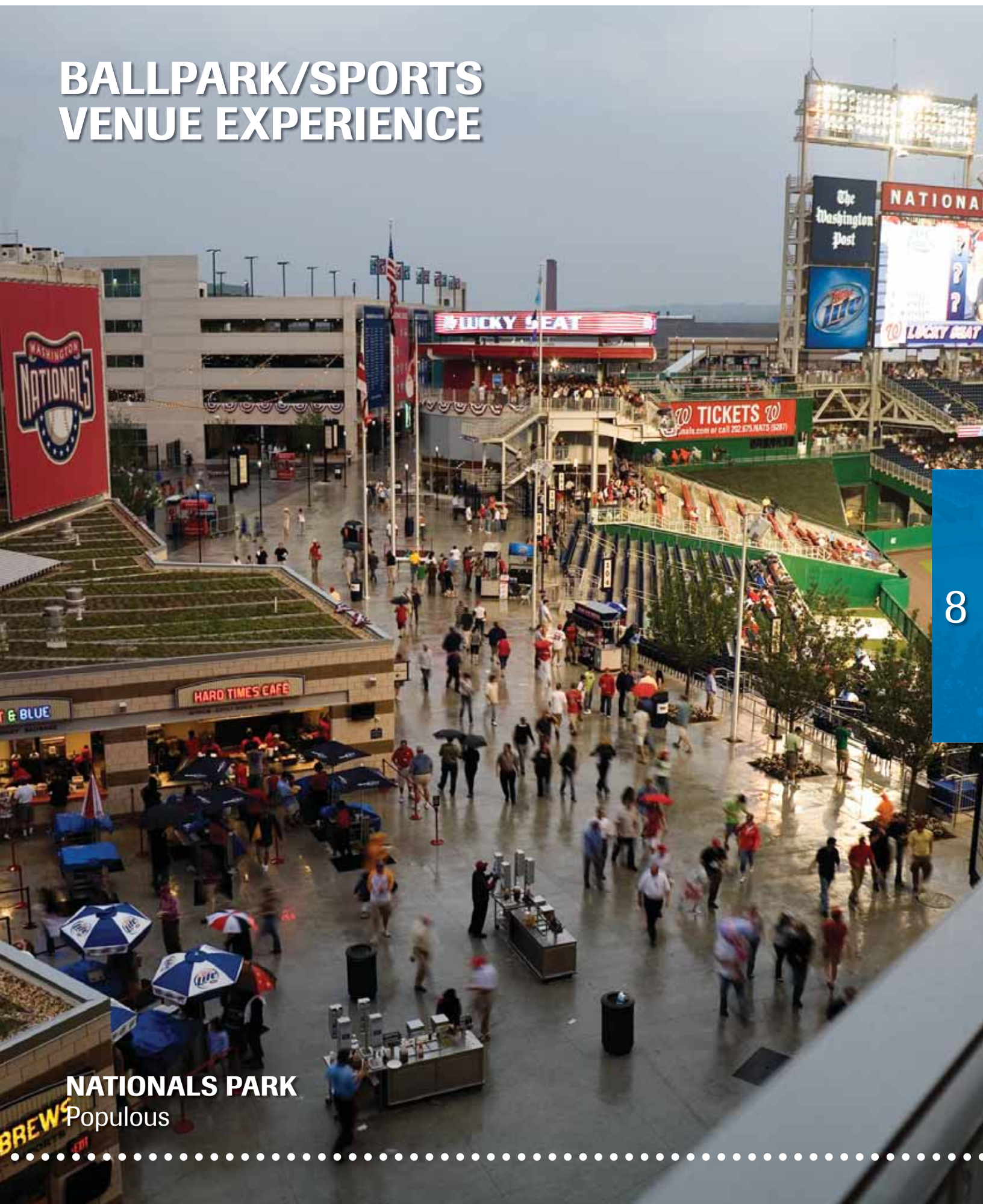
Oslund has worked in conjunction with the State Historic Preservation Office on the Saint Paul Central Library and the Hamline Master Plan in Saint Paul, and the Gold Medal Park in Minneapolis.



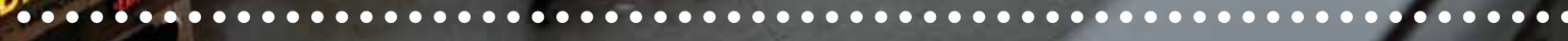
*Minnesota African
American Museum
Minneapolis, MN*



BALLPARK/SPORTS VENUE EXPERIENCE



NATIONALS PARK
Populous





Our team is committed to building the ballpark in a way that serves the Lowertown neighborhood. The regional ballpark will be a wonderful addition to my city and to a neighborhood that I love. It is essential that we get this right for Lowertown, for Saint Paul, and for the entire State of Minnesota.

*Ted Davis
Community Facilitator
Davis Communications Management*



BALLPARK/SPORTS VENUE EXPERIENCE

Selecting just five projects to represent the entire expertise and experience of our team is indeed challenging. We chose these particular five projects because they best exemplify the goals and aspirations of similar clients to the Saint Paul Saints, even though they do not represent all of the members of our teams. We show these five projects as they represent the realization of a vision for minor league baseball venues for family-oriented, fun entertainment in communities across the United States. Our goal is to show the Saints and the City of Saint Paul the possibilities and the solid realization of their dreams for this community.

While each of the projects was designed by Populous, they represent complex urban stadiums delivered in integrated teams by multiple technical professionals across the nation. No firm has completed the volume of minor league ballparks as Populous; having them is integral to our team. We bring the wealth of knowledge contained in their design professionals and their portfolio to this project. In Populous' portfolio, 90% of all ballpark projects were constructed and delivered in a fast-track multiple bid package approach. In particular, Target Field, TCF, and Xcel Energy Center, projects in which multiple team members performed work, they were delivered on schedule and under budget. In Populous' 29-year history, none of the communities who entrusted their projects to teams having Populous as a design leader ever missed their scheduled opening day.

In addition to showing the possibilities for these types of projects through these examples, our teams have designed and/or built all of the core elements required for this project, using alternative delivery methods, under challenging deadlines, in tight urban sites, involving complex community needs, and requiring fast-track delivery. This is truly the All-Star team who can deliver for the Saints and the City on this project. We bring the greatest depth of talent in every aspect of the project, from Populous' design leadership to each of the technical and construction professionals singularly dedicated to your success.

Additional project experience from all team members is highlighted in Tab 13. Tab 11 highlights the specific expertise of all team members and our record of performance on complex urban projects, many delivered throughout the region and the Twin Cities. Most importantly, the matrix in Tab 11 highlights the extensive list of projects on which team members have worked together, including a broad range of project types and delivery methods.

ARVEST BALLPARK

Springdale, AK

Arvest Ballpark in Springdale, Arkansas, home to the “Naturals,” the Royals AA minor league affiliate, is situated in what was open pasture. The incorporation of natural finishes and surrounding vernacular architecture influenced the building design and material palette color selections, coinciding with the team colors.

The stadium retail spaces used the colors together in a baseball theme graphic complete with home plate incorporated into the floor finish materials. Accents of metallic laminates and decorative track lighting provide a cutting edge and high “tech” look.

Populous was the lead design architect on this project.



Noteworthy

2008 Ballpark of the Year

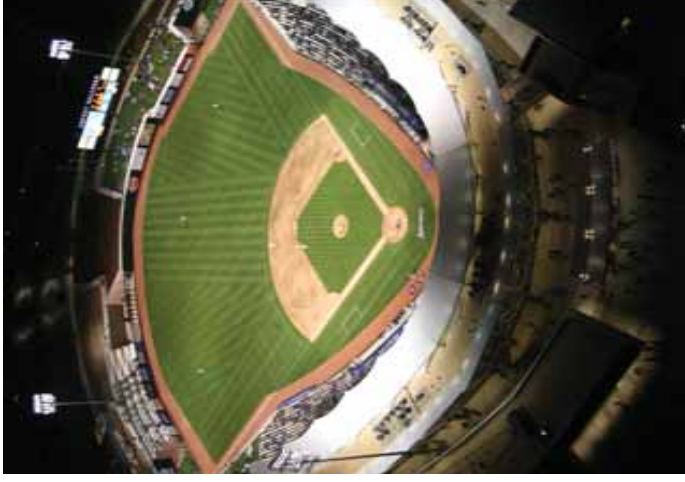
–Baseballparks.com





STATS

- 6,000 seats
- 30 suites
- Party decks
- Berm seating
- Large terraced picnic area
- Retail
- Ticketing
- Clubhouse facilities
- Concessions
- Administrative offices
- Community room
- Completed April 2008



Project Relevance

- Similar program – 6,000 fixed seats, 30 suites
- 360 concourse around the field
- Open concourse
- Grass berm outfield seating
- Terraced picnic areas
- Distributed sound system
- Large scoreboard/video board
- Premium seating behind home plate
- Part of site masterplan
- Club Lounge behind homeplate – non-game day use
- Kids play area

ONEOK Field

Tulsa, OK

The design of ONEOK Field, the new ballpark for the Tulsa Drillers, reflects back to the early part of the century, as Tulsa's downtown began to take shape and art deco informed many of the buildings' designs.

While the design goal was not to create an outwardly art deco building, a tribute to the genre can be seen in the ballpark's streamlined forms and rounded surfaces. Just as oil played a large part in developing the city over the years, the ballpark's materials were thoughtfully chosen to create a colorful and textured, layered effect, reminiscent of the oil deposits that produced a beautiful strata of colors underneath the park's current site.

The earth-tone exterior façade—a blend of brick and zinc, an ever-changing metal—will help the building age gracefully over time. Additionally, 16 four-foot by four-foot art deco medallions on the ballpark's exterior pay tribute to the history of the area.

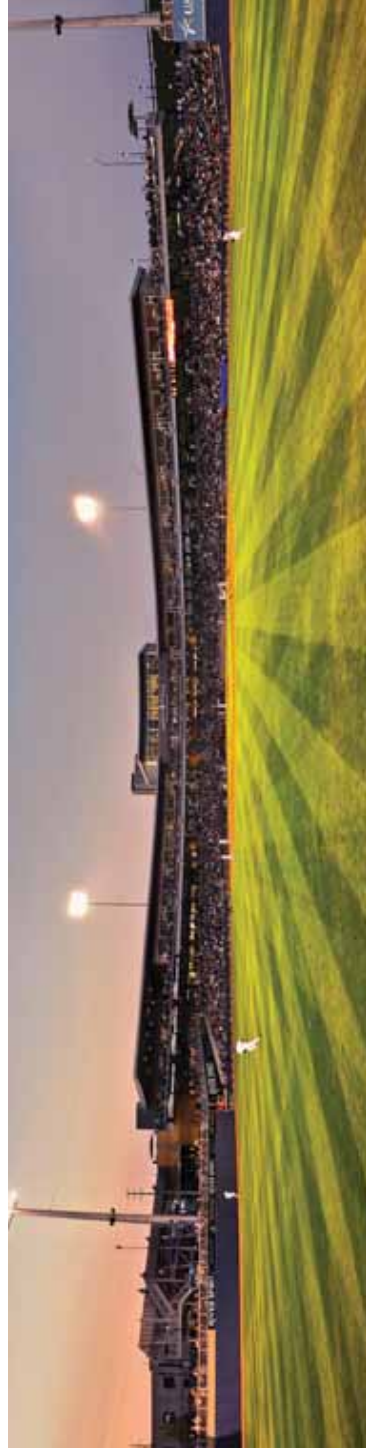
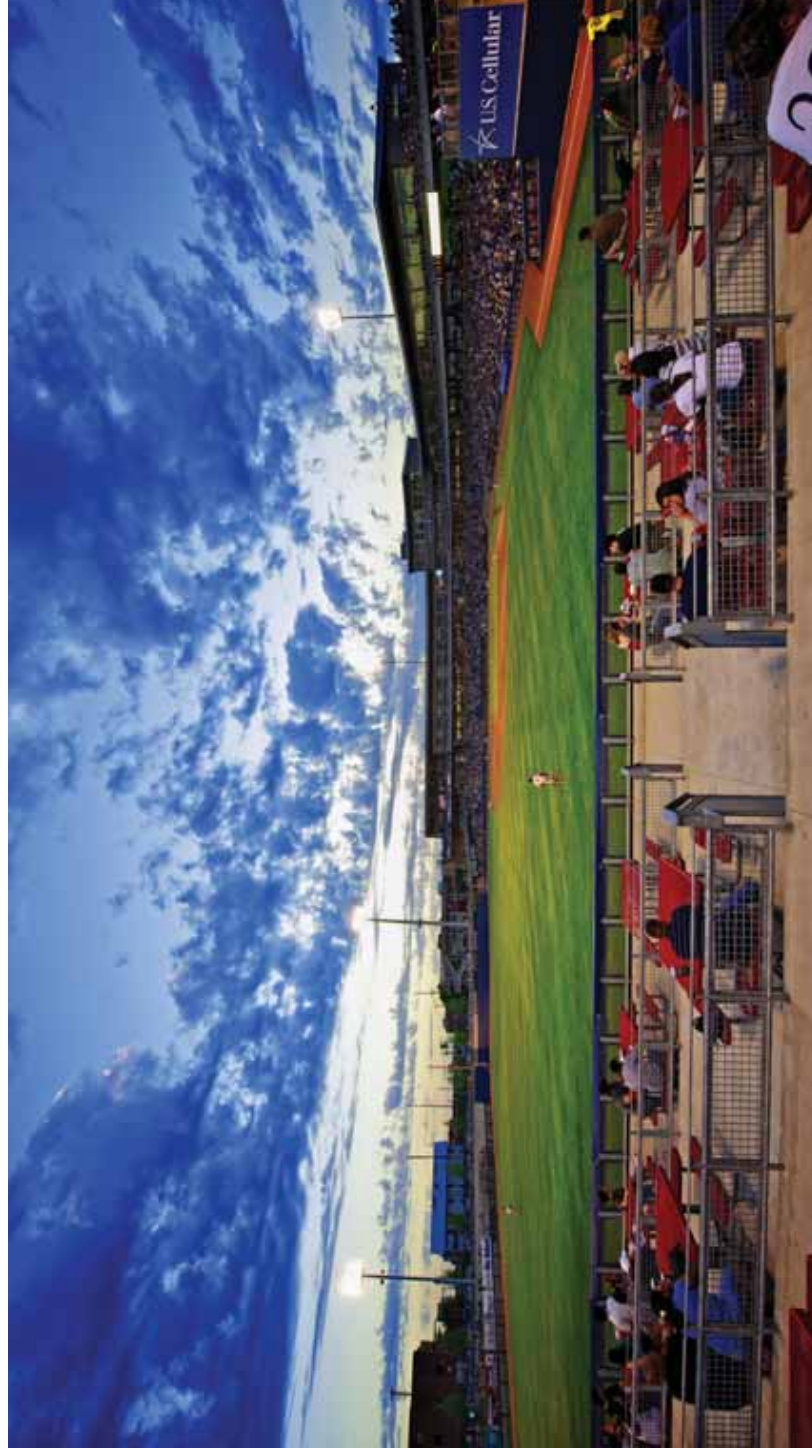
The 5,500-seat ballpark boasts 30 suites, a 360-degree concourse and a variety of group and kids areas. A 2,000 square-foot conference center was integrated into the design, creating opportunity for non-game day use.

Because the ballpark is central to the Tulsa community, it has a great opportunity to serve as a catalyst for growth in downtown Tulsa. The site serves as a welcoming to the nearby Greenwood district and is oriented to provide beautiful views of downtown Tulsa, while extending the city's urban footprint, serving as a bridge between many neighborhoods surrounding downtown.

Populous was the lead design architect on this project.

STATS

- 5,500 Fixed Seats
- 7,500 Total Capacity
- 23 Suites
- Completed April 2010



Project Relevance

- Urban site
- Similar program – 5,500 fixed seats, 23 suites
- 360 concourse around the field
- Open concourse
- Grass berm outfield seating
- Terraced picnic areas
- Distributed sound system
- Large scoreboard/videoboard
- 2,000 Square Foot Conference on non-game use
- Part of downtown masterplan
- Views oriented to downtown skyline



DOW DIAMOND

Midland, MI

Populous designed the Dow Diamond—home to the Class A affiliate of the Los Angeles Dodgers. It is the first minor league ballpark to incorporate true 365-day use with its ability to enclose 20,000 SF of exhibition space.

The stadium features amenities like outfield fire pits, a multi-level team store and picnic area. Sustainable elements were incorporated into the design. Bricks from a former nearby building were crushed and used to line the warning track and photovoltaic solar panels on site create enough energy to operate the scoreboard for one year.

Populous was the lead design architect on this project.





STATS

- 5,500 seats
- 12 suites
- Berm seating for 1,298
- Completion: April 2007



Project Relevance

- Urban site
- Similar program—5,500 fixed seats, 12 suites
- 360 concourse around the field
- Open concourse
- Enclosable concourse for non-game day use
- Fire pits for outfield seating areas
- Grass berm outfield seating
- Terraced picnic areas
- Distributed sound system
- Large scoreboard/video board
- Seating behind home plate

Noteworthy

2007 New Ballpark of the Year
—Ballpark Digest

PARKVIEW FIELD

Fort Wayne, IN

Located directly across the street from the recently expanded Grand Wayne Convention Center, Parkview Field is one component of the \$160 million mixed-use development known as Harrison Square. The development includes a 60-unit residential tower, 30,000 square-feet of retail space, a 900-car parking garage and a 250-room hotel.

The design concept for the Class A baseball stadium for the Fort Wayne TinCaps, a San Diego Padres affiliate, came from local building icon, The Firehouse Museum and Café, located just one block north of the ballpark. The many church steeples that dot the downtown city skyline also inspired the design and can be viewed from inside the ballpark.

Populous was the lead design architect on this project.



Project Relevance

- Urban site
- Similar program—7,500 seats, 16 suites
- Tight urban site
- 360 concourse around the field
- Open concourse
- Grass berm outfield seating
- Terraced picnic areas
- Distributed sound system
- Large scoreboard/video board
- Part of downtown master plan
- Integrated hotel and housing development plan
- Heavy non-game day use
- Kids play area



STATS

- 30,000 sf of retail space
- 7,500 seats
- 16 suites
- Completion April 2009



Noteworthy

#1 BALLPARK

in Minor League Baseball

–*Stadium Journey, 2011*

#13 SPORTS VENUE

–*Stadium Journey, 2011*



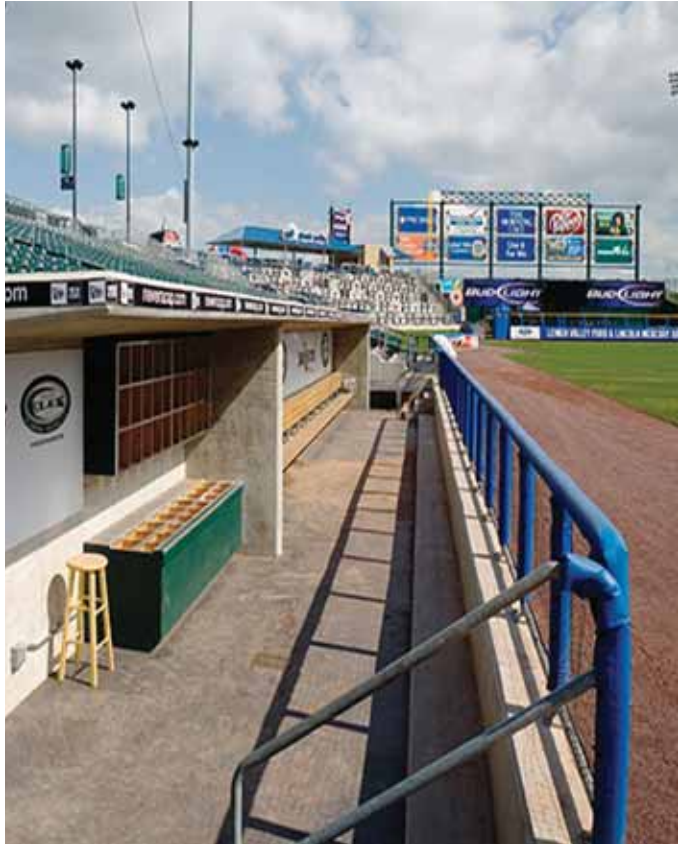
COCA-COLA PARK

Allentown, PA

A walk through the ballpark's concourse is like taking a tour of Lehigh County. Coca-Cola Park's exterior is an architectural expression of the county's historic neo-Victorian architectural context with large bay windows and roof cornices. The steel signage structure in right field is a tribute to the area's steel industry. Distant pastoral views beyond the left centerfield area remind local fans of their agricultural roots.

The Lehigh Valley IronPigs home features seating for 10,000. Fans have the opportunity to watch the game from a variety of locations including 20 view level balcony suites, outfield berm seating and from several picnic and party areas. With a 360-degree concourse, fans won't miss a minute of the action. Amenities include outfield terraced drink rails, left field kids' play area and home plate dugout party area.

Populous was the lead design architect on this project.



Project Relevance

- Similar program—10,000 fixed seats, 20 suites
- 360 concourse around the field
- Open concourse
- Two covered party areas
- Homeplate dugout party area
- Fire pits for outfield seating areas
- Grass berm outfield seating
- Terraced picnic areas
- Distributed sound system
- Drink rail seating
- Large scoreboard/video board
- Large outfield advertising board
- Kids play area

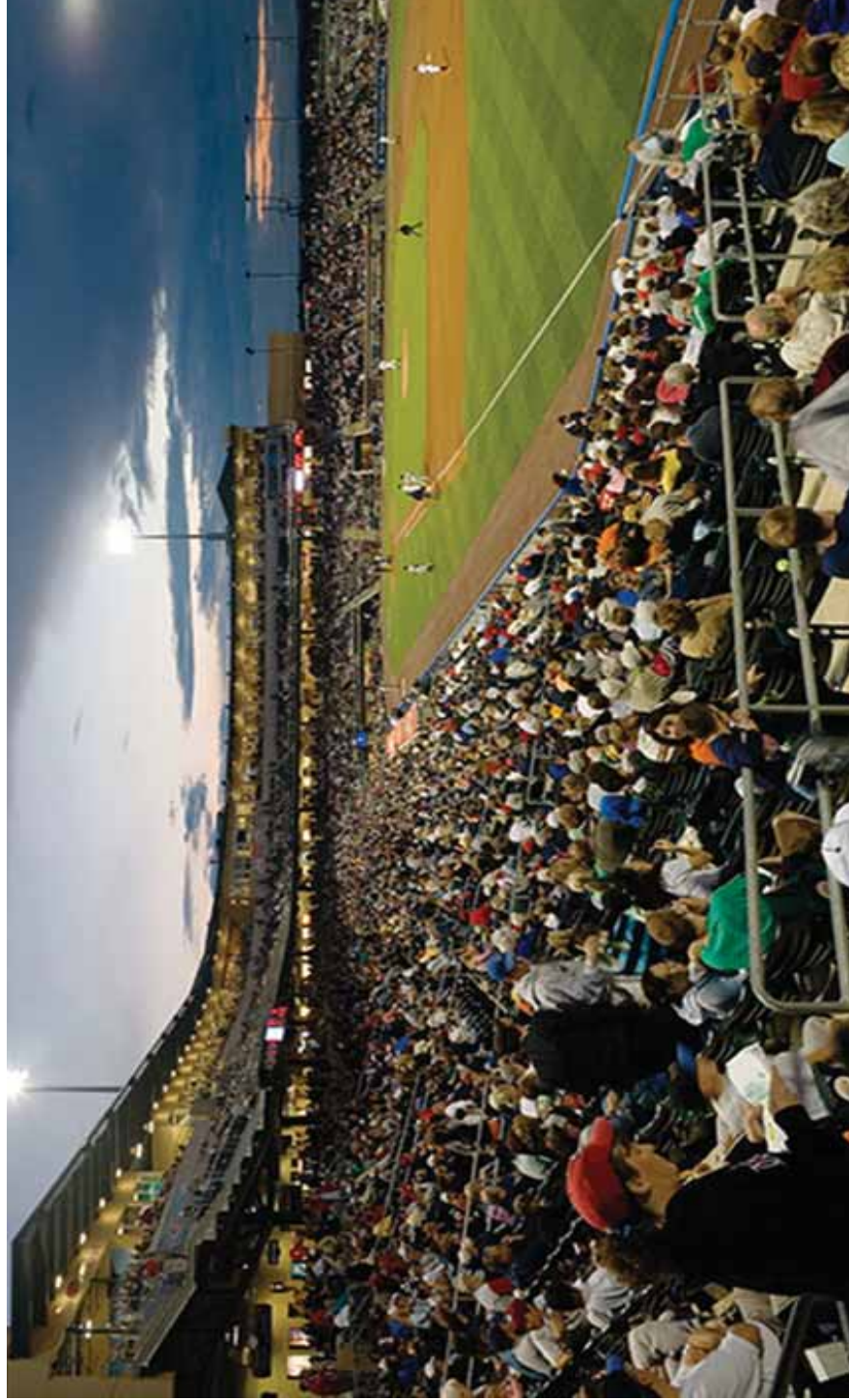


Noteworthy
2008 Ballpark of the Year
—Ballpark Digest



STATS

- 10,000 seats
- 20 suites
- 2 covered party areas
- Completion April 2008



PAST PERFORMANCE



DOW DIAMOND
Populous



**As an effective communicator,
engineer, and project facilitator, I'm
excited to collaborate with the City of
Saint Paul and this multidisciplinary
project team to create a truly
sustainable community asset.**

*Stanley Lim, PE
Senior Civil Engineer
Solution Blue*





Riverside Plaza
Minneapolis, MN

The Riverside Plaza project was a \$62M modernization and renovation of a seven-building, multi-family living complex, including complete infrastructure replacement and a central plant. Knutson, under the leadership of Scott Wingrove, was brought on at the end of schematic design to assist the design process and keep the project within the budget provided by the developer.

PAST PERFORMANCE

Proven Methods to Manage the Design Process to a Specified Budget

Managing the design process to a specified budget while maintaining high quality can be challenging, but through collaboration and cooperation, the Knutson team will create a functional, beautiful design for the Lowertown Ballpark.

INTEGRATED TEAM APPROACH

In our experience, an integrated approach to design and construction drives quality construction of a functionally and aesthetically superior project. Team integration goes beyond traditional calls for collaboration; the integrated approach requires rigorous planning of the team process, starting at the beginning of the project with team kick-off/partnering and continuing throughout the project with weekly team meetings with all core team members, including architecture, construction, and owner representatives.

During our initial project meetings, the team will establish project performance metrics by which we will track performance against project goals, owner expectations, and the use of technology to inform quality, cost control, and schedule. We will meet in partnering processes throughout the duration of the project to track our performance against each metric and to determine appropriate team methods to resolve challenges and celebrate accomplishments.

Populous used this integrated approach on both the Target Field project and on the TD Ameritrade project. On these projects, the team kicked off the work with a detailed and comprehensive kick-off process in which they identified project goals and challenges and then designed systems and team structures to deliver owner expectations within the project parameters. For example, Target Field included stringent sustainability goals that needed to be delivered within the project budget on a tight urban site. Through teamwork and commitment to the integrated approach, the team delivered on all owner expectations, while maintaining the aggressive budget and schedule.

Using an integrated approach, the team managed early and frequent interaction with the owner, the design team, and end users to maximize the scope within the budget. By focusing on project goals and owner expectations, we were able to deliver the project within the budget. The team also engaged in multiple value workshops to find alternatives that met design intent and that made best use of refurbished existing materials to keep costs within the budget.

Early meetings with the owner and designers in schematic design established scope limits and identified opportunities for alternatives. Most importantly, ongoing cost analysis and reporting established areas of concern and opportunity, enabling the team to respond immediately to cost issues and maximize value and quality within the established budget.

Of particular significance is that to meet the aggressive MWBE goals for the project, the Knutson team broke the work into right-sized bid packages. Then, to control costs and reduce the risk of change, the team was careful to write clear, detailed scopes of work with clear performance and quality standards. They drove competition into the process by aggressively posting the project in all available locations and then by giving detailed presentations to build interest in the project.

INTEGRATED, BUNDLED COST MODELING

From the start, we will integrate the cost history databases from all partner firms to create the most accurate, locally focused, and comprehensive means to estimate project costs. Then, we will create common tracking and monitoring processes to enable the team to maximize the design within the budget and deliver best value for the City of Saint Paul and the Saint Paul Saints.

On the Lowertown Ballpark project, our team of experienced estimators and design professionals will work as a single unit to maximize design within the budget and we will proactively monitor costs throughout the design and construction processes. We tailor our cost management tools using multiple metrics such as the “per-seat” cost as well as itemized costs for key program elements or isolated segments of the ballpark. This enables the owner and the entire team to fully understand the cost implications of design decisions, including both value adds and constructability changes. This ensures that the highest quality and value are delivered in an integrated process.

On both the TD Ameritrade and the Target Field projects, design team members instituted block pricing as a method to control cost and ensure high quality. By sectioning off portions of the ballpark and determining a per-seat cost, we created a tangible cost monitoring strategy that effectively conveyed cost ratios. Because owner decisions throughout the project impact cost and quality, we worked diligently to partner with the owner in the cost control/quality management processes. By communicating the impact of decisions using the per-seat metric, the entire team was able to understand the impact of decisions and to collectively find solutions to maintain high quality while keeping to the expected per-seat cost.



Blattner Energy Headquarters
Avon, MN

On Blattner Energy, the team took collaboration to a new level. For this 100,000-SF, design-build office building project led by Scott Wingrove, the Knutson team met regularly with the design team and the owner to make collaborative decisions relative to materials, detailing, and alternatives to meet the client’s budget expectations. The team was able to achieve LEED Platinum, well beyond the owner’s expectations. Of particular interest, the Knutson team coordinated with the designer to provide the owner mock-ups versus traditional renderings as the owner wished to see tactile representations of the project through which to make more informed decisions.



Mother Baby Center
Minneapolis, MN

The Mother-Baby Center project was a \$36M, 75,000-SF addition with an additional 21,000 SF of repurposed space for patient rooms, clinics, and infrastructure designed to improve the birthing experience for the entire family. Hired concurrently with the designer, the Knutson team engaged in a detailed, rigorous preconstruction process to maximize quality and scope, while bringing this complex project to completion within the budget.

Because we actively monitor project costs at a micro and macro level, the design will not need to be altered at a later date to meet the budget. Because of the adverse impact on projects of traditional value engineering, we use an ongoing process of value management against agreed-upon performance and quality metrics to drive best value and highest quality. At each design milestone, we work collaboratively with the design team to fully understand the design intent, providing constructability reviews and value analysis to ensure the project is on budget at the milestone. Further, during the development of the design, we also provide over-the-shoulder reviews of key project elements, providing immediate cost information to enable design decisions before documents are completed at each milestone.

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The team engaged in early conceptual estimating, starting with interactive weekly meetings with the design team, at times collocating with the designers to preserve design intent and building performance objectives. These initial estimates were used to manage scope and design to avoid scope creep and to monitor team performance. As a result, both projects bid within .5 percent of the RFP estimate.

The team collaborated extensively on the selection and performance standards for major building systems to make sure the project met all performance standards, but could be built within the established budget. Starting with a design charrette in which the team identified performance requirements, the team conducted a detailed survey of existing systems to find the best value-adds for the new addition that would add long-term value to the hospital.

The team also made extensive use of technology to create more detailed cost models. Using BIM, estimators were able to do quantity take-offs of specific building areas, while maintaining the cost model for the project. Further, the team used BIM to identify clashes early to avoid costly rework or redesign later.

At Children's Hospital, Knutson delivered two projects, a \$46M parking ramp and medical office building and a \$125M, 230,000-SF hospital addition and 150,000-SF renovation. The team created a cost modeling system that established square-foot targets for individual

systems on both the interior and exterior. This enabled the exploration of masonry detailing options to reduce costs, while preserving the vision for the project. Overall, this enabled material selection to track with the cost model, helping the entire team look for opportunities to provide an upscale environment within the project budget. Further, by leveraging the favorable construction market at the time the project was built, the owner was able to realize extra program and value that was not originally in the scope of the project.

Guiding Design to Avoid Pitfalls

The delivery of a successful ballpark project depends on the strength of the relationship between the designer and the contractor, enabling integrated decision-making and design-assist that resolves issues—during preconstruction versus in the field—and increased value for the owner. We start this process with one goal: clear, concise, and honest communication among all team members. We are committed to seamless collaboration at all levels on the Lowertown Ballpark project to ensure that the team meets all schedule milestones and stays within budget. Our success managing highly complex, integrated design projects stems directly from our effective communication as a team.

We also plan to work in a collocated space in HDR's Saint Paul office that overlooks Lowertown. This office space is within walking distance of the project site and will be a dedicated, collaborative space for the entire team to meet and discuss ideas. This space will be available for the entire design phase of the project.

In addition to communication and collocation, the construction professionals on the team work collaboratively at every level to resolve construction challenges and drive best value decision-making into the project through ongoing project leadership, cost estimating, value management, constructability review, collaborative use of BIM, and early site logistics planning.

LEADERSHIP

We encourage a partnering approach between members of our project teams. Essentially, partnering recognizes that a project's owner, construction manager, and architect have goals in common and should therefore strive to help one another achieve them. Our approach begins with a partnering workshop attended by the owner, design-build team members, and all other key stakeholders. Through the process, participants acquire a better understanding of each other and develop mutual goals and objectives for completing the project on time, obtaining prompt responses to inquiries, getting decisions made quickly, avoiding litigation, adhering to City-defined

work procedures, and delivering quality construction workmanship. The partners continue to meet once a month to jointly solve problems and capitalize on opportunities that arise. It would be of particular benefit for this project to coordinate partnering activities with a tour benchmarking existing facilities as a means of enhancing shared understandings.

As part of the partnering process, we will establish a master communication plan that identifies the different levels and platforms of communication we intend to use for the project and the proper protocol for implementation. This includes a responsibility diagram of each individual's role on the project and their alignment to your team.

As the project progresses, we institute regular owner, architect, and contractor (OAC) meetings to monitor progress and address issues in a timely and productive way. While we know that proactive planning can anticipate most issues, we also believe in having a team structure in place to respond immediately to project challenges and unforeseen issues. This helps maintain the budget while we support team relationships and deliver quality in every aspect of the project.

We also create and use a detailed issue resolution plan. This identifies issues needing resolution and key decisions with "suspense dates" detailing by when the issue needs resolution and the responsible parties. This keeps issues at the forefront of the team and avoids delays to key project milestones.

Further, we will provide design-assist services with key subcontractors to support the design team, particularly for major building systems—mechanical, electrical, and structural. And, we will coordinate the design schedule and delivery of construction document packages with the construction schedules.

COST MODELING/ESTIMATING & VALUE MANAGEMENT

We understand the value of making sure that quality and cost have a "face" on our team. As a result, a unique aspect of the Knutson approach is to make our senior project manager and our lead estimator a team in delivering both to the project. Scott Wingrove, our lead preconstruction and construction project manager, and Dan Ryan, our lead cost estimator, will work collaboratively throughout design to provide estimating and cost leadership, while ensuring the team meets every functional, aesthetic, and quality expectation of the owner. Scott and Dan will also be personally responsible for constantly verifying cost information throughout the entire project. Scott and Dan have worked collaboratively in this same manner to deliver preconstruction services on numerous projects over the past five years.

Early in the process, we will establish a common format for design and construction estimates and will lead the coordination of estimating activities at each major design milestone.

Our team also uses BIM as an estimating tool, beyond traditional architectural or construction uses of clash detection or concept decision-making. By using the model for quantity take-off for key areas of construction, we are able to create and manage more accurate cost models and provide clearer direction in the bidding documents to drive down pricing. This will be particularly important here in Saint Paul as we seek to increase the use of S/W/MBE contractors with their limited exposure to the nuances of ballpark construction.

CONSTRUCTABILITY REVIEW

Throughout design, Knutson provides detailed constructability reviews, including document review, over-the-shoulder reviews, participation in design charrettes, and providing mock-ups to determine detailing, finishes, and quality standards.

From the first kickoff meeting, we will also consider feasible, cost-effective constructability as an integral design criterion. Populous brings a wealth of experience in urban, minor league ballpark design, benefitting the Lowertown Ballpark project in that our team has likely seen and solved the majority of the constructability issues we will encounter on this project. Some examples of constructability issues we may encounter include contaminated, poor, and variable soils; minimizing soil export; managing urban stormwater; materials for cold-weather conditions; shoring walls along the existing structures and streets; and the re-use of existing building structures. We are able to assist with the early procurement of sod and installation to assure the Saints a superior playing field come game time.

Constructability review is a continuous process with our team. A great benefit of an integrated design and construction team is that the construction team is thinking about how to construct the building and discussing constructability issues with the design team from the programming and concept design phase through the final construction documents. As the documents progress, the design will be compared to the critical path schedule to assure the detailing of the building is proceeding in concert with the construction sequencing being developed.

Finally, the construction team will provide expert advice to the design team on constructability, availability of local building materials and labor, and construction sequencing as the design progresses.

BIM/TECHNOLOGY

Our team will use the “big-room” concept with the designers, contractors, and major subs to ensure the model used for this project is informed by multiple team members working in a single, updated model. Through the use of technology in our co-located space, we will host big-room sessions in which we achieve efficiencies, resolve constructability issues, eliminate conflicts, and make key project decisions relative to building systems and materials. By integrating all team members—including the owner and key subcontractors—we use BIM to its highest and best potential, adding value and higher quality into the project.

Our goal is to use BIM to build the project virtually and resolve all issues before they become field issues. By engaging all team members with the same model, we are able to “see” challenges differently and find creative resolutions. Additionally, by engaging our field staff during preconstruction into the big-room process, we resolve logistics issues and quality challenges before the work begins in the field.

Our team will also utilize a project website to serve as a central point for the exchange of project models and documents. This project website will ensure a secure site that the owner and all project team members have access to the record of decisions at any point during the project. We will also maintain a public website, in coordination with the City and the team, to communicate project status and aid in the collective fundraising efforts to benefit the project.

EARLY SITE LOGISTICS PLANNING

In collaboration with the design team, the field team will work during preconstruction to understand the design and participate in key phasing and sequencing decisions. For example, working with the design team, we understand the importance of the early installation of the sod for the playing fields, including associated drainage and irrigation systems. It will be important to stage the job and secure the playing field to avoid heavy equipment damage to the irrigation or drainage systems that may not be apparent until the first season. This early engagement avoids future disruption to the team and fan experience from costly repairs to the infrastructure.

Cost Model and Estimates

We developed the cost model for the Interchange Project, with the GMP within 0.1 percent of the initial cost model (see Interchange Cost Model below).

Interchange RFP - C1.0 Cost Proposal Submittal Worksheet (ADD12 BAFO)

Cost Evaluation Criteria: 1) The degree to which the cost for a specific element is consistent with industry standards; 2) The degree to which the cost for a specific element is consistent with what is presented in the proposer's technical proposal; 3) The appropriateness of the fees against the level of detail already developed in drawings, specs, and RFP information; and 4) With all other things being equal, a comparison of the costs for a specific element between proposals, keeping in mind that costs may differ with differences in design

Ratings: Excellent = 85-100%; Good = 70-84%; Fair = 50-69%; Poor = 0-49%

Denotes Required Proposer Information:

Category:	Description:	Available Points: (80)	PROPOSER COSTS & EVALUATIONS:		
			Submitted Costs or Fees:	Score (%):	Rating: E, G, F, or P:
2(a)	Cost Proposal (Design and Construction Soft Costs):				
i	Designer Fees (Total \$):	10	2814847		P
ii	Contractor Fees (Total \$):	10	2520000		P
iii	Contractor Contingency (Total \$):	10	1440000		P
iv	Contractor Bond and Insurance (Total \$):	10	1108075		P
v	Contractor General Conditions (Total \$):	10	3603065		P
vi	Designer Change Order Fees for Work Exceeding 110% of Base GMP (% Markup):	10	8		P
vii	Contractor Change Order Fees for Work Exceeding 110% of Base GMP (% Markup):	10	5		P
viii	Contractor OH&P (labor only) on Self-Performed Work (% Markup):	10	0		P
SUBTOTAL COSTS THIS SECTION 2(a):		80	\$ 11,485,987.00		
Average Score and Rating This Section 2(a):				0.00%	P
TOTAL SCORED POINTS THIS SECTION 2(a):			0		

Ratings: Excellent = 85-100%; Good = 70-84%; Fair = 50-69%; Poor = 0-49%

Denotes Required Proposer Information:

Category:	Description:	Available Points: (60)	PROPOSER COSTS & EVALUATIONS:		
			Submitted Costs or Fees:	Score (%):	Rating: E, G, F, or P:
2(b)	Cost Proposal (Costs of the Work ROM):				
i	Limited NTP (Total \$\$ plus Fees):	10	4795694		P
ii	Parking Ramp Structure and Systems Costs Complete (Total \$):	10	5844011		P
iii	LRT Facilities and Systems Costs Complete (Total \$):	10	21703356		P
iv	Admin Building Costs Complete (Total \$):	10	6738047		P
v	Bridge Structure Costs Complete (Total \$):	10	8947383		P
vi	Public Plaza spaces, furnishings, finishes, systems, amenities costs complete (Total \$):	10	10865752		P
SUBTOTAL COSTS THIS SECTION 2(b):		60	\$ 58,894,243.00		
Average Score and Rating This Section 2(b):				0.00%	P
TOTAL SCORED POINTS THIS SECTION 2(b):			0		

Cost Evaluation Criteria: 1) The degree to which the cost for a specific element is consistent with industry standards; 2) The degree to which the cost for a specific element is consistent with what is presented in the proposer's technical proposal; 3) The appropriateness of the fees against the level of detail already developed in drawings, specs, and RFP information; and 4) With all other things being equal, a comparison of the costs for a specific element between proposals, keeping in mind that costs may differ with differences in design

TOTAL BASE CONTRACT COSTS: 2(c) = 2(a) + 2(b)	140	Knutson Construction	Knutson Construction	
		\$ 70,380,230.00	Score (%):	Rating: E, G, F, or P:
Base Contract Score and Rating 2(c) :			0.00%	P
TOTAL BASE CONTRACT CUMULATIVE SCORED POINTS 2(c) :		0		

Ratings: Excellent = 85-100%; Good = 70-84%; Fair = 50-69%; Poor = 0-49%

Denotes Required Proposer Information:

Category: Description:		Available Points: (20)	Knutson Construction	Knutson Construction	
2(d)	Locally Funded Betterments (LFBs):		Submitted Costs or Fees:	Score (%):	Rating: E, G, F, or P:
i	Demo ESB complete w/ disposal (Total \$\$)	10	294941		P
ii	All costs to furnish and install District Heat piping from the north wall of the HERC tipping floor, through the parking ramp, to a point 50' north of the intersection (Total \$\$)	10	1308000		P
SUBTOTAL COSTS THIS SECTION 2(d):		20	\$ 1,602,941.00		
Average Score and Rating This Section 2(d):				0.00%	P
TOTAL SCORED POINTS THIS SECTION 2(d):			0		

THIS NUMBER MUST NOT EXCEED \$72 MILLION BUDGET

COST TO BE READ AT OPENING:

TOTAL BASE CONTRACT COSTS and LFBs: 2(e) = 2(c) + 2(d)	160	Knutson Construction	Knutson Construction	
		\$ 71,983,171.00	Score (%):	Rating: E, G, F, or P:
Base Contract and LFB Score and Rating 2(e):			0.00%	P
TOTAL BASE CONTRACT AND LFB CUMULATIVE SCORED POINTS 2(e):		0		

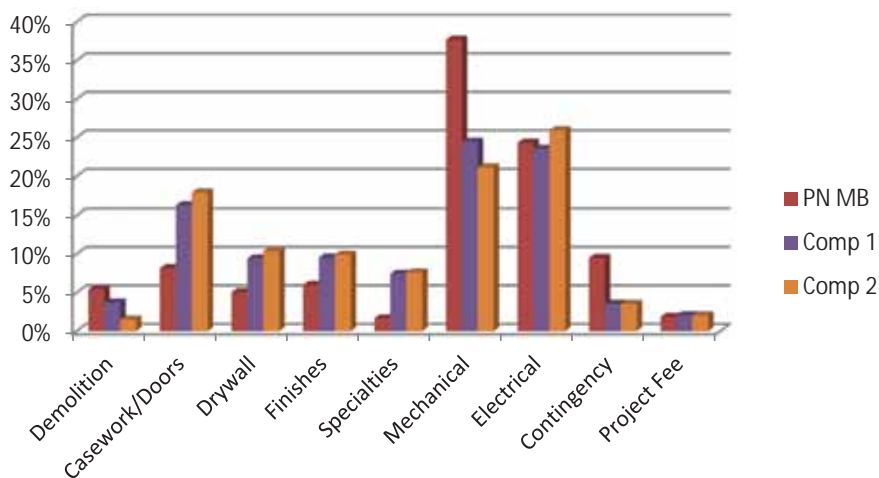
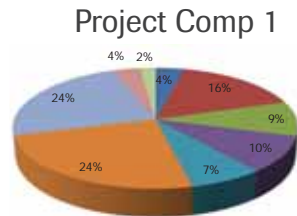
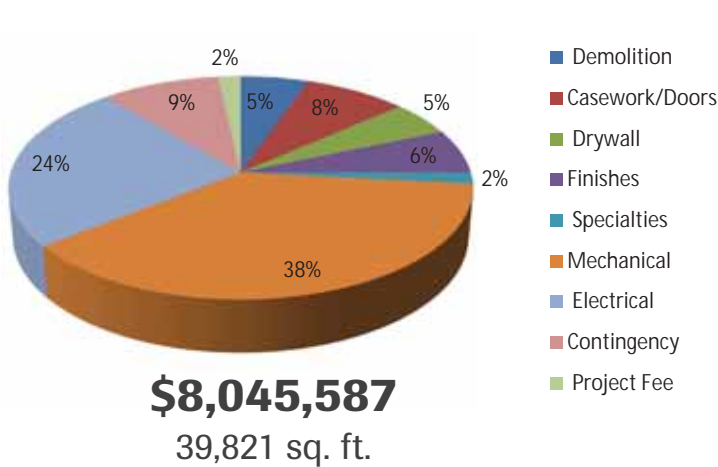
Denotes Required Proposer Information:

Category: Description:		Available Points: N/A	0	0	
2(f)	ADDITIVE SCOPE ALTERNATE (CONTINGENT ON ADDITIONAL FUNDING):		Submitted Costs or Fees:	Score (%):	Rating: E, G, F, or P:
i	HERC driveway removal, replacement w/ snowmelt (Total \$\$)		1517047	N/A	N/A

The model was developed through meetings with Hennepin County, Metropolitan Council, City of Minneapolis, MNDOT, and other various agencies and stakeholders to fully understand the scope needs and expectations for the project. This included a workshop on sustainability strategies and potential engineered solutions to meet the challenging stormwater issues on the site. Additional workshops addressed coordination with the Twins, Metro Transit operational facilities, HERC facilities and their operations, Regional Railroad Authority requirements, and other critical issues to future project performance. Additionally, we addressed how the owner wished to show contingencies and we further defined the estimates into logical work breakdown structures such as public plaza, parking, bridge, LRT, HERC Administration Facilities, etc.

This project required an early GMP at 30 percent construction documents. We submitted our first cost model at the end of schematic design and then provided an update at 30 percent construction documents, which was our GMP. However, in a project like the Lowertown Ballpark, we recommend an initial cost model soon after selection, based on known information, followed by updates at the end of schematic design, 50 percent design development, and at the conclusion of design development, which will be our GMP.

We plan to use the list of comparable projects—44 applicable Knutson facilities and others in the Populous database—from which to select the appropriate comparables for input into the cost model for Lowertown Ballpark (see sample cost estimate history below. Populous and Knutson will segregate the program into logical elements that will be tracked through the procurement of the project. We will use our database to assess appropriate line item unit pricing by area and/or major scope of work.



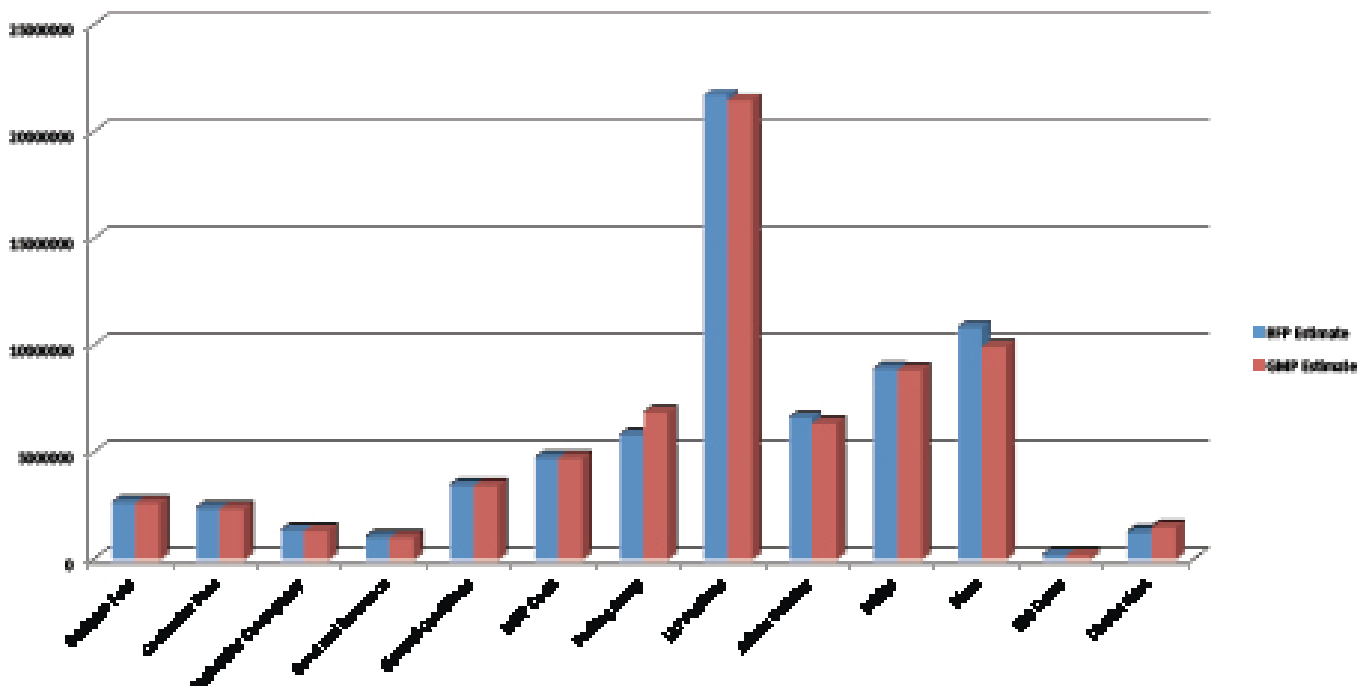
Some of the key components affecting the cost model will be seating type, enclosure type, field systems, and substructure and foundations. We will validate our model by reaching out to specialty subcontractors to provide options for means, methods, and current market pricing to verify against our database and provide the most relevant cost data to the project team.

We will use Revit 3-D drawings to assist in the scope analysis, logistics, constructability, and quantity analysis, along with the traditional elements such as clash detection and field coordination. We will also re-verify the model using BIM for quantity schedules. And, we will continue to collaborate with the owner on constructability and detailing opportunities to value select and incorporate system detailing as the design develops.

We will not stop at this point as we will monitor the procurement process as it progresses and identify savings either from alternative detailing or as found by subcontractors. We will return those savings back to the owner in a timely manner for your use in this project or for other capital projects associated with this project. We will identify with you on a regular basis the status of buy-out and will provide savings as we go. Additionally, contingencies will be brought down as the project moves forward through procurement and as dictated by your representatives.

As we develop our budgets with actual and vetted allocations and design to those values (corrected for location and time), we will use these targets for checking our scope and confirm with milestone estimates. This process of target costing will better assure that if each element of the project is meeting budget, the final costs will also be in alignment. Finally we will understand directly where enhancements may be pursued as well as areas in which further savings may be obtained.

Our team takes great pride in delivering the most cost effective project to maximize the owner’s budget and by working as a team we always hit our target number.

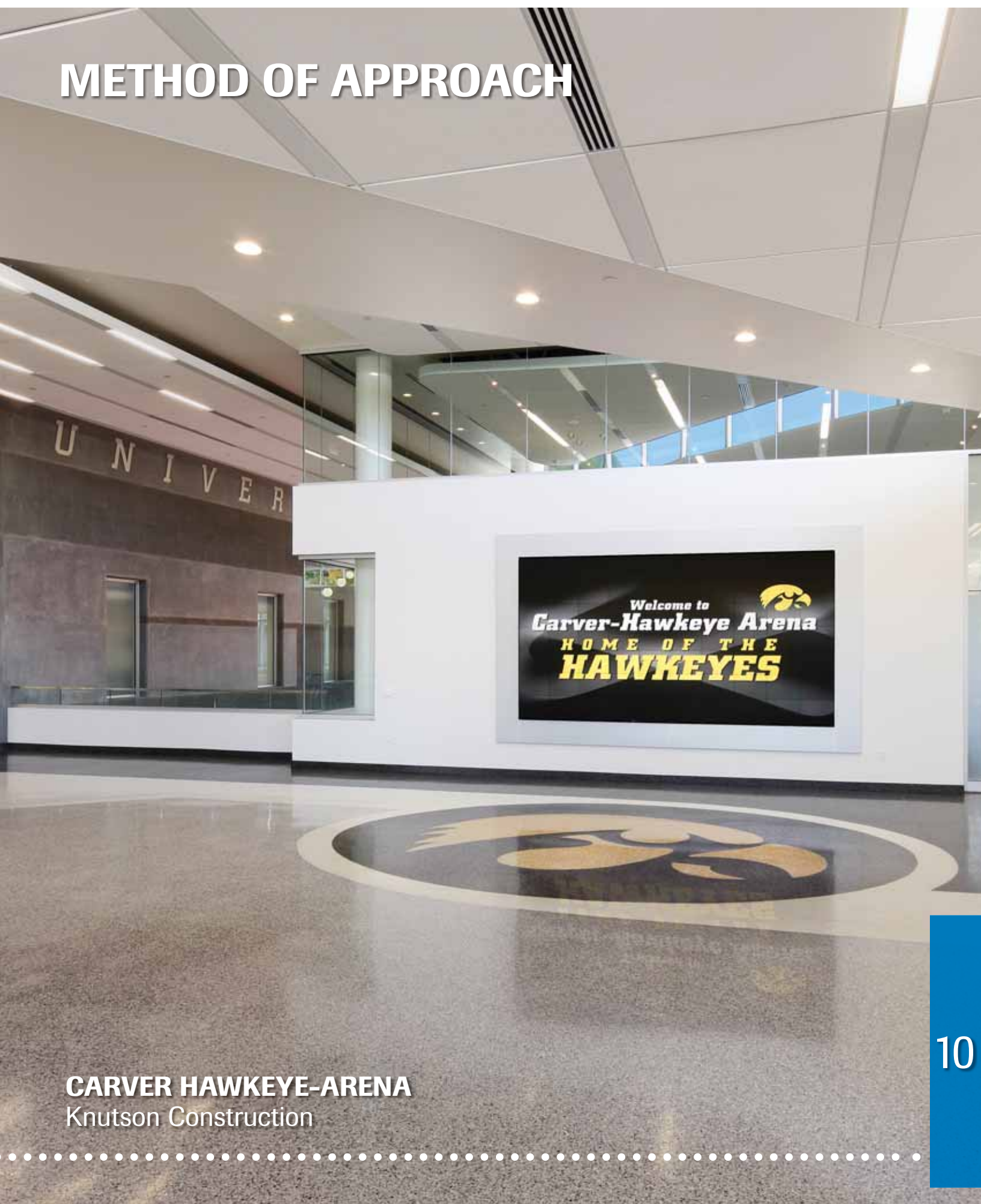


SELF-PERFORM CAPABILITIES:

Knutson Construction is one of the last self-performing Builders left in this region. As a serviced based company that is known for delivering quality in all our projects, we take particular pride in our abilities in the specific work we put in place. Our self-performing capabilities include:

- Selective demolition
- Concrete
- Masonry
- Steel Erection
- Rough and Finished Carpentry
- Specialty finishes installation

METHOD OF APPROACH



CARVER HAWKEYE-ARENA
Knutson Construction

“

**I'm excited about working
on a project that my friends,
my family, and I will use for
years to come.**

*Dan Ryan
Chief Estimator
Knutson Construction*

”

METHOD OF APPROACH

Delivering a Highly Functional Design

With our team in place, we are ready to engage in a transparent design and preconstruction process in which we work iteratively on focused, sequenced design processes until we reach a high-performance solution that aligns the owner's goals with the project budget. We know that highly functional design also comes from a team that seeks to understand the owner's needs and resolve challenges and project roadblocks.

Our creative process starts immediately upon selection with a kick-off meeting in which we listen to the City and the Saint Paul Saints articulate their needs and vision to ensure all team members understand the project expectations. In this meeting we will establish communication processes for the entire project team. For example, we suggest the following strategies be employed to maximize both communication and efficiency.

“Running the Dailies” The core leadership and creative teams will establish a regular time, weekly or bi-weekly, to meet in our collaboration space to review the developments of the week's design investigations. This is an informal presentation process that is meant to keep all of the stakeholders informed of the design progress.

“Board Time” We invite all members of the owner's team to join us for creative brainstorming sessions. This brainstorming method combines free-thinking sketching with computer metrics and visualization, allowing options to be built, quickly displayed, evaluated, and adopted or rejected. We use this process to vet our ideas with you prior to committing to design decisions that may have cost or schedule impacts.

GOAL SETTING WITH THE SAINT PAUL SAINTS & OUR COMMUNITY PARTNERS

The City of Saint Paul has taken great care to incorporate the community's needs and desires into the concepts for the new ballpark and has committed to ongoing public communication. We understand the impact community involvement has on project delivery and is ready to help the City achieve their public outreach goals.

During the early design process, we will thoroughly consider the following components while creating an approach to the new ballpark for Lowertown and the Saint Paul Saints:

- We commit to understanding the vision of all key stakeholders by listening to their unique perspectives on the project. We will use all of this input as we develop design options and alternatives. Additionally, we will create a goals statement as a basis for decision-making in the integrative design process and as a foundation for all basic design ideas.
- Our design team will solicit input from the City of Saint Paul Department of Planning and Economic Development to listen to their goals for future economic development related to the new ballpark.
- We will integrate the goals and plans of the City of Saint Paul Department of Public Works for the area, reviewing the design standards, street and sidewalk improvements, and planned pedestrian streetscapes, etc.
- We will reach out to the Central Corridor Project Office to determine their needs in regards to the station area plan.
- We will integrate the public art of Saint Paul through the engagement of the City Public Artist in Residence Program and review the 4th Street ArtWay project.
- The team will listen to the Metropolitan Transit goals for long-term responsibilities to the area.
- We will heavily engage the Saint Paul Chamber of Commerce and align our goals to the goals of redevelopment in Lowertown.
- We expect we will have input from the Saint Paul Building Owners and Managers Association and Downtown Building Owners Associations. We will listen to their ideas and impacts on façade improvements to the surrounding buildings and desires for improved connections from street level and skyway.

- The Capital River Council will be advocates of the area planning that will surround the new ballpark. We will look to the Saint Paul Heritage Preservation Commission and the Minnesota State Historical Preservation Office to be stewards of Lowertown’s historic fabric.
- We will solicit ideas from the surrounding property owners and developers to listen to their ideas on adaptive reuse.
- We will engage the Saint Paul Convention and Visitor’s Bureau to improve the connection from the ballpark to key areas such as the train station and the entertainment district.
- We will work closely with the Ramsey County Regional Rail Authority on the relationship the new ballpark will have to the Union Depot and Lowertown.
- Our team will integrate the goals of the Saint Paul Bicycle Advisory Board of promoting bicycle network awareness and commuting options to the ball games.
- We will align these goals with Saint Paul Smart Trips to promote the use of all forms of transit to the ball games.
- We will review the ideas of Blooming Saint Paul and the Saint Paul Growers Association to consider ideas for street beautification, community gardening projects, and the integration of the farmer’s market.
- The Capital City Partnership will provide input relative to positive economic impact on Lowertown and Saint Paul.

We will spend the early part of the design process gathering information, documenting perceptions, aspirations, and expectations, and then weaving them into a set of design options and ideas that best integrate the expectations and needs of the owner, stakeholders, community, and team within the context of the project budget. We will carefully document all input, creating tools and holding focused charrettes to make sure all needs are represented in the process and that we meet expectations.

Managing Cost Control

Managing project budgets and instituting stringent cost control measures are essential components of successful projects. To effectively manage budgets and keep costs down, concerted coordination efforts must take place among all members of the team, including owners and key stakeholders. Our team has a proven track record of efficiently managing cost control on other ballpark and sports projects, including Carver Hawkeye Arena in Iowa City, TD Ameritrade Park in Omaha (home of the College World Series), and Target Field.

Design-build contracting also enables early involvement by field and system experts and can greatly minimize costly surprises, enabling the City of Saint Paul to ask important what-if questions about budgeting, scheduling, materials, and design options—all prior to commencing work. Our knowledge of material and construction costs, structural alternatives, and mechanical and electrical systems can significantly impact the quality, cost, and timing of construction. Some of the ongoing processes in which we will engage include the following.

DESIGN PROGRAM REVIEW

Our experienced team will seek innovative ways to enhance design, mitigate risks, and save money that will be available to either enhance the facility or decrease the budget. Working closely with design professionals, mechanical and electrical subcontractors, and major systems suppliers, we will collaborate to manage costs, communicate clearly with the City of Saint Paul, and positively impact the project.

CONSTRUCTABILITY ANALYSIS

The constructability process allows our team to integrate actual building construction processes and variables for the project into the design documents. The constructability analysis results in substantial cost savings by:

- Integrating structural systems and details that are more cost effective for the time of year that construction will be taking place
- Coordinating the sequence of construction and phasing plans with the design documents
- Cross checking the design disciplines for conflicts and omissions that may result in increased cost

VALUE ANALYSIS (VA)

Value Analysis involves analyzing a building component's design from a construction pricing viewpoint with the goal of balancing performance and quality against initial and lifecycle costs. It allows us to achieve a total cost of ownership estimate/approach. VA starts in the early phases of design and continues through construction as the scope is procured. We start VA with a process that includes the input of all stakeholders and enables each team member to directly understand expectations related to first costs, capital concerns, and operations and maintenance needs. Throughout the design process, we then engage in collaborative sessions to identify and explore cost-savings opportunities that will allow for both functional and aesthetic enhancements coupled with predictable performance without sacrificing quality or stakeholder satisfaction.

ESTIMATING

Our in-house estimators are the best in the business. To make sure marketplace costs are current, we seek input from other key members such as architects, engineers, major subcontractors, and suppliers and solicit their suggestions regarding project cost and constructability. Because we enjoy the respect of the subcontracting community, these partners provide us with meaningful estimates that are transparent and holistic without hidden contingencies and undefined costs. Our team's vast experience in this program type will deliver the most comprehensive database of comparable projects with which to build an accurate cost model. This cost model will be used to drive decisions about the project as a whole as well as relative to individual building systems.

Estimating and budgeting success starts with detailed conversations about owner expectations for building performance and in-depth communication through shared data to understand programmatic design intent. Our experience as a collective team gives us the ability to foresee elements of the project that are not yet shown, but will be required. This process ensures that the project's scope will align with the budget without sacrificing either quality or performance.

Our process will focus on monitoring the design through procurement using a method we call "target costing." This process starts with understanding how the owner, design team, operator, and tenants require estimates to be broken down. We will also call out any cost segregation opportunities related to funding and grants. Auditing these areas will better assure that we provide decision makers with cost information that is clear. As the estimate is prepared, we will begin the process of monitoring costs against program-specific items and large-ticket expenditures associated with building components and systems. These specific line items will be assessed and appropriate costs identified based on a comprehensive database of dozens of comparable projects. As the program and design evolves, we will verify quantities against these targeted line items, confirming budgets are met. During specific design milestones, as well as during construction, we will check these costs against the market with trusted subcontractors to further confirm accuracy in costs and scope.

COST CONTROL

Construction cost control is a hallmark of our projects. We utilize tailored cost control procedures during pre-construction as well as many tools during construction. These tools include BIM, constructability analysis, cost targeting analysis, and detailed estimates through all design phases. We have outlined these tools in our schedule in Tab 7. During preconstruction, we also hold weekly coordination meetings among designers, construction subcontractors, and engineers. We leverage the process to help team members compare ideas, processes, documents, and estimates to assure scope, budget, and schedule all are met.

We also rely heavily on BIM both in preconstruction and construction. Utilizing BIM lowers the frequency and cost impacts of change requests because we are finding building system clashes early in the design phase (virtually) rather than in the field environment (physically).

SCOPE CONTROL

An inclusionary design phase that includes major subcontractors and suppliers with the architectural and engineering team can be a tremendous asset to keeping the project scope contained. Maximizing user functionality, square footage, and building systems overlaid with the schedule, quality, and budget expectations will set the tone for keeping the project scope from creeping beyond the owner and tenant expectations. These participants provide early information to the design team and help the owner establish frameworks for operations and future maintenance that could impact both current and future facility costs.

Managing the Project Schedule

For the Lowertown Ballpark project, our master schedule will be comprehensive. Our scheduling will include not only construction activities, but also design milestones, owner approvals, critical owner decisions, long-lead material procurement, permitting, owner purchasing, milestone inspections, equipment start-up, punch-list items, commissioning, and all owner move-in activities. We have the expertise and experience to manage the entire process, and we understand that the owner's time is very valuable.

The scheduling process is a collaborative process involving the owner, the Saints, regulatory agencies, designers, contractors, and area constituents. Knutson will lead the process by starting with a pull planning session. This process will start at the end date and move in reverse to establish required paths and critical dates. This allows everyone a voice in the planning stage and establishes key dates and decision points. Once the key dates and logic are agreed upon, the data will be inserted in Primavera P6 for a critical path schedule to be established. This schedule will be updated on a monthly basis with input from all parties to ensure accuracy.

Our application of lean construction techniques has further enhanced our ability to predictably and reliably drive project schedules. Utilizing lean principles, we develop the schedule collaboratively with input from the entire project team. This results in all team members taking ownership for meeting requirements and deadlines because they have a stronger understanding of the impacts of their work on the overall project schedule.

One potential challenge to any project schedule is often a cumbersome permitting processes. In Tab 7 (Preconstruction) of our proposal, we have arranged the regulatory approvals into a matrix to better illustrate who will be involved in each step of the permitting process and to help make the permitting process more efficient. This proactive, up front work will create a streamlined process from the very beginning. Our design team has a proven track record of building the finest sports facilities in urban settings –not only around the country, but right here in Minnesota—such as Target Field and TCF Stadium in Minneapolis and Xcel Energy Center in Saint Paul. Combined with the strong relationships team members from across disciplines have with regulatory agencies, we plan to address permitting early and maintain focus to avoid delays to the project schedule. These regulatory approvals tie into the overall design and construction schedule also included in Tab 7 (Preconstruction). This high-level schedule will be broken down into more detail as the process moves forward.

Approach to BIM

BIM has become a standardized tool integral to successful projects. BIM also functions as a valuable tool to communicate the design intent to the owner. Through BIM, we will provide clear communication, enhanced coordination, and seamless execution. Our process utilizes BIM to engage the entire team during the design and construction phases. And, at the end of the project, legacy BIM data will be provided to your facility operators so that they may incorporate information to improve building maintenance and operation.

Our experienced team utilizes BIM to troubleshoot design challenges and to review constructability, making BIM

a critical part of the design, preconstruction, and construction processes. Incorporating BIM from the start of the early preconstruction process and using it throughout design to confirm design decisions, validate efficient project delivery methods through logistics planning, and identify potential clashes will help resolve challenges and mitigate schedule issues before construction begins in the field.

For the Lowertown Ballpark, we will integrate the knowledge of the entire project team into a centralized and shared BIM database. Instead of having each team member focus exclusively on their own separate system, all participants will work together collaboratively in one place. This centralized location of information will help the team make informed decisions about how their piece impacts the entire building.

A primary focus of BIM development will be to optimize performance of the building. Information contained within the model will enable documentation, visualization, and analysis through which the team can predict the behavior of the ballpark with great accuracy and reliability for tangible outcomes for fans and end users. HDR and Populous bring lessons learned and best BIM practices from their extensive portfolios of sports facility projects. BIM will inform nearly every aspect of the project from the overall stadium design to helping the team envision the interior design of all spaces. The team will also be able to use BIM to identify below-grade clashes with existing infrastructure and City utilities for both future construction and building supply.

We will establish data collection as part of an initial meeting with the owner and operator of this facility early in the process. This meeting will establish a comprehensive plan of how and when data will be collected that responds to the design process and the end user's specific needs. This plan, typically referred to as the BIM execution plan (BEP), will specifically establish data collection milestones with a specific level of detail housed within all the BIM tools, including the drawing and specification documentation. Through the BEP, we will include the following information as part of our unique design-build process:

3D BIM DATA

Our team will author three-dimensional information utilizing platforms of Autodesk Civil 3D, Revit Architecture, Structural and MEP, as well as Autodesk MEP, as per the BEP. The model information is summarized below:

- Civil design incorporates model information related to site element activities such as demolition and relocation, earthwork, new and existing utilities, and major structures.
- Architectural components include the exterior enclosure and interior building components associated with floors, walls, partitions, and roofing. Other systems that will be identified three-dimensionally include vertical transportation, stair and rail assemblies, seating, casework, door and window assemblies, and program-specific equipment related to sports facilities such as lockers, benches, and training room equipment.
- Structural components include a sticks-and-frame model of superstructure with substructure and foundation elements modeled for their three-dimensional qualities with scheduling data attached.
- Mechanical components include major equipment described in physical size with defined clearance requirements for maintenance and operations and primary supply and return such as secondary branch ductwork and end supply and return components.
- Plumbing components include major pieces of equipment and their associated piping, equal to or greater than two inches in diameter and plumbing fixtures associated with locker and toilet rooms.
- Fire protection includes equipment with required clearances and distribution.
- Electrical components include equipment with required clearances and their associated raceway distribution equal to or greater than two inches in diameter.
- Low-voltage systems include large racking equipment for size and clearance requirements such as cabling distribution related to cable-tray routing.

4D BIM DATA

Further areas of BIM utilization will include 4D phasing and scheduling. This information will inform stakeholders of site access and logistics over the life of the project during construction. This data allows our team to coordinate with various City and community partners around issues like road closures due to roadway re-route, utility access, and delivery timeframes for major scope execution during construction. BIM can also be used to aid communication to the community for possible interruption to community use related to pedestrian pathway closures such as sidewalk and bike lane re-routes and major milestones for heavy traffic and construction activity. In this way, information can be proactively and concisely communicated to a construction-fatigued neighborhood.

TEAM BIM PROJECT EXPERIENCE

At Mother-Baby Center, Knutson and HDR worked together during construction to utilize BIM to resolve details with the various trades. The BIM was shared with the trades to aid in the construction of the project, creation of energy models, and for fabrication of specialty and complex project components. With the TD Ameritrade Ballpark, HDR and Populous used BIM to confirm the fan experience through visualization of sightlines, volumetric studies, and aesthetic review. We used BIM as a tool in owner and community presentations and overall facility massing to meet site constraints. Best practices based on these projects will be applied to the BEP for the Lowertown Ballpark project.

We will work with the City of Saint Paul and The Saints Ball Club to determine how we can use this tool to assist in decision-making that informs the design and responds to operations and maintenance concerns later in the process. Other opportunities to effectively use BIM to add value to this project include field surveys and carefully specified 3D-laser scans.

Incorporation of Public Art Ordinance Criteria, Guidelines of Lowertown Master Plan, and Community Outreach

PUBLIC ART ORDINANCE CRITERIA

The goal for the public art program is to integrate the spirit of fun embodied by the Saints' brand of baseball and the game itself into the structure and surroundings of the ballpark. Public art will be a way to express the joy of spending a sunny afternoon at your neighborhood ballpark by the very structure of the ballpark and its environs.

As a key member of the design team, our public artist, Ta-coumba Aiken, a long-time Lowertown resident, will lead the project team and internal stakeholders in a series of workshops and charrettes to identify opportunities for integrating art into the ballpark and its surroundings. Participants will include the City of Saint Paul project team, Saint Paul Saints, design and construction partners, and renewable energy partners.

This process will pay particular attention to ideas for making public art a key element in the structure of the ballpark. The design and selection process will follow the process described by the City of Saint Paul Public Art Ordinance Guidelines. Because of the proximity of the ballpark site to the Lowertown Historic Preservation District, special attention will be paid to historic guidelines.

Ta-coumba will also lead a process of reaching into the community for input and ideas for public art to be included in the ballpark. These community sessions will present the possibilities identified by the internal stakeholders to seek further ideas and commentary to help shape the public art program for the ballpark and surroundings. For greatest impact, we will work with existing organizations such as Public Art Saint Paul, Forecast Public Art, and the Capitol River Council to reach into the local art community.

This process will also include informational sessions, one for local participation and another for a broader and wider participation involving a larger regional/national audience. The purpose of these sessions will be to present possibilities and to look at areas of focus to open opportunities to solicit commentary and suggestions.

Using the results of these processes, the design team will identify the public art opportunities and develop a call for artists. In partnership with the City of Saint Paul and the Saint Paul Saints, our design team will form a selection committee to evaluate the artist proposals and select artists for commissions following the guidelines described by the City. We wish to provide the public the opportunity for involvement through a formal statement of interest for particular scopes of work, as well as with the potential to solicit particular artists for limited scopes outside of the public process.

Lowertown Master Plan Guidelines and Community Outreach

The Lowertown Ballpark must be designed and built in a way that will advance the vision of the Lowertown Master Plan. Our approach to this project will advance the master plan vision by completing the “village” and aggressively pursuing sustainability initiatives as part of Lowertown’s self reliance, growing the market and economic opportunities, and advancing the arts by making them integral, accessible, and visible within this project, and making strong connections to the River.

By creating a balance between the past and innovation, we hope to create an iconic destination for residents and tourists alike. As has been the case over the last 30 years of deliberate and cautious growth within Lowertown, the development of the ballpark will achieve and support the goals of the master plan through an inclusive design process and cooperation with the creative community of Lowertown. Creating a facility that is fully woven in to the fabric of the historic district will require that the design team reach out and be inclusive of the people who live and work in Lowertown, creating the district’s unique urban energy on a daily basis.

LEVERAGING EXISTING CHANNELS

Lowertown is a community with a wide variety of established communication channels and we plan to take full advantage of them to engage stakeholders throughout design and construction. Among the channels we plan to use include: Lowertown Landing.com, Capitol River Council, Resident associations at Lowertown apartment and condominium communities, Saint Paul Riverfront Corporation, and Saint Paul Area Chamber of Commerce.

We will also establish our own social media channels to assure that residents have access to ongoing opportunities to provide input through a project website, Facebook, and Twitter.

INFORMING THE COMMUNITY OF CONSTRUCTION SCHEDULES AND TIMING

The Lowertown community has experienced a great deal of construction with the ongoing work on Metro Transit’s Green Line Light Rail Transit line and Ramsey County’s Union Depot. We will seek to minimize construction related disruption and to maximize construction related communication and issue resolution in order to ensure that the neighborhood remains livable and economically viable throughout construction.

Working with the Lowertown Ballpark Design and Construction Committee, we will design a construction schedule that limits the duration of the most disruptive construction activities. Once we have designed that schedule, we will communicate constantly with the stakeholders in the neighborhood about schedules, high noise and activity periods and methods to address concerns.

We will maintain a construction hotline to allow stakeholders to reach a person empowered to resolve issues at all times. Construction schedules will be posted on the project website and will be sent weekly to subscribers.

As part of these active strategies, we will implement a careful system for documenting and tracking feedback, ensuring that all public comment is tracked and communicated throughout the design and construction team. This is particularly important in the design of community gathering spaces and in construction projects that have potential for significant disruption.

This work will include a broad variety of tools and techniques to engage stakeholders. We will use active strategies for engagement such as the use of traditional public meetings. Of particular importance is that we will commit all key team members to active participation in both the planning of the public process as well as attending every key public event/outreach opportunity to give stakeholders the chance to interact with the team and the team to get first-hand input from the community.

In communities like Lowertown, we have found that combining social engagement with project information and information gathering facilitates a positive environment in which the community can come together with the project team to build understanding and connection. And, we can also use technology in an active way to provide opportunities for comment and even team interaction via social media and a project website. This can make community engagement accessible to all demographics and ensure the team receives the information it needs to integrate community issues and needs into the design and construction of this community amenity.

Challenges and Risks

REGULATORY REVIEWS

On any project, regulatory reviews can be challenging and can cause delays. To minimize delays, our team has laid out an extensive chart in Tab 7 (Preconstruction) that details all required regulatory reviews. Our schedule (also included in Tab 7) lists the early agencies involved. We will meet with the majority of these agencies before the GMP is established to avoid surprises.

STAKEHOLDER COORDINATION

We have identified 23 different groups that have a stake in the Lowertown Ballpark project. As an entire collaborative team, we are committed to listening carefully to stakeholder input and to truly understanding stakeholder goals. A master communication plan will be developed to identify key contacts and responsibilities and will be disseminated to the entire team. This plan will articulate communication and outreach responsibilities and will outline communication commitments to keep everyone informed and engaged on the project.

SOIL REMEDIATION

There are numerous potential challenges regarding soil remediation. As soil remediation work progresses, our design team will base all design concepts around soil remediation solutions. In other words, soil remediation needs will drive the design. Our experienced team will pay close attention to the impact of soil remediation as small changes, such as removing an extra foot of soil, could cost the job \$500,000.

ENVIRONMENTAL ASSESSMENT WORKSHEET (EAW)

The EAW has to be based on project and scope of work in order to fully analyze the impacts and develop mitigation measures. Mitigation measures could alter the assumptions being made about the design-build team's scope of work.

- Approval of the EAW is expected by March 1, 2013. If this process is delayed, it may impact the building demolition schedule, and in doing so, impact the overall project schedule. Kimley-Horn has significant experience with the environmental entitlement process. Once on board, the design team will work with the City and its EAW consultant to understand the critical-path EAW schedule and identify issues that may impact this schedule.

- The traffic analysis may require off-site traffic improvements not currently in the design-build team's scope of work.
- If the project changes significantly in schematic or design development phases, the approval and acceptance of the EAW mitigation measures may be challenged. The design-build team will work with the City and its EAW consultant to understand what was analyzed and determine the level of challenges allowed by environmental law and the Environmental Quality Board.

PARKING

While parking management is not in our scope of work for the Project, we recognize that one of the biggest concerns from Open Saint Paul is parking and traffic. This will be a challenge, but our team has extensive knowledge of the area and what is required to guarantee the intended use of the property.

BUS STOP

A bus stop near the project site will need to be relocated during the construction. Our team will meet with the Metro Council and MetroTransit to designate a new location for the stop during construction and will work with them to develop a permanent location within the new ballpark design.

FUNDING SHORTAGE OF \$2M

Our team is committed to helping the City of Saint Paul and the Saints develop successful fundraising strategies to subsidize current project funds. While relying on fundraising can be risky, our team has extensive experience garnering funds through a variety of methods and is confident we can support initiatives to bring in the \$2M required to achieve project completion.

NEIGHBORHOOD DISRUPTION

Disruption of residents, business, and visitors in an already construction-fatigued neighborhood will need to be addressed through a robust community outreach and communication program. Our public outreach plan will manage and track complaints and response times for issue resolution measures. In addition to our communications plan described above, project personnel will be made available and will attend all community and public meetings to respond to critical issues.

UNPREDICTABLE ECONOMY

Due to the unpredictable nature of the current economy, we will provide adequate contingencies for issues of unpredictable cost escalation due to unforeseen construction environments for the areas of commodities, energy, and concurrent Work (public and private construction activities). To further mitigate this risk, we will continue to work with local trade unions for labor projections and procurement timing.

SITE SECURITY, TRAFFIC MANAGEMENT, AND MINIMIZING DISRUPTION ON SITE

A site logistics plan will be developed to show traffic flow on site and on adjacent streets. We will also meet with various City departments to review our plan to ensure fire lanes and access are maintained for emergency vehicles at all times.

SAINT PAUL DOWNTOWN AIRPORT ZONING ORDINANCE

It is not clear if the City of Saint Paul has adopted the Saint Paul Downtown Airport Zoning Ordinance. The Zoning Ordinance has/will establish Safety Zone B for Runway 14, which encumbers the easterly portion of the project site. Safety Zone B typically establishes land use restrictions that include stadiums. The approach surfaces will also impose height restrictions to the project site, but those restrictions may be mitigated by the height of the adjacent Lafayette Bridge.

- Kimley-Horn has experience working with similar ordinances at MSP International Airport. The design team will vigorously work with MAC and the City of Saint Paul to resolve this issue. This may require the City to create two separate legal parcels. Kimley-Horn will lead the design team in an FAA 7460 Airspace Study to get standard ballfield lighting approved.

CONNECTION TO THE BRUCE VENTO TRAIL

The connection from downtown Saint Paul to the Bruce Vento Regional Trail currently uses 5th Street, John Street, and 4th Street. The Lowertown Ballpark will interrupt that current connection. Current concepts include a physical connection through the stadium, which may be challenging.

- The City and other regulatory agencies may require this connection, potentially impacting stadium design. The public realm design can incorporate this trail connection either around the stadium site or through it on the south side.

TEAM STRENGTH/RESUMES



MARLINS PARK
Populous





The Saints ballpark is more than just baseball; it has the potential to represent every kid's neighborhood sandlot—where you come to play baseball, but leave with your friends.

*Tom Oslund
Principal Partner
Oslund & Associates*



TEAM STRENGTH/RESUMES

The team that we have assembled for the Lowertown Regional Ballpark project offers unmatched experience designing and building urban sports venues. With a dedication to both the visitor experience and to integrating facilities into the existing urban fabric, the companies and individuals who make up our team have earned the confidence of communities around the world as premiere designers and builders of successful and beloved community gathering places. Saint Paul deserves the attention to detail in design and in construction quality and management that has been enjoyed by the many communities that have been served by Populous and Knutson.

This part of the proposal will introduce you to the team, describe our experience working on complex public projects in urban areas, demonstrate our successful collaboration and how these differentiators will help us deliver the best possible ballpark for Saint Paul, the Saint Paul Saints, and for the Lowertown Community.

WORKING TOGETHER ON COMPARABLE PROJECTS

Team members from Knutson Construction, Populous, Kimley-Horn & Associates, HDR, and Oslund & Associates have successfully collaborated in variety of capacities on comparable complex urban projects. As a result of our collaborative history, our team provides decades of beneficial experience working on similar public and private projects, all of which provide us with valuable knowledge that will enable us to design and build a ballpark that will provide the best possible experience for Saint Paul, the Saint Paul Saints, the Lowertown community, and the entire region.

The list of comparable projects that have been completed or are underway by our team members is extensive. As illustrated in the list below, many of the shared projects are sports facilities. All of them are complex construction projects located in built urban neighborhoods. Working together, our team members have created innovative solutions to complex urban architecture and environmental issues. These established relationships will add substantial value and allow us to quickly deliver results for the Lowertown Regional Ballpark project.

Populous has designed more than 1,000 sports venues around the globe. Among them are award winning urban minor league ballparks with design challenges comparable to the Lowertown Regional Ballpark. HDR is a partner with Populous on TD Ameritrade Park. Kimley-Horn worked with Populous and other members of the design team on the Twins baseball stadium. HDR is currently teaming

with Knutson Construction on the Mother Baby Center at Abbott Northwestern and Children's Hospital in Minneapolis. This project is being built in a fully developed urban site nestled between operating healthcare facilities.

Our project planning and engineering partner, Kimley-Horn and Associates, is currently working with Knutson Construction on The Interchange, a multimodal transportation center located adjacent to Target Field in Minneapolis' North Loop. They were the civil engineer for Target Field. They also served as the civil engineer on the Central Corridor Light Rail Line and the Operations and Maintenance Facility located adjacent to the Lowertown Ballpark site.

Populous and our environmental consultant, Solution Blue, worked closely together on Target Field and TCF Bank Stadium. Both of these projects have achieved LEED certification, due in part to the work of Solution Blue.

This is a team of experienced builders and designers who have established relationships- both with each other and with the City of Saint Paul. Collectively, there is no team that brings more successful experience designing and delivering iconic urban sports facilities and gathering spaces.

PROJECT TEAM

experience matrix

	Arvest Park	Coca-Cola Field	Dow Diamond Park	Oneok	Parkview Field	Target Field	TCF Bank Stadium	TD Ameritrade Park	Interchange	Mother Baby Center	Blattner Energy Headquarters	MN Technology
KNUTSON CONSTRUCTION									•	•	•	•
Darin Knapp									•	•		
Scott Wingrove											•	
Rick Vredenburg									•			•
Ryan Rydberg												
Dan Ryan									•	•		•
Mike Nielson									•	•		•
Dick Bates												
HDR, INC.								•		•		
Mike Rodriguez								•		•		
Robert Phinney								•				
Randy Niehuas								•				
Timothy Lang								•				
PALANISAMI & ASSOCIATES INC.									•			
P. Swami Palanisami									•			
KIMLEY-HORN						•			•			
Tom Lincoln									•			
JoNette Kuhnau						•			•			
OSLUND & ASSOCIATES						•						
Tom Oslund						•						
Tadd Kreun						•						
POPULOUS	•	•	•	•	•	•	•	•				
Bruce Miller	•	•	•	•	•	•	•	•				
Norman Friedman	•	•	•	•	•	•	•	•				
Michael Ray	•	•	•	•	•	•	•	•				
Craig Meyer	•	•	•	•	•	•	•	•				
Brian Smith	•	•	•	•	•	•	•	•				
SOLUTION BLUE, INC.						•	•					
John Hink						•	•					
Stanely Lim						•	•					
Randal Tweden						•	•					
Sherry VanDyun						•	•					
Ken Haberman						•	•					
Michael Kelly						•	•					
STUDIO HIVE						•	•				•	•
Shari Bjork							•					•
Ta-coumba Aiken												
ROBERT RIPPE & ASSOCIATES							•					
Steve Carlson												
HESS-ROISE & COMPANY						•						
Charlene Roise						•						
Ted Davis, DC												



Scott Wingrove **LEED AP**

LEAD PRECONSTRUCTION PROJECT MANAGER

LEAD CONSTRUCTION PROJECT MANAGER

Bachelor in Construction Management - University of Northern Iowa

Bachelor in Business Administration - University of Northern Iowa

Industry Experience: 14 years

Years with Knutson: 5 years

Professional Credentials/Affiliations:

- LEED Accredited Professional

Scott has more than 14 years of construction experience and has been with Knutson the past five. His experience with managing multiple projects involving owner relations, overall account responsibility, subcontractor management, and project scheduling of design-build, negotiated, and hard bid construction projects makes Scott a tremendous asset to the Knutson team. Scott's work ethic personifies Knutson's commitment to building good relationships and exceeding our customers' expectations. He is client focused and responsible for establishing and maintaining long-term relationships.

Scott's background allows him to anticipate challenges and prevent unexpected surprises in complex projects. His organized, flexible, and proactive approach contributes to the success of his projects.

Project Experience:

- Riverside Plaza Renovation; Minneapolis, MN (SHPO involved)
- Hiawatha Maintenance Facility; Minneapolis, MN (Certified LEED Platinum)
- DH Blattner Corporate Headquarters; Avon, MN (Certified LEED Platinum)
- Lifetouch; Burnsville, MN
- URS Corporate Office Build-Out; Minneapolis, MN (Certified LEED)
- UnitedHealthcare Data Center & Centralized Command Center; Plymouth, MN
- Microsoft Technology Center; Bloomington, MN
- Microsoft North Central Sales Office; Edina, MN

References:

RICH KIEMAN
SHERMAN ASSOCIATES
P: 612.332.3000

STEVE ELISON
LIFETOUCH
P: 952.826.5175

MATT TORGERSON
MICROSOFT
P: 425.706.3505

BRAD BERKE
JONES LANG LASALLE
P: 612.217.5126

STATS

Completed two LEED Platinum projects

Takes ownership of all projects in which he is involved

Promotes a positive environment thru teamwork and innovation





Darin Knapp

PROJECT EXECUTIVE

Bachelors in Construction Management - University of Northern Iowa

Bachelors in Business Administration - University of Northern Iowa

Industry Experience: 23 years

Years with Knutson: 19 years

Professional Credentials/Affiliations:

- 2012 Best Value IMT & PIPS Certification
- Master Builders of Iowa; Legislation Committee
- University of Minnesota Construction Manager Advisor
- University of Northern Iowa Construction Manager Advisor

Darin has extensive hands-on knowledge and experience in all aspects of construction from direct control of labor forces to solicitation of bids through project close-out.

Darin believes in leading by example. Knutson is committed to fostering and maintaining good relationships with our customers. Darin's work style personifies Knutson's commitment to building those relationships and exceeding expectations.

Project Experience:

- Riverside Plaza Renovation; Minneapolis, MN (SHPO involved)
- Saint Paul College Ramp; Saint Paul, MN
- Linn Mar Stadium; Marion, IA
- Carver-Hawkeye Arena Addition & Remodel; Iowa City, IA
- Kinnick Stadium South End Zone; Iowa City, IA
- Minnesota Children's Museum; Saint Paul, MN
- Interchange; Minneapolis, MN
- 3M Center Building 270 & 275 Remodel; Saint Paul, MN
- Iowa City Library; Iowa City, IA
- 3M Center Building 236 Remodel; Saint Paul, MN
- 3M Center Building 216 Remodel; Saint Paul, MN
- Minnesota Judicial Center; Saint Paul, MN
- Hazelden Center; Plymouth, MN
- John Nasseff Heart Hospital; Saint Paul, MN
- Children's Hospital NICU; Saint Paul, MN
- World Trade Center Parking Ramp; Saint Paul, MN
- Children's Hospital 1st Floor Renovation; Saint Paul, MN
- Children's Hospital Ramp; Saint Paul, MN
- Garden View Medical Building; Saint Paul, MN
- Minnesota Museum of American Art; Saint Paul, MN

References:

ED HUNTER
INTERCHANGE PROJECT OFFICE
P: 651.470.9814

PAUL BENASSI
CHILDREN'S HOSPITALS & CLINICS
OF MN
P: 612.813.6388

BRIAN BUCCHOLZ
BWBR ARCHITECTS
P: 651.290.1910

STATS

Design-build team leader
Saint Paul experience
Community excitement





Bruce Miller AIA, LEED BD+C

LEAD DESIGN PROJECT MANAGER

Bachelor of Architecture - University of Cincinnati

Industry Experience: 24 years

Years with Populous: 23 years

Professional Credentials/Affiliations:

- NCARB
- LEED Accredited Professional BD+C
- Registered Architect: Alabama, Indiana, Iowa, Georgia, Michigan, Minnesota, Missouri, Mississippi, Ohio, Tennessee, Florida
- American Institute of Architects Kansas City Chapter of the AIA member
- Missouri Council of Architects member

Bruce Miller is a senior architect with experience in all phases of sports architecture including planning, design, production and construction administration. He has undertaken spring training, collegiate, major league and minor league baseball projects, as well as other sports and recreation projects since he started at Populous in 1989. He participates in a wide range of efforts, such as site selection studies, feasibility studies and full-service professional baseball projects and other mixed-use sport and recreation projects.

Bruce is often cited as an expert source on minor and major league ballparks for media including Sports Business Journal, Urban Land Magazine, National Public Radio, Design Intelligence, The Business of Sports and Athletic Business. He has been a guest lecturer at NYU and has spoken to industry leaders at the Frietas Seminar during the Winter Baseball Meetings.

Project Experience:

- Target Field; Minneapolis, MN
- AutoZone Park; Memphis, TN
- Isotopes Park Renovation and Expansion; Albuquerque, NM
- Alliant Energy Field Renovation and Addition; Clinton, IA
- Bakersfield Ballpark Study; Bakersfield, CA
- Canal Park; Akron, OH
- Chicago Cubs Spring Training Facility; Mesa, AZ
- Edward E. LeLacheur Park; Lowell, MA
- Citibank Ballpark; Midland, TX
- Modern Woodmen Park Renovation; Davenport, IA
- Nashville Sounds Ballpark Study; Nashville, TN
- Peoria Spring Training Facility; Peoria, AZ
- Principal Park; Des Moines, IA
- Richmond County Bank Ballpark at St. George; Staten Island, NY
- San Jose Major League Baseball Study; San Jose, CA
- Scottsdale Stadium; Scottsdale, AZ
- Senator Thomas Dodd Memorial Stadium; Norwich, CT
- Sierra Nevada AAA Baseball Stadium Study; Sparks, Nevada
- Tempe Diablo Stadium; Tempe, AZ

References:

JERRY BELL
MINNESOTA TWINS
P: 612.375.1366

DAN KENNEY
MINNESOTA BALLPARK AUTHORITY
P: 612.659.3881

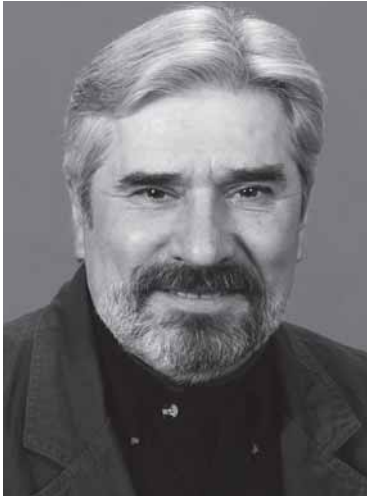
BECKY GRECO
HGA ARCHITECTS
P: 866.205.9668

STATS

Led the project team for Target Field

Ongoing relationships with the Saints, owner's rep and the City of St. Paul

Strong project experience with team members



Rick Vredenburg

LEAD SITE SUPERINTENDENT

Industry Experience: 40 years

Years with Knutson: 40 years

Professional Credentials/Affiliations:

- University of Minnesota Site Management
- University of Minnesota Erosion/Sediment Control

With more than 40 years of construction experience, Rick is an exceptional leader and personifies perfection and attention to detail. As superintendent he coordinates construction activities, expedites all inspections and is a premier “pre-planner”. He is extremely dedicated to pro-active planning and scheduling to manage tight project sites and timelines. This has continuously resulted in the owner receiving high quality work in the shortest and most cost-effective time period. Rick is dedicated to ensuring a safe work environment and does an excellent job of promoting safety on his job sites. In addition, he leads the construction meetings with the owners and architects facilitating the conversations such that decisions can be made with all the facts available from all project stakeholders.

Project Experience:

- UTC Areospace MEMS Clean Room - Class 10 to 1000; Burnsville, MN
- UTC Aerospace Wind Tunnel; Burnsville, MN
- Park Nicollet Frauenshuh Cancer Center & Ramp; St. Louis Park, MN
- Park Nicollet Heart & Vascular Center & Ramp; St. Louis Park, MN
- The Wilder Center Parking Ramp; Saint Paul, MN
- Minnehaha Creek Restoration; St. Louis Park, MN
- Orpheum Theatre Renovation and Expansion; Minneapolis, MN
- Bethesda Hospital Addition & Expansion; Saint Paul, MN
- First Bank Building Plaza Work; Minneapolis, MN
- Hennepin County Government Center & Plaza; Minneapolis, MN
- Hennepin County Court House Restoration & Renovation; Minneapolis, MN
- Minnesota Technology Expansion & Ramp; Minneapolis, MN
- Mary Brigh Center & West Expansion; Rochester, MN
- General Services Administration Building; Billings, MT

References:

STEVEN CLARK
ERICKSON ROED
P: 651.414.6117

BRAD KRUMP
BWBR ARCHITECTS
P: 651.290.1893

GREG JANDRO
BRAUN INTERTEC
P: 952.995.2270

SWAMI PALANISAMI
PALANISAMI & ASSOCIATES
P: 763.533.9403

STATS

Dedicated to projects and owners with a drive to create success for all stakeholders

Experience supervising many large projects on tight, urban sites while minimizing disruptions to neighbors, businesses, and the public

Maintains safety as highest priority with more than ten continuous years of no-loss-time accidents





Dan Ryan

LEAD COST ESTIMATOR

Dunwoody Industrial Institute, Minneapolis, MN

Industry Experience: 31 years

Years with Knutson: 27 years

During his 31-year career as an estimator, Dan has prepared bids and conceptual estimates for every size and type of construction project. He knows the cost of construction and has proven this by competitively pricing estimates so that Knutson's project award ratio is considerably higher than the national average. His exceptional skill and accuracy in construction estimating is one reason why Knutson has been a dominant player in the Upper Midwest.

Project Experience:

- Interchange; Minneapolis, MN
- Children's Ambulatory Care Clinic & Ramp; Minneapolis, MN (Certified LEED Silver)
- DH Blattner Corporate Headquarters; Avon, Minnesota (Certified LEED Platinum)
- Elmer L. Anderson Department of Human Services; Saint Paul, MN (B3 Sustainable Facility)
- Fairview Maple Grove Health Care Campus; Maple Grove, MN
- Osceola Medical Center; Osceola, WI
- Carlson School of Management; University of Minnesota, Minneapolis, MN
- College of Architecture and Landscape Architecture; Minneapolis, MN
- Watertown-Mayer Public Schools; Watertown, MN (Certified LEED)
- Minnesota History Center; Saint Paul, MN
- NCBD Parking Ramp; Anoka, MN
- I-35W and 95th Avenue Parking Ramp; Blaine, MN
- 28th Avenue Park 'n' Ride Ramp; Bloomington, MN
- Southwest Transit Station Parking Facility; Eden Prairie, MN
- Hubert H. Humphrey Parking Ramp; Minneapolis, MN
- Minneapolis Convention Center Parking Ramp; Minneapolis, MN
- Duluth Entertainment Convention Center Parking Ramp; Duluth, MN
- World Trade Center Parking Ramp; Saint Paul, MN

References:

LEE TOLLEFSON
RRTL ARCHITECTS
P: 651.224.4831

PAUL COREY
HUNT ELECTRIC
P: 651.643.6561

DAVID NIELSEN
PARSONS CORPORATION
P: 763.571.8000

ROBERT KACZKE
METROPOLITAN MECHANICAL
CONTRACTORS
P: 952.914.3218

STATS

Familiar with the Design-build process in a public arena

Can anticipate cost of project when materials and finishes are not yet known

Experience working with out of town designers through the design process and keeping them informed of what the budget will allow for in design





Mike Nielsen

LEAD SAFETY MANAGER

Masters in Safety - University of Wisconsin, Stout

Bachelors in Criminology and Sociology - University of Minnesota, Duluth

Industry Experience: 21 years

Years with Knutson: 16 years

Professional Credentials/Affiliations:

- Certified Safety Professional
- Occupational Safety and Health Act (OSHA) 500 Construction Outreach Trainer

Mike has 21 years of construction safety experience, and more than 25 years of construction industry experience - 16 of which have been with Knutson. He has extensive experience in implementing loss prevention programs for large construction projects. He also has extensive knowledge in construction loss control, infection control, and is an experienced safety trainer. Mike successfully applies his expertise and knowledge to ensure that Knutson's construction projects are accident free. He is responsible for implementing an effective safety plan and serves as a hands-on director of safety; ensuring everyone on the job site complies with safety policies, procedures, and legal requirements.

Project Experience:

- Cedar Rapids Riverfront Amphitheater and Festival Park; Cedar Rapids, IA
- Linn-Mar Stadium; Marion, IA
- Carver-Hawkeye Arena Addition & Remodel; Iowa City, IA
- Kinnick Stadium South End Zone; Iowa City, IA
- Children's Hospitals & Clinics Expansion & Renovation; Minneapolis, MN
- Riverside Plaza Renovation; Minneapolis, MN
- Frauenshuh Cancer Center and Parking Ramp; St. Louis Park, MN
- Interchange; Minneapolis, MN
- Hazelden Center for Youth & Families; Plymouth, MN
- Hiawatha Maintenance Facility; Minneapolis, MN (Certified LEED Platinum)
- DH Blattner Corporate Headquarters; Avon, MN (Certified LEED Platinum)
- University Center Rochester Regional Stadium; Rochester, MN
- Elmer L. Anderson Department of Human Services; Saint Paul, MN (B3 Sustainable Facility)
- Gonda Building; Rochester, MN
- Park Nicollet Methodist Hospital Frauenshuh Cancer Center & Ramp; St. Louis Park, MN
- Park Nicollet Methodist Hospital Heart & Vascular Center & Ramp; St. Louis Park, MN

References:

STEVE JACKSON
WILLIS OF MINNESOTA
P: 763.302.7251

ROB DAHL
ST. PAUL TRAVELERS
P: 651.310.7834

LARRY HANSON
EGAN COMPANIES
P: 763.591.5502

JAY HARTMAN
HEACOX, HARTMAN, KOSHMRL,
COSGRIFF AND JOHNSON, P.A.
P: 651.222.2922

STATS

Successfully supervised Carver-Hawkeye Arena, Kinnick Field renovation and Lin-Marr Stadium

Knutson currently has 1,579,925 hours without a lost time accident

Received the 2010 MNSHARP award for Minneapolis Children's Hospital Renovation & Expansion project





Norman Friedman AIA, PE, LEED AP

DESIGN ARCHITECT

Master of Architecture, University of Texas, Austin

Bachelors in Architectural Engineering, University of Texas

Industry Experience: 27 years

Years with Populous: 16 years

Professional Credentials/Affiliations:

- NCARB Certified
- LEED Accredited Professional
- Registered Architect: Missouri
- Registered Engineer: Texas
- American Institute of Architects

As an associate principal at Populous, Norman has been a project designer and architect working on most facility types, including major and minor league ballparks, tennis facilities, collegiate, NBA arenas, and NFL stadia. Currently, Norman is working on the University of Georgia Baseball and Softball Stadiums and the Tampa Bay Rays ballpark study.

Project Experience:

- Target Field; Minneapolis, MN
- Ballpark at St. George Station; Staten Island, NY
- Chukchansi Park; Fresno, CA
- Montgomery Riverwalk Stadium; Montgomery, AL
- Arvest Park; Springdale, AR

References:

ERIC EDELSTEIN
NORTHWEST ARKANSAS NATURALS
P: 479.927.4900

PATSY CHRISTIE
CITY OF SPRINGDALE, ARKANSAS
P: 479.750.8550

MATT HOY
MINNESOTA TWINS
P: 612.375.1366

STATS

Previous knowledge of working in Minnesota

Experience designing more than 10 ballparks

LEED Accredited Professional



Michael Ray AIA

PROJECT ARCHITECT

Bachelors in Architecture - Virginia Tech

Industry Experience: 21 years

Years with Populous: 6 years

Professional Credentials/Affiliations:

- NCARB Certified
- American Institute of Architects
- Registered Architect: Virginia

Michael has experience with varied design phases and scales of projects. His technical contributions to Major League Baseball projects such as Nationals Park and Target Field helped reconcile challenging masses of infrastructural systems with clean, architectural results. Michael's training with academic classicist and traditional building languages makes him an asset for projects in the collegiate market which intend to seamlessly extend any existing campus architectural identity.

Project Experience:

- Target Field; Minneapolis, MN
- Nationals Park; Washington, DC
- LIVESTRONG Sporting Park; Kansas City, KS
- University of Connecticut Basketball Practice Facility; Storrs, CT
- Georgetown University Athletic Training Center; Washington, DC

References:

ALEXANDRIA ROE
UNIVERSITY OF CONNECTICUT
E: ALEXANDRIA.ROE@UCONN.EDU

SALLYANN BEAUDET
UNIVERSITY OF CONNECTICUT
P: 860.486.5755

KELLY MANSELL
M.A. MORTENSON
P: 612.655.8307

STATS

Design experience on two LEED Certified Major League Ballparks

Working knowledge of Minnesota design guidelines and codes

Understanding of Minnesota's culture



Craig Meyer FASLA

PLANNER AND URBAN DESIGNER

Bachelor of Landscape Architecture - Kansas State University

Industry Experience: 33 years

Years with Populous: 25 years

Professional Credentials/Affiliations:

- Registered Landscape Architect: Alabama, Arizona, Indiana, Kansas, Missouri, Ohio, Oklahoma, Tennessee, Texas, Virginia
- Fellow, American Society of Landscape Architects
- CLARB

Craig is a senior principal and urban designer at Populous. His experience includes urban design, land use planning, site planning and landscape design, many of which have involved sporting venues as anchors to mixed-use developments. This experience is highlighted by such projects as North Shore Master Plan in Pittsburgh, Pennsylvania, and Busch Stadium / Ballpark Village in St. Louis, Missouri. During his 25 years with Populous, Craig's project involvement has included work for municipalities, colleges and universities, sports teams and commercial clients, showcasing his ability to work with various constituencies in bringing consensus in creating urban positive developments. In 2007 Craig was named a Fellow to the American Society of Landscape Architects, the organization's highest honor.

Project Experience:

- Florida Marlins Ballpark; Miami, FL
- Kauffman Stadium Renovation; Kansas City, MO
- PNC Park; Pittsburgh, PA
- Oriole Park at Camden Yards; Baltimore, MD
- U.S. Cellular Field; Chicago, IL
- PETCO Park; San Diego, CA
- Coors Field; Denver, CO
- Baseball Grounds of Jacksonville; Jacksonville, FL
- JetBlue Park; Ft. Myers, FL
- Ed Smith Sports Complex; Sarasota, FL
- Roger Dean Stadium; Jupiter, FL

References:

HEIDI EDWARDS
PITTSBURGH STEELERS
PSSI STADIUM, LLC
P: 412.697.7733

BAR CHADWICK
CITY AND COUNTY OF DENVER
P: 720.913.0645

DAN ROONEY
PITTSBURGH STEELERS
P: 412.697.7733

STATS

Has planned more than 15 major league, minor league, and spring training ballparks

Named "Fellow to the American Society of Landscape Architects" in 2007

Experience planning sustainable ballparks including LEED Gold Marlins Park



Brian Smith RLA

PLAYING FIELD DESIGNER

Bachelors of Landscape Architecture - Kansas State University

Industry Experience: 22 years

Years with Populous: 18 years

Professional Credentials/Affiliations:

- Registered Landscape Architect: Kansas

Brian is a landscape architect and planner. He has more than 20 years of experience and has completed numerous projects for a variety of sports facility projects. His experience includes land-use planning, site planning, environmental restoration, urban planning, urban design, landscape design and playing field design, all at varying scales of design, planning and management.

As a landscape architect, he has developed a talent for both the aesthetic and functional art-and-science of creating sites that thrive over time and include design and construction services for new and renovated projects.

Project Experience:

- Target Field; Minneapolis, MN
- Cubs Spring Training Facility; Mesa, AZ
- Goodyear Spring Training Complex; Goodyear, AZ
- Surprise Spring Training Facility; Surprise, AZ
- Hohokam Stadium; Mesa, AZ
- JetBlue Park; Fort Myers, FL
- Bright House Field; Clearwater, FL
- ONEOK Field Entertainment District; Tulsa, OK
- Richmond County Bank Ballpark at St. George; Staten Island, NY
- Isotopes Park; Albuquerque, NM
- Victory Field; Indianapolis, IN
- Principal Park; Des Moines, IA
- Autozone Park; Memphis, TN
- Canal Park; Akron, OH
- Roger Dean Stadium; Jupiter, FL
- Marlins Ballpark; Miami, FL
- New Yankee Stadium; New York, NY
- Nationals Park; Washington, DC
- Kauffman Stadium Renovation; Kansas City, MO
- AT&T Park; San Francisco, CA
- Great American Ballpark; Cincinnati, OH

References:

LARRY DIVITO
MINNESOTA TWINS
P: 612.659.3400

STEVE ETHIER
MIAMI MARLINS
P: 305.480.1300

CHRIS SCHLOSSER
IOWA CUBS
P: 515.243.6111

STATS

Experience planning more than 10 minor league ballparks

More than 20 years in sports architecture

Completion of more than 40 sport venue master plans



John Hink AICHE

LEAD SITE WORK/ENVIRONMENTAL MANAGER/STORMWATER

Bachelors of Chemical Engineering/Environmental Engineering – University of Minnesota

Industry Experience: 19 years

Years with Solution Blue: 4 years

Professional Credentials/Affiliations:

- American Institute of Chemical Engineers (AIChE)
- Occupational Safety and Health Act (OSHA) Safety Training Certificate & Supervisor Training Certificate
- American Council of Engineering Companies of Minnesota (ACEC/MN)
- Saint Paul Area Chamber of Commerce – Public Affairs Committee

John has more than 19 years of experience in brownfield re-development, site remediation project management and integrated construction implementation. John is a national expert in brownfield cleanup and has managed several sizable brownfield re-developments (more than 100 brownfield projects completed including 22 projects in Saint Paul), sports facilities, mixed-use developments, public parks and commercial development projects from conception through design development and concluding with construction implementation. John has served as an owner’s representative, a remediation director, a government liaison, and a senior project manager. He has also been responsible for coordinating remedial action plans, design project management, brownfield cleanup plans, and regulatory compliance on various public and private projects. John brings unique expertise to the team having successfully contributed to the transformation of urban brownfields into high-performance sports facilities including Target Field, TCF Bank Stadium and Kix Field (all in Minnesota). John’s soil remediation efforts and project coordination at Saint Paul’s Upper Landing saved the project millions in cleanup dollars, and transformed one of the most significant brownfield sites in Minnesota into a thriving, mixed-use development. John also helped facilitate a public-private partnership between the City of Saint Paul’s Planning and Economic Development (PED) department and CENTEX to successfully clean up and re-develop this former Superfund site. He helped secure more than \$3.7 million dollars in grant funding for the City of Saint Paul from the Metropolitan Council and Minnesota Department of Trade and Economic Development (currently DEED).

Project Experience:

- Saint Paul’s Upper Landing; Saint Paul, MN
- Target Field; Minneapolis, MN
- Gillette Ambulatory Center; Saint Paul, MN
- TCF Bank Stadium; Minneapolis, MN
- Twin Cities Army Ammunition Plant; Arden Hills, MN
- Jackson Street Housing; Saint Paul, MN
- Great Northern Business Park; Saint Paul, MN
- Houston Texans’ Reliant Stadium; Houston, TX
- Blaine’s National Sports Center; Blaine, MN
- Nelson Mandela Stadium; Port Elizabeth, South Africa



References:

MONTE HILLEMANN
 SAINT PAUL PORT AUTHORITY
 P: 651.338.1039

MATT ANFANG
 SAINT PAUL BOMA
 P: 651.274.9160

NANCY RUDSTROM
 UNIVERSITY OF MINNESOTA
 P: 612.624.7882

STATS

Successfully led Saint Paul’s Upper Landing redevelopment project, the largest public-private partnership project in Saint Paul history

Brownfield remediation expert with more than 100 brownfield cleanup projects across the US (including 22 projects in Saint Paul)

Extensive sports facility experience in MN including Target Field, TCF Bank Stadium, Kix Field, and Blaine’s National Sports Center



Stanley Lim PE

PROJECT ENGINEER/CIVIL ENGINEER

Bachelors in Civil Engineering - South Dakota State University

Industry Experience: 25 years

Years with Solution Blue: 1 year

Professional Credentials/Affiliations:

- Professional Engineer in Minnesota (P.E. #25461)
- Minnesota Society of Professional Engineers
- Certified Storm Water Pollution Prevention Plan (SWPPP) Designer
- American Council of Engineering Companies of Minnesota (ACEC/MN)

Stanley provides more than 25 years of experience in civil engineering, project facilitation, sustainable design and construction administration of various projects including athletic stadiums, sports fields, roadways, utilities and various capital improvements. Stanley offers extensive expertise in successfully collaborating with architects, engineers, planners, landscape architects, contractors and City staff as part of multi-disciplinary project teams. Stanley is particularly gifted in coordinating project teams to achieve the overall objectives while keeping the project on schedule, within budget and building consensus amongst team members.

Stanley provides more than 15 years of experience with cradle-to-grave project management that includes site assessment, feasibility studies, design development, permitting, construction and project close-out. Due to his extensive cradle-to-grave experience, he possesses valuable knowledge that enables him to collaborate effectively with project teams from conceptual pre-design through construction implementation. Stanley continues to perform schematic design, community outreach, design development, approvals, construction administration and other services necessary to efficiently achieve the project's ongoing objectives and stay on schedule and within budget.

For the Lowertown Ballpark project, Stanley provides valuable expertise with cradle-to-grave project management for sports facility projects. He will utilize this knowledge to bolster our team's engineering approach, design plans and construction implementation.

Project Experience:

- Sisseton Stadium; Sisseton, SD
- Bruce Smith Memorial Stadium; Faribault, MN
- Black Hills State University Stadium; Spearfish, SD
- Saint Paul College; Saint Paul, MN
- Como Student Housing at University of Minnesota; Minneapolis, MN
- North Hennepin Community College; Brooklyn Park, MN

References:

RUSS MATTHYS
CITY OF EAGAN
P: 651.675.5637

NANCY RUDSTROM
UNIVERSITY OF MINNESOTA
P: 612.624.7882

DEAN COLLINS
NORTH HENNEPIN COMMUNITY
COLLEGE
P: 763.424.0837

STATS

Extensive experience serving as community liaison (including community outreach) for athletic field and stadium projects

More than 17 years of experience with cradle-to-grave project management for athletic fields and stadiums

Exceptional in collaborating with multi-disciplinary project teams and communicating effectively in writing and in person





Sherry Van Duyn PE

ENVIRONMENTAL ENGINEER

BCE Civil Engineering, Environmental Engineering emphasis – University of Minnesota

Industry Experience: 25 years

Years with Solution Blue/Landmark Environmental, LLC: 12 years

Professional Credentials/Affiliations:

- Professional Engineer in Minnesota and Colorado
- Certified Hazardous Material Manager
- Minnesota brownfields
- Society of American Military Engineers
- Executive Advisory Committee to the Department of Civil Engineering, University of Minnesota
- Occupational Safety and Health Act (OSHA) HAZWOPER Safety Trained

Sherry provides more than 25 years of experience in site remediation, environmental compliance, and brownfield re-development. Her emphasis is in remediation design including construction document preparation, public and private bidding, construction management and oversight, remediation cost estimating and cost risk analysis, waste profiling and disposal, contaminated soil and water treatment, soil vapor barrier and venting systems, as well as groundwater dewatering, treatment and discharge.

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

Project Experience:

- Bruce Vento Nature Sanctuary Interpretive Center; Saint Paul, MN
- 4th Street Trail; Saint Paul, MN
- Bruce Vento Nature Sanctuary; Saint Paul, MN
- Como Student Housing Cooperative; Minneapolis, MN
- Former Hennepin Paper; Little Falls, MN
- Great Northern Business Park/Maxson Steel; Saint Paul, MN
- Gopher Resource; Eagan, MN
- American Iron; Minneapolis, MN
- Metals Reduction Company; Saint Paul, MN
- US Bank West Side Flats; Saint Paul, MN

References:

BRUCE ENGELBREKT
CITY OF SAINT PAUL
P: 651.266.8854

NANCY RUDSTROM
UNIVERSITY OF MINNESOTA
P: 612.624.7882

BRANNA LINDELL
SOUTH SAINT PAUL HRA
P: 651.554.3272

STATS

Extensive brownfield remediation experience during all phases of investigation, design, permitting, construction and close-out

Very familiar with Lowertown Ballpark site due to working on the Bruce Venture Nature Sanctuary project (adjacent to ballpark site)

Diverse environmental expertise including investigation, design, regulatory review, permitting, and construction administration





Ken Haberman

REMEDIATION SPECIALIST

Bachelors in Biology and Earth Science – University of Minnesota

Masters in Environmental Studies, Organic Chemistry – Bemidji State University

Industry Experience: 30 years

Years with Solution Blue/Landmark Environmental, LLC: 12 years

Professional Credentials/Affiliations:

- Member and former Chair of Minnesota brownfields

Ken supplies more than 30 years of experience working in the environmental field in the areas of property investigation, site remediation, environmental permitting, environmental review and planning, and regulatory and policy development. Ken is the President and a founding member of Landmark Environmental, LLC (Landmark), which was established in 2000. Additionally, Ken was a founding member and served as the President and Board Chair between 2006 and 2012 for Minnesota brownfields, a non-profit organization that promotes the current brownfield programs, as well as identifying policies and initiatives that can enhance these programs. Prior to the establishment of Landmark, Ken was a Vice President at Barr Engineering Company. Before joining Barr in 1996, Ken worked for the Minnesota Pollution Control Agency (MPCA) for more than 16 years. From 1989 to 1996, Ken managed the MPCA's Voluntary Investigation and Cleanup (VIC) Program, and prior to that, was a Site Response Supervisor in the MPCA Superfund Program. For the Lowertown Ballpark project, Ken will draw upon his practical knowledge of the pertinent technical, policy, and liability issues to provide insight into the regulatory and technical issues associated with the site.

Since entering the private sector, Ken has been involved with a number of large-scale brownfield redevelopment projects involving real estate transactions and redevelopment activities. Many of these projects have involved public sector clients and the use of public funds to pay for the environmental investigation and remediation. Ken's main function on these projects has been to provide project-specific advice and to develop strategies so clients can obtain the most timely and relevant regulatory approvals and liability protection assurances, and to assist with the preparation of brownfield grant applications and administration of the grant funds.

Project Experience:

- University of Minnesota's Siebert Field; Minneapolis, MN
- Bruce Vento Nature Sanctuary Interpretive Center; Saint Paul, MN
- Target Field; Minneapolis, MN
- US Bank West Side Flats; Saint Paul, MN
- Great Northern Business Park/Maxson Steel; Saint Paul, MN
- Minnesota Bio-Business Center; Rochester, MN
- TCF Bank Stadium; Minneapolis, MN
- Many EPA-funded & DEED-funded brownfield Assessment/Remediation projects; South Saint Paul, MN



References:

MERRITT CLAPP-SMITH
CITY OF SAINT PAUL PED
P: 651.266.6547

BRANNA LINDELL
SOUTH SAINT PAUL HRA
P: 651.554.3272

MARGARET KNOWLTON
OPUS DEVELOPMENT CORPORATION
P: 952.656.4683

STATS

Previously worked for MPCA; strong working relationships with staff and intimate knowledge of environmental approach, guidelines, and policies

Very familiar with Lowertown ballpark site from experience working on adjacent Bruce Venture Nature Sanctuary

More than 30 years of diverse environmental expertise for both public and private clients



Michael Kelly

AGRONOMIST & TURF SPECIALIST

Bachelors in Agronomy and Plant Science – University of Minnesota

Industry Experience: 41 years

Years with Solution Blue: 3 years

Professional Credentials/Affiliations:

- Sports Turf Managers Association
- Minnesota Nursery and Landscape Association
- U.S. Green Building Council
- International Erosion Control Association
- MN Golf Course Superintendents Association

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

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

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

Project Experience:

- Target Field; Minneapolis, MN
- TCF Bank Stadium; Minneapolis, MN
- Blaine's National Sports Center; Blaine, MN
- Bethel College; Arden Hills, MN
- Houston Texans' Reliant Stadium; Houston, TX

References:

STEVE MCCARTHY
BRECK SCHOOL
P: 763.381.8344

ROY ANDERSON
ANDERSON-JOHNSON ASSOCIATES
P: 763.544.7129

KEVIN FERNANDEZ
WHITE BEAR LAKE SCHOOL DIST.
P: 651.653.2736

STATS

More than 40 years of experience with design and implementation of natural turf for high-performance sports fields

Involved with more than 25 sports field projects including three natural turf baseball fields

Extensive experience with multi-functional sports fields that reduce water consumption for irrigation





Thomas Oslund FASLA, FAAR '92

LANDSCAPE ARCHITECT

Masters of Landscape Architecture - Harvard University

Bachelors in Landscape Architecture - University of Minnesota

Industry Experience: 26 years

Years with Oslund & Associates: 15 years

Tom is one of the leading design landscape architects in the country and is known for engaging public landscapes for some of the most discerning local, national, and global clientele. Tom's interest in art and his passion for design are fueled by a commitment to excellence and innovation. His belief in the collaborative process of working closely with clients, architects, engineers, fabricators, and artists have yielded positive results and international recognition as an innovator when it comes to solving complex site design challenges. As the project principal, Tom will lead the conceptual direction for the site and provide design oversight on the project.

Project Experience:

- Target Plaza and Target Field; Minneapolis, MN
- FC Pennsylvania Soccer Stadium; Philadelphia, PA
- Vikings Next Study; Minneapolis, MN
- Hamline Klas Center; Saint Paul, MN
- Hamline University Master Plan; Saint Paul, MN
- St. Paul Central Library; Saint Paul, MN
- Regions Hospital; Saint Paul, MN
- Regent Aviation; Saint Paul, MN
- Hamline University Center; Saint Paul, MN
- I-35W Bridge; Minneapolis, MN
- Guthrie Theater; Minneapolis, MN
- Harley-Davidson Museum; Milwaukee, WI
- General Mills World Headquarters; Minneapolis, MN
- 35W Remembrance Garden; Minneapolis, MN
- Peavey Plaza; Minneapolis, MN

References:

LINDA HANSON
HAMLINE UNIVERSITY
P: 651.523.2202

DAVE ST. PETER
MINNESOTA TWINS
P: 612.659.3400

R.T. RYBAK
CITY OF MINNEAPOLIS
P: 612.673.2100

STATS

Nationally recognized
Landscape Architect

Strong urban design
experience and
understanding of
downtown Saint Paul

Experience in leading
the design effort for
Target Plaza

oslund.and.assoc.



Mike Rodriguez AIA, LEED AP

PROJECT DESIGNER/ARCHITECT OF RECORD

Master of Architecture - University of Illinois, Urbana-Champaign

Bachelor of Architecture - University of Nebraska, Lincoln

Industry Experience: 17 years

Years with HDR: 3 years

Professional Credentials/Affiliations:

- American Institute of Architects
- LEED Accredited Professional
- NCARB
- EDAC
- Registered Architect: Minnesota, Michigan, and Missouri

With 12 years experience as the lead project designer for numerous award winning minor league and spring training ballparks, Mike brings vast knowledge of ballpark trends and design to the Saint Paul architecture community. As a practicing architect in the city of Saint Paul, Mike is able to combine his personal ballpark experience with his knowledge of the local vernacular and city submission process. Mike will serve as the Architect of Record for the Regional Ballpark in Lowertown Saint Paul. He will attend all owner, contractor and architect meetings from the early program phase through construction. In addition, Mike will help communicate the design intent to the client, community groups, and local agencies through simulation models, plan diagrams and computer rendered images. This process of design and communication has been used with great success on both local and national award winning projects. Mike formerly served as a planning commissioner for both Stillwater, Minnesota and Olathe, Kansas. He will use this experience of working with the local community, owner, and city/state to help complete a successful urban ballpark that the local community will use as a source of pride for decades to come.

Project Experience:

- Edward A. LeLacheur Park; Lowell, MA
- Citibank Ballpark; Midland, TX
- Surprise Recreation Complex; Surprise, AZ
- Isotopes Park Renovation and Expansion; Albuquerque, NM
- Autozone Park; Memphis, TN
- Lawrence Dumont Stadium Renovation; Wichita, KS
- Yankee Stadium; New York, NY
- Chukchansi Park; Fresno, CA
- Modern Woodmen Park Renovation; Davenport, IA

References:

KYLE WOMACK
PARKHILL, SMITH AND COOPER
P: 432.697.1447

ED ADAMS
CITY OF ALBUQUERQUE
P: 505.768.3656

CHOY LEOW
ALLINA HEALTH
P: 612.262.3218

STATS

More national and international ballpark design experience in Saint Paul than any other local professional

Designed several ballparks featured as ballparks of the year (Baseballparks.com), in Baseball America's Top 5 Ballparks in their category, and in USA Today

Passion for ballparks began with thesis project, "Restoring the Intimacy of the Urban Ballpark"

Recently completed a scaled, wood model of Yankee Stadium for his son





Robert Phinney AIA

SUSTAINABLE DESIGNER

Master of Architecture - North Carolina State University, Raleigh

Bachelor of Architecture - University of Virginia, Charlottesville

Industry Experience: 18 years

Years with HDR: 1 year

Professional Credentials/Affiliations:

- American Institute of Architects (AIA)
- AIA DC Committee on the Environment
- AIA Large Firm Roundtable Member
- USGBC NCR and Cascadia Chapters
- Living Building Challenge Ambassador
- Envision System Verifier

Robert is the interim director, sustainable design services and an architect with a focus on sustainable design and efficient operations solutions. He leads the diverse team of HDR's Sustainable Design Professionals who manage the LEED process for a range of projects. Robert is very active in the green building community including local and national USGBC initiatives, the City of Alexandria Green Building Advisory Board, the Maryland Clean Energy Council and as an ambassador for the Living Building Challenge. He brings deep experience in implementing sustainable strategies in federal, civic, and community projects, as well as policy development assistance to many regional municipalities and organizations.

References:

SARAH KNUTSON
AKRIDGE
P:202.207.3914

Project Experience:

- Chevy Chase Pavilion; Washington D.C.
- Metro Park II, III, IV and V; Springfield, VA
- DoD, BRAC 133 at Mark Center; Alexandria, VA
- NASA Goddard Space Flight Center, Building 026 Renovation; Greenbelt, MD
- Osterport 7; Malmo, Sweden
- Virginia Department of Transportation, VDOT Administration Building; Fairfax County, VA

STATS

Significant experience
with LEED
Certified projects

Served three terms on
the Executive Committee
of the USGBC NCR
Board of Directors

Active participant in the
development of the ISI
Envision infrastructure
rating system





Timothy Lang LEED BD+C

MECHANICAL DESIGNER

Bachelors in Architectural Engineering - Kansas State University

Industry Experience: 26 years

Years with HDR: 18 years

Professional Credentials/Affiliations:

- LEED Accredited Professional BD+C

Tim is highly experienced as a senior mechanical designer. He brings expertise in heating, ventilating, air-conditioning, plumbing, and fire protection systems. His expertise includes performing energy studies for proposed and existing mechanical systems, completing construction cost estimates, evaluating existing mechanical systems and designing new mechanical systems for a variety of buildings with different functions.

Project Experience:

- TD Ameritrade Park; Omaha, NE
- College World Series Baseball Stadium Pre-design & Programming Study; Omaha, NE
- Holland Performing Arts Center; Omaha, NE
- Orpheum Theater Renovation; Omaha, NE
- Mayo Clinic; Rochester, MN
- Joslyn Art Museum, Peter Kiewit Foundation Sculpture Garden; Omaha, NE
- Aksarben Village Mixed-Use Development; Omaha, NE

References:

SUE MORRIS
HERITAGE SERVICES
P: 402.391.3190

DENNIS POPPE
NCAA
P: 317.917.6222

ROGER DIXON
MECA
P: 402.341.1500

STATS

Lead Mechanical Designer for HDR
Populous-designed TD Ameritrade Park

Design-build project delivery experience

Significant experience with LEED-Certified projects



Randy Niehuas **LEED AP**

ELECTRICAL ENGINEER

Bachelors of Architectural Engineering - University of Kansas

Industry Experience: 23 years

Years with HDR: 18 years

Professional Credentials/Affiliations:

- LEED Accredited Professional
- Illuminating Engineering Society Member
- Lighting Certified, National Council on Qualifications for the Lighting Professions, 2004

Randy is an electrical engineer with design experience on commercial, entertainment, and industrial projects. He has also served as the principal lighting designer for a wide variety of project types, including TD Ameritrade Park. Randy understands the effect good lighting has on feelings of comfort, well-being, and safety; all highly valued elements in a well-designed facility.

Project Experience:

- TD Ameritrade Park; Omaha, NE
- College World Series Baseball Stadium Pre-design & Programming Study; Omaha, NE
- Central High School Football Field; Omaha, NE
- Ray and Joan Kroc Center, The Salvation Army; Omaha, NE
- Holland Performing Arts Center; Omaha, NE
- Civic Center Parking Facility; Omaha, NE
- National Institute for Standards and Technology (NIST); Boulder, CO
- Joslyn Art Museum, Peter Kiewit Foundation Sculpture Garden; Omaha, NE

References:

SUE MORRIS
HERITAGE SERVICES
P: 402.391.3190

DENNIS POPPE
NCAA
P: 317.917.6222

ROGER DIXON
MECA
P: 402.341.1500

STATS

Lead Electrical Engineer for HDR
Populous-designed TD Ameritrade Park

Design-build project delivery experience

Lighting certified through the National Council on Qualifications for the Lighting Professions





P. "Swami" Palanisami PE

STRUCTURAL ENGINEER

M.S. in Civil Engineering - South Dakota School of Mines and Technology

Industry Experience: 41 years

Years with Palanisami & Associates : 26 years

Professional Credentials/Affiliations:

- Registered Structural Engineer in the states of Minnesota, Iowa, Massachusetts, Mississippi, New Jersey, Ohio, Pennsylvania, Virginia, and Wisconsin

Swami has forty-one years of experience in structural engineering consulting and design. His background provides him with an excellent understanding of how to transform the design into a functional reality. As principal project manager, he works with owners, architects, engineers, construction material suppliers, testing agencies, government agencies, labor unions, accountants, attorneys, bonding and insurance companies and banks. Swami has more than thirty years of experience in cost estimating, procurement, contract preparation, scheduling, and closing out construction contracts. His sustainable design practices are incorporated into his structural design work.

Swami has engineered an extensive assortment of building types and has experience with most structural systems. He also provides consulting engineering services for pre-cast concrete producers in complete building system design and individual component design for handling and in place loads. He has investigated structurally distressed buildings and has proposed corrective solutions. In addition, he has worked on numerous old structures as the engineer for remodeling the building for new occupancy.

Project Experience:

- Minnesota Army National Guard; Arden Hills, MN
- United/Children's Hospital; Saint Paul, MN
- The West End Shops; St. Louis Park, MN
- I35W & 95th Ave Parking Structure; Blaine, MN
- Moose Lake Correctional Facility; Moose Lake, MN
- Midtown Medical Office and Parking Ramp; Minneapolis, MN
- Treasure Island Resort & Casino; Red Wing, MN

References:

PAUL BENASSI
CHILDREN'S HOSPITAL
P: 612-813-6388

PAT JONES
METRO TRANSIT
P: 612-349-7606

DENNIS KOWALKE
METROPOLITAN AIRPORT
COMMISSION
P: 612-794-4325

STATS

Keeps the big picture in mind while committing his attention to the details

Experience with the Knutson team on many design-build projects

Saint Paul experience





Shari Bjork LEED LEED, ID+C

INTERIOR DESIGNER

Bachelor of Fine Arts, Interior Design - University of Wisconsin, Stout

Industry Experience: 20 years

Years with Studio Hive: 9 years

Professional Credentials/Affiliations:

- LEED Accredited Professional ID+C

Shari Bjork, a principal at Studio Hive, has spent 20 years practicing interior design. Her leadership, creativity and recognition of the interface between humans, technology and the built environment have been instrumental in the success of her relationships with clients. With a mixed background in design and project management, Shari maintains an active role with clients and project teams, focusing on strategy, interpretation of project objectives, workplace scenarios, and the integration of user and environment. Prior to starting Studio Hive with her two business partners, Shari was an associate with Ellerbe Becket

Project Experience:

- Metrodome for Minnesota Twins; Minneapolis, MN
- Target Field; Minneapolis, MN
- TCF Bank Stadium; Minneapolis, MN
- University of Minnesota- Gopherspot; Minneapolis, MN
- Lambeau Field; Green Bay, WI
- Field of Dreams Ballpark; Saint Paul, MN
- Citizens Bank Park for Philadelphia Phillies; Philadelphia, PA
- Century Link Stadium; Seattle, WA

References:

LYNNE JANITCH
LAWSON SOFTWARE, INC
P: 651.767.4744

BRUCE MOOTY
GRAY PLANT MOOTY
P: 612.632.3333

SUSAN MARSH
HELMUTH & JOHNSON
P: 952.7462134

STATS

Interior-focused
expertise on
sports facilities

Motivated by curiosity
and exploration to
express an organization's
uniqueness through the
design of interior space

Driven by connections
between the experience
and the business
performance of an
environment to align
design solutions with
client business objectives





Steve Carlson

FOOD & BEVERAGE SERVICES

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

Industry Experience: 31 years

Years with Robert Rippe & Associates: 27 years

Professional Credentials/Affiliations:

- LEED Accredited Professional
- Professional Member, Foodservice Consultants Society International

Steve approaches a project from what is practical, affordable and sustainable. He specializes in projects with short timelines, complicated renovations and large scale projects requiring complex organization and planning. His combination of creativity and sensibility is illustrated through his attention to detail and concern for quality, add that to his extensive industry knowledge and it equals successful designs specific to each project.

Steve brings a wealth of experience in custom equipment fabrication, refrigeration systems and millwork construction. His project experience ranges from markets such as hospitality, healthcare and education to business and industry. He has worked in foodservice facilities planning since 1982, and is a very thorough design and customer service oriented project manager with a multitude of long-term clients.

Project Experience:

- Bemidji Regional Events Center; Bemidji, MN
- Best Buy Corporate Headquarters; Richfield, MN
- Caesars Casino; Elizabeth, IN
- Canterbury Park Card Club; Shakopee, MN
- Cargill Corporation; Hopkins and Minnetonka, MN
- College of St. Benedict's; St. Joseph, MN
- Grand Casino Hinckley & Mille Lacs; Hinckley, MN
- Grand Casino Tunica; Tunica, MS
- Marquette Hotel; Minneapolis, MN
- Mystic Lake Casino; Prior Lake, MN
- National Sports Center; Blaine, MN
- Paragon Casino & Event Center; Marksville, LA
- Prairie Meadows Track & Casino; Des Moines, IA
- University of Minnesota Arboretum; Chanhassen, MN
- Walker Art Center; Minneapolis, MN
- Windows on Minnesota; Minneapolis, MN

References:

ROMAN MUELLER
DAKOTA DEVELOPMENT CENTER
P: 952.496.7122

TOM HERZFELDT
GRAND CASINO HINCKLEY &
MILLE LACS
P: 320.532.8865

DENIS CONNOLLY
HARRAH'S CHEROKEE CASINO
P: 828.497.8740

STATS

Specializes in complicated new construction and renovations requiring complex organization and planning

Creative foodservice designs are based in operationally sound planning, attention to detail and concern for quality

Enjoys the collaborative design process that will be the foundation of this project



Ta-coumba Aiken

PUBLIC ARTIST

Bachelors of Fine Arts - Minneapolis College of Art & Design

Experience: 37 years

Awards:

- Recipient of the 2011 Sally Irvine Ordway Award Vision Category
- 2011 USA Fellowship, nominee
- Sage Award nominated for set design for “Technicolor Blues“

Ta-coumba is a public artist/art activist. He has been creating public artwork for 37 years, for private and non profit entities. Ta-coumba has been a resident and a moving force in the development of Lowertown for twenty-seven years. He has served on every task force that has advocated for Lowertown. He is endearingly known as the Mayor of Lowertown. Ta-coumba has created and curated exhibitions and workshops using art as a means to create dialogue, with a focus on urban development. He has been the poster child for Lowertown, Saint Paul, Minneapolis, suburban and rural Minnesota.

Ta-coumba is excited about this team not only because of the depth and breadth of their talents but also for their sincere commitment to the spirit of the client and the community they are working with.

Project Experience:

- Central Library designed by Cesar Pelli, fourth floor Mosaic, fireplace; Minneapolis, MN
- Seventh and Robert Street Municipal Parking Ramp; Saint Paul, MN
- Jeremiah Project, outdoor Mosaic 17; Saint Paul, MN
- ADC Telecommunication, indoor mural, designed by Manos Ginis; Eden Prairie, MN
- Great Clips 30th Anniversary Mural, “ What is Great?”; Minneapolis, MN
- Macalester College, Institute for Global Citizenship; Saint Paul, MN
- Paint the Pavement; Saint Paul, MN
- Wilder Foundation Headquarter; Saint Paul, MN
- Midtown Exchange Transit Hub - Bus Shelters; Minneapolis, MN
- Gillette Children’s Hospital “Stay Nice” outdoor mural; Saint Paul, MN
- Voices of Hope, Gospel Union Child Care Center; Saint Paul, MN
- Robert Street Municipal Parking Ramp; Saint Paul, MN

References:

TOM BORRUP
CREATIVE COMMUNITY BUILDERS
P: 612.871.1180

ELIZABETH WARNER
PARK NICOLLET FOUNDATION
P: 952.993.5171

LAURA ZABEL
SPRINGBOARD FOR THE ARTS
P: 651-292-3213

WILLIAM FRANKLIN
MCNALLY SMITH COLLEGE OF MUSIC
P: 612.298.2645

STATS

Innovative; one of the best in discovering creative solutions

Listens to feel/find the solution

Doesn't believe in the phrase “that's impossible”



Ted Davis

COMMUNITY FACILITATOR

Bachelor of Arts in Journalism - University of Minnesota

Coursework in Master of Business Administration program - University of Minnesota

MIT Harvard Public Disputes Program - Dealing with an Angry Public Training

Industry Experience: 26 years

Years with Davis Communications Management: 14 years

Professional Credentials/Affiliations:

- Accredited, Public Relations Society of America

Ted will guide our team's community engagement efforts. With more than 20 years of experience working in and around Saint Paul neighborhoods, he will assure that the project team has a clear understanding of the specific needs of the neighborhood and that the construction team is responsive to community concerns.

Ted has played a public outreach role in many projects in Saint Paul including the Central Corridor Environmental Impact Statement and the Riverview Corridor Major Investment Study. He is often sought out by community groups, agencies and organizations seeking to build public consensus for important issues in the City.

Community service is central to Ted's professional practice. He has served as a director of the RiverCentre Convention and Visitors Authority, the Saint Paul Police Foundation, the Macalester Groveland and Highland Community Councils and the Saint Paul Serves Foundation. He is a founder of Serving Our Troops - a volunteer organization that organizes events to connect National Guard Members serving overseas with their families. His offices are located in Lowertown.

Project Experience:

- Central Corridor Environmental Impact Statement; Saint Paul, MN
- JPI Student Housing; Saint Paul, MN
- Paul and Sheila Wellstone Center for Community Building; Saint Paul, MN
- Catholic Charities Saint Anthony Residence; Saint Paul, MN
- University of Saint Thomas Campus Redevelopment; Saint Paul, MN
- Riverview Corridor Major Investment Study; Saint Paul, MN

References:

VALERIA SILVA
SAINT PAUL PUBLIC SCHOOLS
P: 651.767.8152

LARRY SHELLITO
MINNESOTA DEPARTMENT
OF VETERANS AFFAIRS
P: 651.757.1555

JEFF HEEGAARD
COCO COLLABORATIVE
P: 651.491.9223

STATS

20 years of experience getting things done in Saint Paul neighborhoods

Personal experience working with and on Saint Paul District Councils

Track record of success engaging Saint Paul residents in big important projects





Thomas Lincoln PE

INFRASTRUCTURE ENGINEER

Bachelors of Civil Engineering - University of Minnesota

Industry Experience: 26 years

Years with Kimley-Horn & Associates: 5 years

Professional Credentials/Affiliations:

- Professional Engineer in Minnesota

Tom is a senior land development engineer and practice builder in Kimley-Horn's Saint Paul office. He has 26 years of engineering experience serving a variety of clients in the Minneapolis-Saint Paul metropolitan area. A seasoned professional with a talent for solving problems and providing clients with an array of solutions, Tom manages a variety of complex projects including municipal projects, mixed-used developments, corporate campuses, commercial, and residential developments. He serves as project manager on a broad range of large civil engineering projects, with responsibility from entitlements to final design through construction administration. As a matter of practice, Tom engages during the planning phases of projects to help understand and articulate development constraints and opportunities. With a strong interest in sustainable design, these best management practices are integrated into planning and design. Tom has recent stadium-related experience working on assessments of sites for the Vikings stadium in Minneapolis and Arden Hills. Other recent projects include the Lindau Lane Grade Separation Project, Bloomington Central Station Project, Penn and American Infrastructure Improvement, Bielenberg Gardens Commercial Development, and the Central Corridor Light Rail Transit Project.

Project Experience:

- Minnesota Sports Facilities Authority, The People's (Vikings) Stadium EIS; Minneapolis, MN
- Metropolitan Council, Viking Stadium Risk Analysis; Arden Hills, MN
- Eberhardt Advisory LLC, Viking Stadium Analysis; Minneapolis and Arden Hills, MN
- City of Bloomington, Lindau Lane Grade Separation Project; Bloomington, MN
- McGough Development, Bloomington Central Station Hotel; Bloomington, MN
- Bloomington Central Station Phase 2 Infrastructure Improvements Project; Bloomington, MN
- United Properties, Penn and American Phase 1 and 2 Infrastructure Projects; Bloomington, MN
- City of Bloomington HRA, West 81st Street Realignment Project; Bloomington, MN
- United Properties, Bielenberg Gardens Commercial Development; Woodbury, MN
- Metropolitan Council, Central Corridor Light Rail Transit Project; Minneapolis/Saint Paul, MN
- McGough Development, Argenta Hills Commercial Development; Inver Grove Heights, MN
- Stuart Development Corporation, Southdale Residential; Edina, MN
- Doran Companies, 1101 University Avenue; Minneapolis, MN
- HOK Architects, Park Summit Apartments; St. Louis Park, MN
- Target Corporation, Target Store T-2519; Inver Grove Heights, MN

References:

BRANDON CHAMPEAU
UNITED PROPERTIES
P: 952.837.8653

MARK FABEL
MCGOUGH DEVELOPMENT
P: 651.634.4687

REGINA HARRIS
CITY OF BLOOMINGTON
P: 952.563.8940

STATS

Adept at working in both the private and public sector

Seasoned professional with a talent for solving problems and providing clients with an array of solutions

Strong interest in sustainable design and innovative storm water management best management practice that are integrated into the planning and design process



JoNette Kuhnau PE, PTOE

TRAFFIC AND PARKING ANALYST

Masters in Civil Engineering - Pennsylvania State University

Bachelors in Civil Engineering - Iowa State University

Industry Experience: 12 years

Years with Kimley-Horn & Associates: 12 years

Professional Credentials/Affiliations:

- Professional Engineer in Minnesota, Iowa, and South Dakota
- Professional Traffic Operation Engineer

JoNette has 12 years of experience on a broad range of traffic engineering projects, including traffic operations analysis, traffic engineering, pedestrian studies, signal and lighting design, and transit-related design. She is the lead traffic engineer on the Central Corridor Light Rail Transit project and has been integrally involved in the design and construction over the past five years, working with City of Saint Paul staff on a nearly daily basis. JoNette has extensive experience analyzing and designing for traffic on large and complex projects in an urban environment and is currently leading the transportation and parking analysis for the People's Stadium EIS.

Project Experience:

- Minnesota Sports Facilities Authority, The People's (Vikings) Stadium EIS; Minneapolis, MN
- Metropolitan Council, Viking Stadium Risk Analysis; Arden Hills, MN
- Eberhardt Advisory LLC, Viking Stadium Analysis; Minneapolis and Arden Hills, MN
- Ballpark Authority, Target Field Transportation Management Plan; Minneapolis, MN
- Metropolitan Council, Central Corridor Light Rail; Minneapolis to Saint Paul, MN
- City of Minneapolis, Nicollet Avenue Reconstruction; Minneapolis, MN
- City of Minneapolis, South Traffic Flow Improvements Project; Minneapolis, MN
- Hennepin County Regional Railroad Authority, Bottineau Transitway Draft Environmental Impact Statement; Hennepin County, MN
- City of Minneapolis, Granary Road Cost-Benefit Analysis; Minneapolis, MN
- Hampton Roads Transit, Downtown Light Rail Transit Evaluation; Norfolk, VA
- Hennepin County Regional Railroad Authority, Stage I Transportation Interchange Environmental Assessment at 5th Street; Hennepin County, MN
- Downtown Connectivity Transportation Terminal Analysis; Duluth, MN

References:

JOHN MACZKO
CITY OF SAINT PAUL PUBLIC WORKS
P: 651.266.6137

DON ELWOOD
CITY OF MINNEAPOLIS PUBLIC WORKS
P: 612.673.3622

DAN SOLER
METROPOLITAN COUNCIL
P: 651.602.1971

STATS

Designed traffic signals and traffic/LRT operations for 70 intersections along the Central Corridor LRT line, including the 4th Street corridor in Lowertown Saint Paul

Assisted in the creation of the event management plan for Target Field in downtown Minneapolis, which consisted of traffic control, wayfinding, and signal timing improvements

Currently completing traffic analysis for the new Vikings Stadium in downtown Minneapolis



Charlene Roise

HISTORIAN/ARCHITECTURAL HISTORIAN

Masters in Historic Preservation - Boston University

Bachelors in History, American Studies and German - St. Olaf College

Industry Experience: 32 years

Years with Hess, Roise & Company: 22 years

Professional Credentials/Affiliations:

- Meets the Secretary of the Interior's Professional Qualifications Standards for Historian and Architectural Historian
- Certified Commercial-Investment Member (CCIM), Realtors National Marketing Institute

Charlene has been involved with a wide range of Section 106 and other environmental compliance projects. While the steps of the process are well defined by federal and city regulations, each review must be tailored to the resources and circumstances that are unique to that project. Charlene has worked for a diverse array of clients including the Minneapolis Park and Recreation Board, the Metropolitan Airports Commission, the Canadian Pacific and Canadian National Railroads, and private developers on projects that have involved consultation with the Minnesota State Historic Preservation Office, the Saint Paul Heritage Preservation Commission, the Federal Highway Administration, the Federal Aviation Administration, and other local, state, and federal agencies.

Project Experience:

- Midtown Exchange; Minneapolis, MN
- St. Anthony Falls Hydroelectric Project; Minneapolis, MN
- Stronge & Warner Company (Rayette Building); Saint Paul, MN
- Saint Croix River Crossing Visual Quality Manual; Minnesota & Wisconsin
- Theodore Wirth Park & Parkway Section 106 Compliance Study; Minneapolis, MN
- Victoria Memorial Parkway Report & Section 106 Compliance Study; Minneapolis, MN
- Sam S. Shubert Theatre & Shubert Building; Saint Paul, MN
- First National Bank Soo Line Building; Minneapolis, MN
- Stuntz Bay Boathouse; Lake Vermilion, MN
- Lutheran Social Service; Minneapolis, MN

References:

DENNIS GIMMESTAD
MNDOT CULTURAL RESOURCES UNIT
P: 651.366.4292

ROBERT OLSON
XCEL HYDRO
P: 715.737.2692

GEORGE SHERMAN
SHERMAN ASSOCIATES
P: 612.332.3000

STATS

More than three decades of national experience in the field of historic preservation

A background in commercial real estate that facilitates communication between the development and regulatory worlds

A strong working relationship with the Minnesota State Historic Preservation Office, Saint Paul Historical Society, National Park Service, and other agencies involved with cultural resources compliance issues



Patty Anderson

ENERGY SERVICES PLANNER

Architectural Engineering - Milwaukee School of Engineering

Industry Experience: 21 years

Years with McKinstry: 5 years

Patty's business development experience has been focused on providing technology solutions and energy/building services. Patty joined McKinstry over five years ago and has been responsible for evolving the connection of technology to energy services, sustainable services, and green initiatives. While Patty's experience encompasses a variety of solutions, including those that bridge the gap between construction and facility operations, she has also been instrumental in leveraging state and local utility rebates and incentives for her clients.

Patty is motivated to provide clients with innovative solutions focused on reducing their utility and operational costs through various energy, facility, and issue management service offerings. Her technical expertise has allowed her many retail and finance institution, data center, college and university, and healthcare clients to leverage their existing infrastructure and understand needed additions to provide a high performance building.

One of Patty's specialties is leveraging client's existing or new building technology infrastructures to enable them to become smart grid ready. She helps clients leverage energy services contracting projects to enable investments in building system modifications and additions for smart grid, building, and metering capabilities. She has worked on auto demand response and load control projects with several of her clients.

Project Experience:

- University of Washington; Seattle; WA
- Northshore School District; Bothell, WA
- City of Boulder; Boulder, CO
- City of Longmont; Longmont, CO
- University of Oregon, Autzen Stadium; Eugene, OR
- Matthew Knight Center; Eugene, OR

References:

JOE CASTRO
CITY OF BOULDER
P: 303.441.3163

NORTHSHORE SCHOOL DISTRICT
RYAN FUJIWARA
P: 425.408.7803

UNIVERSITY OF WASHINGTON
NORM MENTER
P: 206.221.4269

STATS

Leverages infrastructure to be smart grid ready

Connects technology to energy services, sustainable services, and green initiatives





Ryan Dickerson LEED AP

ENERGY SERVICES PROGRAMMER

Bachelors in Marketing and Information Systems - Washington State University

Industry Experience: 10 years

Years with McKinstry : 6 years

Professional Credentials/Affiliations:

- LEED Accredited Professional
- ASHRAE Affiliate
- Associated Value Specialist (SAVE)

Ryan has over 10 years of experience in the financial and operational consulting business and joined the McKinstry team in February 2006. In the program manager role, He develops financial models to provide clients with the quantified benefits between first costs, operational costs, future capital replacement costs, productivity factors, and risks of different building component options.

Ryan specializes in understanding the client's operations, maintenance, and facility conditions. His expertise spans a wide variety of clients from school districts and municipalities to private business and hospitals. Through his recommendations, clients can make better decisions about their facilities and understand the true financial impact of their decisions.

Ryan is motivated to provide his clients with meaningful information in order to promote future planning, increase efficiencies and decrease overall costs.

References:

PAM JORGENSON
HARBORVIEW MEDICAL CENTER
E: pamj@u.washington.edu

DARRIN HYDE
CONTINENTAL PLACE
P: 206.441.0355

FORREST MILLER
LAKE WASHINGTON SCHOOL DIST.
P: 425.936.1108

Project Experience:

- Lake Washington School District; Redmond, WA
- Muskego-Norway School District; Muskego, WI
- Northshore School District; Bothell, WA
- Caldwell School District; Caldwell, ID
- Bill and Melinda Gates Foundation; Seattle, WA
- MacPhail Center for Music; Minneapolis, MN
- City of Post Falls; Post Falls, ID
- City of Pinedale; Pinedale, WY
- Harborview Medical Center; Seattle, WA
- Continental Place; Seattle, WA

STATS

Provides total cost of ownership analysis

Capital expenditure modeling

Operations and maintenance cost modeling





John Earhart EIT

ENERGY ENGINEER

Bachelors in Mechanical Engineering - University of Portland

Industry Experience: 4 years

Years with McKinstry: 4 years

Professional Credentials/Affiliations:

- AEE Member
- Engineer in Training
- ASHRAE Member

John holds the position of Energy Engineer at McKinstry. He is responsible for identifying opportunities and delivering energy use calculations in the areas of heating, ventilation, air conditioning, water usage, controls, solid waste, and IT systems. John is also responsible for mechanical equipment selection oversight, mechanical systems design oversight, HVAC control system design oversight, utility rebate identification, and aids in selecting subcontractors through the request for proposal (RFP) process.

Since joining the McKinstry team, John worked as an energy engineer, providing critical insight in the design of mechanical systems, building controls, and analyzing equipment for energy savings from technical energy audits. He also assists project directors with the RFP bidding process and managing sub-contractors during the development stage. John is motivated to provide clients with innovative solutions focused on reducing their utility and operational costs through various energy services offerings.

He has worked in extensively diverse group of facilities including schools, universities, hospitals, ice arenas, high-rise commercial, and offices.

Project Experience:

- City of New Hope; New Hope, MN
- St. Croix Central School District; Hammond, WI
- Centennial School District; Circle Pines, MN
- Greenway School District; Coleraine, MN
- Hood River School District; Hood River, OR
- US Bank Tower; Portland, OR
- Oregon University Systems; Eugene, OR
- Eugene Water and Electric Bureau; Eugene, OR

References:

SUSAN RADER
CITY OF NEW HOPE
P: 763.531.5152

BOB CIERZAN
CENTENNIAL SCHOOL DISTRICT
P: 763.792.6016

RANDALL JOHNSTON
HOOD RIVER SD
P: 541.387.5710

STATS

Provide innovative solutions to reduce utility and operational costs

Experience with utility rebates

Directed Engineering Studies (DES)





Craig Hawkins CxA

COMMISSIONING ENGINEER

Industry Experience: 38 years

Years with McKinstry: 14 years

Professional Credentials/Affiliations:

- Certified Commissioning Authority (CxA), AABC Commissioning Group-ACG
- Building Commissioning Association-BCA
- AABC Commissioning Group-ACG
- United States Green Building Council-USGBC
- National Fire Protection Association-NFPA

Craig holds the position of senior commissioning engineer at McKinstry. He is responsible for organizing and managing various commissioning projects at McKinstry as well as being a resource and technical advisor to the McKinstry Commissioning Team. Craig's vast design and HVAC construction experience, coupled with years of hands-on commissioning, gives him the capability of making critical decisions across many disciplines.

Craig is one of the founding members of the Building Commissioning Association and was instrumental in the development of the BCA's Essential Attributes. He has twice served on the BCA's Board of Directors. Craig is also the past President of the Northwest Chapter of the BCA. Craig is a nationally recognized public speaker on the commissioning process and has conducted numerous training seminars on the subject. He has been a featured presenter at a number of local and national commissioning conferences since 1995.

Project Experience:

- California Institute of Technology, Beckman/Bridge; Pasadena, CA
- The Evergreen State College; Olympia, WA
- Baca D'lo'ay azhia Community School, Prewitt, NM (1st LEED project in New Mexico)
- Jeehdeez'a Academy, Low Mountain, AZ
- Graham-Dunn TI at Pier 70, Seattle, WA
- Fisher Plaza, Phases I & II, Seattle, WA
- North Cascades Environmental Learning Center, Lake Diablo, WA

References:

NANCY JOSEPHSON
BAINBRIDGE ELEMENTARY
P: 206.855.0535

BEN BRENNEN
NEXUS
P: 714.546.5600

RICH DAVIS
THE EVERGREEN STATE COLLEGE
P: 360.867.6135

STATS

19 years of
commissioning
experience

HVAC controls and
systems verifications

Constructability review



CITY OF SAINT PAUL
DEPARTMENT OF PARKS & RECREATION

PAUL JOHNSON
Owner's Representative

DARIN KNAPP
Project Executive
Knutson Construction

A Collaborative
Team Approach



SCOTT WINGROVE
Project Manager
Knutson Construction

BRUCE MILLER
Design Project Manager
Populous

Design

POPULOUS
Project Management, Design, Programming, Architect of Record
BRUCE MILLER
Lead Design Project Manager
NORMAN FRIEDMAN
Lead Design Architect
MICHAEL RAY
Project Architect
CRAIG MEYER
Planner & Urban Designer
BRIAN SMITH
Playing Field Designer

SOLUTION BLUE
Site Work, Environmental, Stormwater
JOHN HINK
Lead Site Work/Environmental Manager/Stormwater
STANLEY LIM
Project Engineer/Civil Engineer
SHERRY VAN DUYN
Environmental Engineer
OSLUND AND ASSOCIATES
Landscape Architecture
TOM OSLUND
Landscape Architect

HDR
Sustainability, Engineering, Design Support & Production
MIKE RODRIGUEZ
Designer
ROBERT PHINNEY
Local Liaison
TIMOTHY LANG
Mechanical Designer
RANDY NIEHUAS
Electrical Engineer

PALAMISAMI AND ASSOCIATES
Structural Engineering
SWAMI PALAMISAMI
Structural Engineer
STUDIO HIVE
Interior Design
SHARI BJORK
Interior Designer
ROBERT RIPPE AND ASSOCIATES
Food & Beverage
STEVE CARLSON
Food & Beverage Consultant

Construction

KNUTSON CONSTRUCTION
Project Management, Preconstruction, Construction, BIM Integration
SCOTT WINGROVE
Lead Preconstruction and Construction Project Manager
RICK VREDENBURG
Lead Site Superintendent
DAN RYAN
Lead Cost Estimator
MIKE NIELSEN
Lead Safety Manager

RYAN RYDBERG
Assistant Project Manager & Sustainability Coordinator
JONATHAN HILL
BIM Integration

Specialists

ART CONSULTANT
TA-COUMBA AIKEN
Public Artist
DAVIS COMMUNICATIONS MANAGEMENT
TED DAVIS
Community Facilitator

SOLUTION BLUE Remediation
KEN HABERMAN
Remediation Specialist
MICHAEL KELLY
Agronomist & Turf Specialist

KIMLEY-HORN AND ASSOCIATES
Infrastructure/Traffic & Parking Analysis
TOM LINGCOLN
Infrastructure Designer
JONETTE KUHNAU
Traffic & Parking Analyst

HESS ROISE
Historic Preservation
CHARLENE ROISE
Historian/Architectural Historian

MCKINSTRY Energy Services
PATTY ANDERSON
Energy Services Planner
RYAN DICKERSON
Energy Services Programmer
JOHN EARHART
Energy Engineer/Funding Opportunity Specialist

MCKINSTRY Commissioning
CRAIG HAWKINS
Commissioning Engineer

TEAM MEMBERS

There is no team that can bring to the Lowertown Regional Ballpark the degree of experience – across Minneapolis Saint Paul and around the world- of Knutson, Populous, and the team of subcontractors who have joined us in this venture.

Knutson Construction, Design Builder

Knutson Construction has been one of Minnesota's premier builders since 1911. When one looks out across the Twin Cities skyline, one sees a strikingly beautiful, thriving community full of wonderful people and unlimited opportunities. Many of the landmark buildings in the Twin Cities and throughout the region bear the mark of Knutson's unparalleled construction expertise.

For over ten decades, they have planned, managed, or built virtually every size and type of facility in the world including hundreds of clinics, hospitals, churches, office buildings, libraries, museums, government facilities, environmental facilities and universities. In the process, Knutson has worked with some very fine people – owners, managers, government officials, financiers, architects, engineers and subcontractors – who have all become our trusted partners.

Saint Paul is the home to many of Knutson's landmark projects of recent years. Among them are:

Minnesota History Center, Minnesota Children's Museum, Elmer L. Anderson Human Services Building, Garden View Medical Building at United Hospital, John Nasseff Heart Hospital at United Hospital, Jimmie Lee Recreation Center, and Great River Water Park addition.

With offices in Rochester, Minneapolis, Cedar Rapids and Iowa City, much of their work comes from longtime customers who rely on Knutson as their preferred construction partner. These ongoing relationships demonstrate the long term loyalty of their customers, which was carefully built through trust and success. They are 100 years strong and are greatly honored to have served the community since 1911.

Populous, Design Architect

Since its inception in 1983, Populous has grown into the world's leading design firm dedicated exclusively to creating environments that draw people and communities together for unforgettable experiences.

The firm has completed more than 1,000 projects around the globe with construction value exceeding \$29 billion. Populous has worked with 24 Major League Baseball franchises, 30 NFL franchises, 80 professional and civic arena clients, 40 global soccer and rugby

teams, 120 universities, 40 convention center clients, 29 equestrian clients, and has planned more than 30 major worldwide events.

Their portfolio includes such icons as Yankee Stadium in New York; the 2012 London Summer Olympic Games main stadium; Nanjing Sports Park in China; ANZ Stadium in Australia; as well as the Xcel Energy Center, Target Field and TCF Bank Stadium.

Populous has received nearly 200 design awards for their work, including three national American Institute of Architect awards and countless global design awards. In 2009, and again in 2010, Populous was named one of Fast Company magazine's ten most innovative companies in sports.

For the Lowertown Regional Ballpark, they offer comprehensive design services, including sports architecture, conference and exhibition center architecture, master planning, sustainable design consulting and facility operations and analysis consulting. Populous will bring Saint Paul the expertise they uniquely claim – drawing people together around teams, athletes, events, places, commerce, industry and ideas they wholeheartedly embrace and adore.

HDR, Architect

HDR takes great pride in where they work and live. HDR has a staff that not only understands urban ballpark design and construction; they also have a commitment to Saint Paul.

15% of the office professionals live in downtown Saint Paul. With the combination of knowledge of the local vernacular as well as extensive ballpark experience, HDR serves as the best local architecture firm for The Regional Ballpark in Lowertown Saint Paul.

HDR Architecture has been practicing architecture in the State of Minnesota since 1951. Their offices have been located in downtown Saint Paul since 1986. HDR's employee owned Saint Paul office is staffed with architects, interior designers, engineers, planners, and researchers.

HDR's staff includes numerous individuals with ballpark experience. Mike Rodriguez leads the design studio with twelve years of ballpark design experience while 50% of the staff worked with Populous on creating construction documents for the TD Ameritrade Ballpark in Omaha, NE. HDR is currently working with Knutson Construction on the Abbott Northwestern – Children's Mother Baby Center, a high profile, state-of-the-art center.

Kimley-Horn and Associates, Engineering and Planning

Established in 1967, Kimley-Horn and Associates, Inc. is a 1,700-person, multidisciplinary consulting firm recognized as a leader

in full-service engineering consulting. With 65 offices nationwide, the firm's continued growth is attributed to our commitment to integrity and providing high quality services to our public and private clients. Their Saint Paul office opened in 2002 and includes more than 80 professionals with the skills needed to successfully manage and implement the transportation planning, traffic, and land development requirements of this project.

They have assembled a team of professionals who are experienced in site planning and engineering, including master planning, civil engineering design, parking, access, pedestrian and vehicular circulation, pedestrian safety, utilities, permitting, and cost estimating. These capabilities enable us to successfully address all phases of this project, from early planning through construction administration.

Kimley-Horn has numerous projects in the City of Saint Paul, and as a result, they have strong knowledge of the City's regulatory system and positive relationships with staff. For the past four years they have been the civil engineering lead design firm in the design, development and construction of the Central Corridor Light Rail Transit Project and its Operations and Maintenance Facility (OMF) on Broadway and Fourth. Kimley-Horn has worked with City staff on street design, traffic signal, and utility improvements, including District Energy chilled and hot water systems. Kimley-Horn worked on the evaluation of options for the Union Depot LRT Station on 4th Street, including work with the Federal Transit Administration (FTA), State Historic Preservation Office, the City of St. Paul, and Ramsey County. Kimley-Horn provided the site civil engineering services on the OMF building, including coordination with the City's Historic Preservation Commission. They know the Lowertown Ballpark project area better than any other engineering firm.

For the Twins Stadium, Kimley-Horn completed the pedestrian analysis was completed utilizing the ALPS software, an integrated set of programs created by Kimley-Horn. For the Twins project, Kimley-Horn analyzed three alternative game conditions. The model captured the estimated effects of fans departing from the Ballpark. Based on the outcomes of the three game conditions analyzed, the model was then used to determine the effectiveness of proposed mitigation measures at select locations. Mitigation measures evaluated using the model include: increased sidewalk width, exclusive pedestrian cross walk phase, implementation of traffic control officers, improved/ revised signal timing, way finding signs, and improved/alternative vertical circulation facilities (e.g. escalators, increased stairway width).

Kimley-Horn has worked on many sports venue projects. They were retained by a sports developer to provide traffic and transportation engineering services for the New York Mets Baseball Stadium in St. Lucie County, Florida. The new spring baseball complex includes a 7,500-seat stadium, five practice fields, an artificial turf diamond, two clubhouses, training rooms, and parking for 3,000 cars. Other notable projects include: Driver Sports Complex Transportation Planning and Traffic Operations Analysis, Suffolk, VA; Boo Williams Sportsplex, Hampton, VA; and Sports Arena Traffic Studies, Dallas, TX.

Oslund and Associates, Landscape Architect

Oslund and Associates (OAA) is a landscape architecture firm whose focus is on design, master planning, and land/environmental planning with an emphasis on integrating artistic ideals into each project. Their firm's intent is to impact each project by expressing the values and impressions the client inherently possesses, while cultivating the project's future potential. Their projects range from large corporate campus and university master plans to small private gardens and residences.

Located in the historic warehouse district of Minneapolis, MN since 1998, OAA has been recognized by its peers, both locally and nationally, including a number of awards from the American Society of Landscape Architects (ASLA) and the American Institute of Architects. Their Principals, Thomas Oslund and Tadd Kreun, have both been honored as Fellows of the ASLA.

Studio Hive, Interior Design

As an architecture and interior design firm, Studio Hive's focus is on the design of interior environments in a variety of venues including sports and entertainment, corporate office, higher education, housing, and hospitality. Studio Hive is comprised of three founding partners along with talented architects and interior designers highly regarded in the design community. They live by the philosophy that the design of space should be linked to an overall experience which in the end impacts both the visitors and the business outcome.

Their expertise specifically relevant to this project includes a long relationship with the Minnesota Twins with whom they have worked on multiple remodeling projects at the Metrodome and as a design consultant on the Target Field ballpark. In addition, they led the design and documentation for all of the premium level spaces including the clubs, suites, and lounges for the TCF Bank Football Stadium. Prior to forming Studio Hive, the partners of the firm worked for Ellerbe Becket and had the opportunity to be involved with various other professional sports venues.

Solution Blue, Environmental assessment/ remediation/ Stormwater Management

Solution Blue, Inc. is an established leader in the planning, design and implementation of multi-functional outdoor spaces, particularly athletic facilities. Our Solution Blue Team provides expertise in the areas of civil engineering, site remediation, water resources, sustainable design, brownfield re-development and integrated construction implementation. In particular, Solution Blue specializes in green infrastructure, Low Impact Development (LID) and “Next Generation” stormwater management. Their team members provide decades of valuable experience in the analysis, planning, design, and implementation of athletic facilities, parks, plazas, roadways, mixed-use developments, institutional campuses, and innovative stormwater Best Management Practices (BMPs).

Solution Blue has successfully designed and implemented a variety of projects that incorporate stormwater re-use, brownfield re-development, multi-functional athletic fields, passive irrigation systems, stormwater “treatment trains” and other innovative, bio-oriented BMPs. Additionally, drawing upon our experience of effectively integrating design with construction, we routinely perform a “constructability review” during the design stages to identify potential issues and opportunities with implementation and long-term operations. Therefore, as we proceed with each project, we utilize our “constructability review” process to help design more holistic systems and better plan for an efficient construction process.

At Solution Blue, they embrace the collaborative team approach. Our team members have effectively collaborated with multi-disciplinary project teams that include the City of Saint Paul, Capitol Region Watershed District, Minnesota Pollution Control Agency (MPCA), Minnesota Department of Natural resources (DNR), U.S. Environmental Protection Agency (EPA), neighborhood groups, contractors, architects, engineers, planners, artists and other professionals.

Hess Roise, Historic Preservation Consultant

Dedicated to high-quality research and writing, they bring knowledge, experience, and creativity to projects around the country, ranging from interpreting a railroad yard to surveying a city park system to documenting a dam to rehabilitating a vacant brewery. With particular expertise in architectural history, social and intellectual history, and the history of technology, we have completed a broad variety of projects for public and private clients around the United States since the company’s incorporation in 1990.

Hess Roise specializes in cultural resource surveys, preservation planning, exhibits and other historical interpretation, historic structure and historic landscape reports, archival research, documentation studies including Historic American Buildings Survey (HABS) and Historic American Engineering Record (HAER), Section 106/Section 4(f) compliance and other environmental assessments, National Register nominations, and historic tax credit applications.

Their dedicated staff includes historians, architectural historians, and researchers. Hess Roise qualifies as a woman-owned business and is certified by a number of government agencies.

The ball park presents a wonderful opportunity to meld historic and new construction, and Hess Roise brings decades of experience and a wealth of knowledge to this project. They have worked on a variety of projects in Saint Paul including planning for the Central Corridor light-rail development and the renovation of historic buildings using federal and state historic tax credits. Through this experience, they have become familiar with the procedures and expectations of the Saint Paul Heritage Preservation Commission. Projects in Saint Paul and throughout the state have required them to navigate complex Section 106, EA, and EIS reviews through the Minnesota State Historic Preservation Office compliance process. Other projects around the country have led us to work with staff at the National Park Service, the Advisory Council on Historic Preservation, and the National Trust for Historic Preservation.

Robert Rippe and Associates, Food Service Design

Robert Rippe & Associates is a team of 25 principals, project managers, equipment specialists, CAD & Revit experts with extensive foodservice experience in varied backgrounds ranging from dietetics and architecture to kitchen and restaurant management. They have over 30 years in business, delivering over 3,500 successful foodservice projects nationwide. They are known for collaboration with owners, architects, engineering, and construction teams on new and remodeled foodservice facilities. They work closely with manufacturers, but do not sell equipment, providing clients with objective recommendations.

They design operationally efficient, flexible foodservice facilities that deliver exceptional dining experiences, emphasizing innovative food merchandising and efficient customer service. They help clients and teams form a sound operational plan and then evaluate and select appropriate equipment. The designs are based on a clear understanding of foodservice operations, effects of various food production and holding processes, staffing, and work simplification

They constantly research equipment options to bring clients the most recent sustainability innovations that help reduce waste and lower water and energy usage. Developing drawings for architects and engineers showing special foodservice construction details to ensure seamless coordination with electrical and mechanical engineers, helping to avoid construction issues, schedule delays, and unexpected change orders. Additionally, they help all disciplines coordinate necessary requirements to clearly define contractor's responsibilities and carefully communicate with the whole team, including administrators, foodservice directors and contractors to deliver successful projects specific to each client's unique operation.

Ta-coumba Aiken, Public Artist

Saint Paul painter Ta-coumba Aiken is the force behind some of Minnesota's most beloved and acclaimed public artworks, including the Jax/Gillette Children's Hospital mural, the Minneapolis Central Library's tile fireplace, and the north side's Pilot City murals project. He has managed public art programs for a number of projects including the Capitol City Parking Ramp. A "fixture" in the Lowertown Community, he is often asked to serve on public advisory groups related to public art, helping to build understanding the critical role art plays in building the urban fabric. A 27-year resident of Lowertown, Ta-coumba is one of the leaders in the formation of the Lowertown Arts Community. Ta-coumba's engaging, creativity, and community commitment make him a truly original and irreplaceable Minnesota cultural figure.

Davis Communications Management, Public Outreach

Ted Davis brings 25 years of experience in community engagement—much of that work in Saint Paul and Lowertown. He has provided public outreach services for the Ramsey County Regional Railroad Authority on the Central Corridor Environmental Impact Statement and on the Riverview Corridor Major Investment Study. He managed public engagement in the formation and passage of the Saint Paul Public Schools Strong Schools Strong Communities Plan. Ted's office has been located in Lowertown for several years.

VALUE-ADDED SPECIAL SERVICES

A project team rooted in your community's interests: We've added a community outreach specialist, Ted Davis of Davis Communication Management, himself a member of the Lowertown community, to ensure we are focused on community interests in the new Ballpark and on mitigating adverse construction impacts.

Communication Planning: We will also start the project with the development of a communication plan to guide owner and stakeholder communication throughout the project duration project. This will include how stakeholder and community information is collected, documented, tracked, and considered so that community members understand that their feedback has been heard and appropriately considered in the design and construction process.

Target Costing Approach: The Target Costing Approach identifies costs by program element through data sharing between our programming, design and construction estimating. We will share cost histories across similar projects, such as the 44 similar minor league ballparks designed by Populous, and the broad range of regional projects with similar components – ensuring design cost history is integrated with current market knowledge to create cost models that are useful in helping the Owner make best value decisions for the project.

Inclusive, team driven design-build BIM approach: Under defined leadership of HDR and with the team's extensive experience using BIM on a broad range of projects, we will use a single-team BIM strategy that results in a fully integrated model, useful at all stages of preconstruction and construction. By maintaining and integrating a single model, we will be able to "see" various impacts of decisions on the project before it's built and will be able to use model information to drive more accurate cost estimating and scheduling. Furthermore, we have proven experience transferring the model from design to construction, continuing the value of the single, integrated model approach.

Lean Project Management Tools: We will use pull planning and Total Cost Management (TCM) sessions to work with team members and stakeholders from the establishment of the initial project schedule to regular updates throughout the project. We typically use pull-planning on complex projects to engage the entire team around meeting client needs and expectations while understanding the impacts of performance on both the other team members and the overall schedule. Not a new concept for the Knutson team, Lean offers tools and techniques to engage the team, which we have found very valuable on projects like the Lowertown Ballpark.

Meaningful Commitment to S/W/MBE Inclusion: Even though not required in Phase 1, we strongly support the City of Saint Paul and the Saints organization in meeting the diversity goals for the project. This is how our team does business at any phase of any project and we plan to continue our strong record of inclusion and integrating principles of equity and social justice into our subcontractor selection processes.

Project Partnering: We plan to engage in early and frequent project partnering. A ballpark project is complex, involving the dedication of multiple design-build professionals, technical experts, owner team members, community members, and other stakeholders. We will kick off the project with a highly interactive partnering session in which we develop and document performance metrics, establish guidelines for communication and decision-making, and in which we jointly agree to team performance standards. We have found that this documented and dynamic process yields an increased ability to resolve issues in the future and to continually improve how we work together to deliver excellence for the Lowertown Ballpark.

Comprehensive Energy Services: We have brought on McKinstry, a national leader in energy modeling, lifecycle analysis, and energy rebates to add direct value to the Lowertown Ballpark. McKinstry professionals will work from the start of preconstruction with the design team and specialty consultants to better understand lifecycle costs, optimal energy profiles, equipment selection standards, and possible opportunities for grant and/or rebate funding sources. Additionally, we plan to provide a lifecycle master planning approach to all MEP scopes as a key way to drive highest value into the project for the most significant building systems.

Co-location in Lowertown: HDR has offered the team the use of their large, fully technologically serviced office just blocks from the project site and City Hall to use as a collocated project office. This will enable collocation of team members at critical stages of the project's development, integrated "big room" BIM sessions, collaborative work with stakeholders, long-term visual displays to assist in the communication between design and construction, and a place for the Owner to work as part of the integrated process with the design-build team. We strongly believe in the value of collocation to foster teamwork and the kind of incidental and planned communication so important to creativity, innovation, problem solving, and creative risk management.

Transparent, Open-Book Estimating: The City and the Saints can have confidence they are getting highest value from their design-build team because we use a completely transparent, open-book estimating

process in which you can review the cost model, the data making up the detail estimates, estimate updates, and all bid information. This should give the City and the Saints confidence that this team is being good stewards of both public and private dollars and is willing to hold itself publicly accountable to cost performance.

PRODUCT CHARACTERISTICS

Knutson Warranty Management Program (KWMP): We offer our KWMP to owners to ensure a consistent approach for future warranty issues and service. We dedicate our team member, McKinstry, for the full duration of the warranty period to ensure consistency of focus and immediate responsiveness to Owner needs after occupancy.

“The Knutson Experience”: This is our branded approach to client management and team interaction. We train all of our team members in expectations for responsiveness, professionalism, communication, and codes of conduct. Then, we hold all team members accountable at every stage of project delivery so that our clients and our partners consistently receive an excellent service experience.

Knutson Quality: This is our detailed and successful Quality Management program that drives quality performance across team responsibilities. Through the use of tested checklists, technology such as BIM, and regular quality reviews and inspections, we drive quality into our projects from the first day. Our proprietary QA/QC plan is tailored to each project and is used to track quality performance and manage accountability. Knutson’s quality performance has been recognized across the region for our self-performed work or through trusted subcontracting partners.

OTHER BENEFITS OR ADVANTAGES THAT WILL BE AFFORDED TO THE CITY OF SAINT PAUL IN SELECTING THE RESPONDENT FOR THE PROJECT.

We have taken great pains to develop a very clear, straightforward, and non-redundant organizational structure for this team. This is of enormous value to the project as there will be no internal disagreements on our team relative to roles and responsibilities. This fosters increased team “harmony” and collaboration, while enabling the Owner to easily understand who to contact to get assistance or information.

Fees paid to this team if awarded this job will largely stay right here in our community. We have calculated that more than 68% of fees will be spent locally for professional services.

Inclusion of our Public Artist, Ta-coumba Aiken, who led the community development of Lowertown and worked closely within the

community to encourage the Saints to come to Lowertown. He is affectionately called “the Mayor of Lowertown,” and will be an integral part of the character of our project.

A list of firsts in sustainability:

- HDR was the first A/E to join the local USGBC
- Knutson Construction is a Founding Member of the MN Chapter of the USGBC
- Populous designed the first LEED Silver Ballpark

Remediation specialty services that understand Saint Paul’s process: Solution Blue has extensive experience remediating brownfields within Saint Paul and can bring this immediately relevant knowledge to help our team support the City in solid recommendations for site remediation relative to risk, budget, and long-term value to the environment.

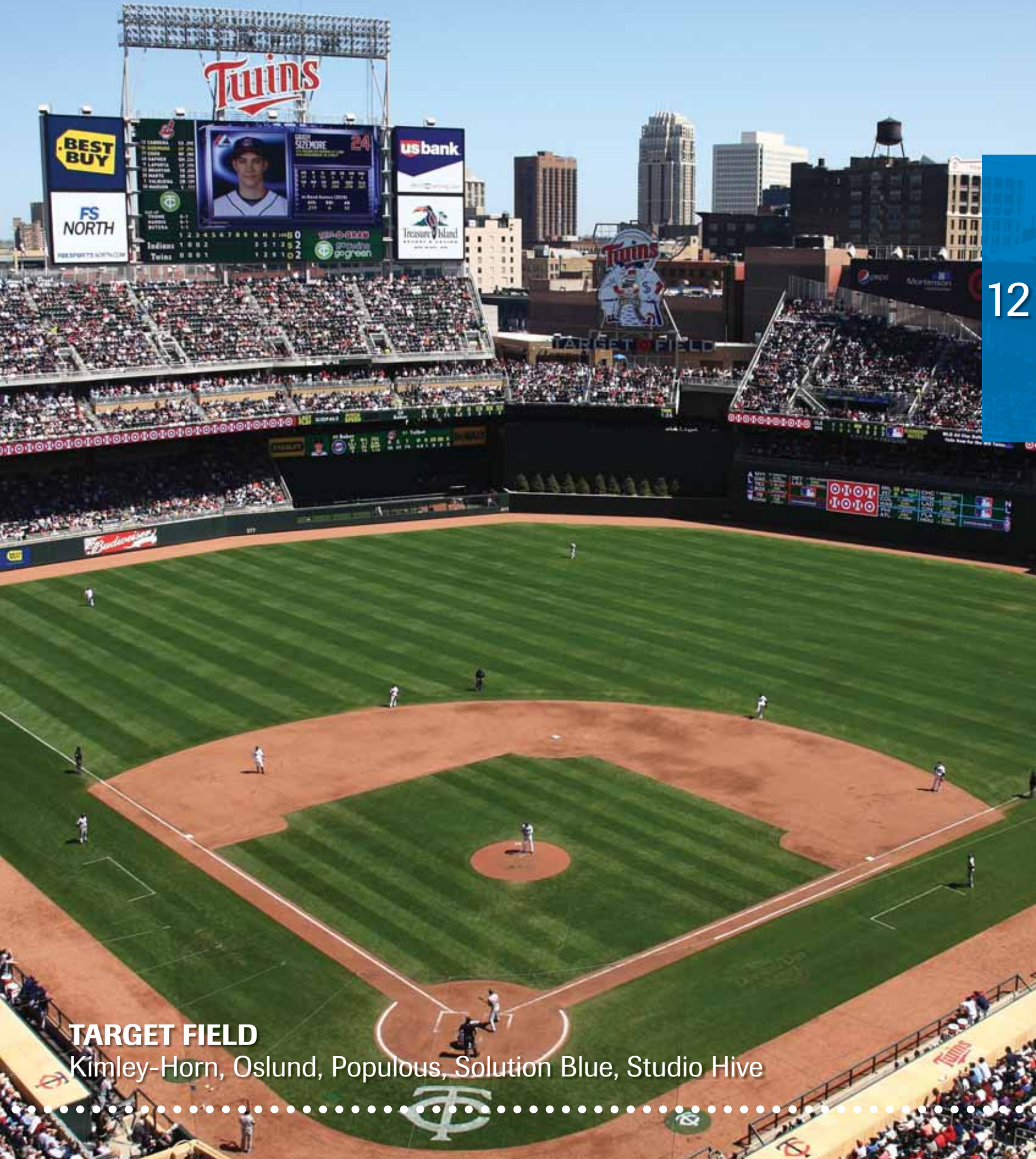
Kimley-Horn is a multi-modal transportation specialist who has an understanding and direct experience in our LRT Transit system, the metropolitan Airport Commission Requirements and traffic concerns within Saint Paul. They are directly involved and responsible for OMF improvements and Central Corridor rail development.

Knutson has done many projects in downtown Saint Paul, providing us with extensive knowledge of the entitlement and the permit process for this specific community. We can use this knowledge to maintain a responsive permitting process that addresses all City department needs.

Populous, with the support of all team members, stands ready to help the Saints and the City find creative and proven ways to achieve fundraising goals/objectives around sports marketing. We have provided a range of ideas in this proposal, but have many more we can bring to the table at kick-off once fund-raising targets are further defined.

Finally, and most significantly, we have secured the most talented and experienced designer of sports destinations – with a solid set of directly applicable constructed minor league ballparks – to lead the design of the Lowertown Ballpark. Populous brings the very best expertise in this specific facility type, bringing a solid understanding of design challenges, community concerns, and revenue generating potential. We’ve combined this with the very best knowledge and reputations in our local community to deliver this complex project within the existing market and the regulatory framework influencing this project.

WORKFORCE/BUSINESS INCLUSION



TARGET FIELD

Kimley-Horn, Oslund, Populous, Solution Blue, Studio Hive



This is a great urban redevelopment project that will maximize land use, expand the tax base, attract private investment, and leverage other State, regional, and local public investments.

*Thomas Lincoln
Infrastructure Project Manager
Kimley-Horn & Associates*



WORKFORCE/BUSINESS INCLUSION

Payroll Data from Past Projects:

RIVERSIDE PLAZA STABILIZATION & REHABILITATION					
	HOURS	STANDARD GOALS	PRECON GOALS	ACTUAL %	HOURS Needed/Over
Female	20,864.75	6%	5.10%	5.94%	+2,955.50
Minority	65,462.32	11%	18.5%	18.64%	+8,258.47
TOTAL HOURS	351,161.70				
MINNEAPOLIS CHILDREN'S HOSPITAL-EAST EXPANSION					
	HOURS	STANDARD GOALS	PRECON GOALS	ACTUAL %	HOURS Needed/Over
Female	47,042.50	6%	N/A	6.04%	-
Minority	120,121.00	17.5%	N/A	15.43%	-3,807.35
TOTAL HOURS	778,581.55				
HIAWATHA MAINTENANCE FACILITY					
	HOURS	STANDARD GOALS	PRECON GOALS	ACTUAL %	HOURS Needed/Over
Female	2,457	6%	3.25%–3.75%	3.9%	Above Range
Minority	6,882.25	11%	12.75%	11.03%	-
TOTAL HOURS	62,360.08				

WORKFORCE INCLUSION PLAN

PHASE I: PROCUREMENT

Two key elements to our workforce inclusion plan are early information gathering and setting expectations. Both elements are introduced to the subcontractor community during the procurement phase. During this phase, we carefully communicate both our expectations and associated consequences.

Contractors bidding under Knutson will have a clear understanding that winning the bid will not be based on price alone. Contractors will be required to answer a series of project-specific questions designed to help us determine how much minority, woman, and apprentice workforce participation will be expected from them. This is our chance to gather critical information about workforce diversity before award.

This process also allows us to identify areas of opportunity. We will ask them how many total field hours subcontractors anticipate on the project. Of those hours, we want to know how many can be performed by existing female field employees, how many hours can be performed by existing woman and minority employees, and how many hours can be performed by existing apprentices. Of the total hours, we also want to know how many they anticipate will need to be filled with new hires. We also ask if their company is currently certified in the Minnesota Department of Labor (MN DOL) apprenticeship program. Further questions are specifically tailored to each project. We will work closely with the City and its team to review these questions prior to publication to ensure that we are addressing all of the key components.

We publish our standard subcontractor agreement in the bidding documents at this phase of the process. For this project, we will include an exhibit to our standard contract detailing remedies for contractors who are failing

to meet their individual workforce participation agreements. This will become apparent during the award phase. During this phase, we will have our first meeting with the Saint Paul building trades. We will introduce the project to the team, talk about our plans, and discuss workforce development in order to meet the project's goals.

This is when we will make our initial contacts with our community hiring partners to ensure we are taking advantage of all of our opportunities.

PHASE II: AWARD

After receiving bids and before contracts are awarded, Knutson will invite contractors into our office to review the scope of work and clarify our workforce participation goals. No matter how clear our written bid documents are, nothing substitutes for a face-to-face meeting. This gives both parties time to ask any necessary questions. This process brings clarity to areas of concern on all aspects of the project from estimate to closeout. Prior to the interview, we ask the contractor to provide us a list of their company-wide field employees. This information includes the worker's name, date of hire, gender, race, trade, and classification (apprentice or journeyman). This information gathering is critical to our investigation and will set realistic expectations for the future. During the interview, we will formulate a specific workforce plan. This agreement will be included in the contract along with solutions to help maintain this agreement.

Knutson understands that each contractor has a unique mix of existing field employees and each has different hiring needs. Some examples of feasible outcomes from the award phase interviews are:

Example 1: Contractor A, a glazing contractor, has bid the project to include 1,100 total hours. They can provide 198 (18 percent) minority hours but 0 female hours and 0 apprentice hours with existing field employees. They do not anticipate needing to hire for this project. During the award phase interview, we discovered they were considering taking on a new apprentice but were not sure yet if they had work to support another employee. After checking with the local union for bench female apprentices and discovering there were none, we were able to assist them with hiring a female pre-apprentice from Summit Academy. This pre-apprentice would be allocated 100 hours, which would enable us to meet our female labor hour goal for this trade.

Example 2: Contractor B, a masonry contractor, has bid the project to include 453 total hours. This particular contractor, a DBE, thought that because he was himself a DBE and had several minority tradespeople working on his crew, he was not required to meet the apprentice or female labor goals. Upon further review, it was decided that because this contractor was able to provide 60 percent minority labor hours with a mix of journeymen and apprentices, we could meet the female labor goal more effectively elsewhere. After review of the contractor's existing company-wide field employees, we requested to be kept up to date on any changes throughout the project. If there become needs to hire, the contractor is obligated to find a female eligible to take the position. If they do not, the consequence will be a 6 percent deduct change order. These funds will only be returned upon hiring a female.

At the end of the award phase, we will schedule follow up meetings with the Saint Paul building trades to let them know who is on the project and what some of our anticipated needs will be.

PHASE III: Execution

The execution phase includes ongoing reporting and targeted assistance with individual contractors who are ready to start implementing their participation plans. When unexpected situations arise with a contractor, we provide ongoing assistance. For example, changes in schedule can affect the labor needs on a project. This can directly affect a contractor's ability to meet participation requirements. Unanticipated situations can arise at any time. No matter what the situation, we will stay on top of the changes. We know and understand the documentation that is required. We will ensure all possible alternatives are pursued and that your goals will be met.

Jobsite sensitivity training is another activity that takes place during the execution phase. We understand minorities and females will not stay on a jobsite unless they feel safe, valued, and supported. Negative comments, jobsite graffiti in the temporary facilities, and employees feeling targeted for criticism are all issues we address. We make sure all employees on our jobsites know what is acceptable behavior and what is not. Educating workers, foremen, and superintendents about how to handle jobsite harassment is an important step in making sure issues are avoided, and if they happen, addressed promptly. We also work with our subcontractors to ensure worker concerns are properly documented. Negative behavior is not tolerated on Knutson jobsites.

PHASE IV: Enforcement

Contractor workforce requirements will be reviewed on a monthly basis. Any contractor not adhering to its plans will be held accountable. We will work with each contractor to find a solution to the issue. When appropriate, the contractor will be given a correction period of two weeks. The correction period can be used to either submit a written plan on how they will address their shortfalls, find and hire workers to meet their workforce participation agreement, and/or subcontract out to another firm who already has existing field employees who meet the demographic profile. Following the correction period, if compliance is not achieved and the contractor is still in breach of their agreement, the subcontractor will be charged the agreed upon consequence outlined in their contract. In severe circumstances, we may elect to dismiss a contractor.

BUSINESS INCLUSION PLAN

Business Inclusion Goals on Past Projects:

RIVERSIDE PLAZA STABILIZATION & REHABILITATION					
	GOALS	PRECON GOALS	TOTAL BUSINESS	CONTRACT AMOUNT	ACTUAL (amount & % verified)
MBE	5%	10.3%	14	\$6,960,847	\$5,947,971 or 9.96%
WMBE	6%	14.8%	15	\$9,535,351	\$7,445,632 or 12.47%
Total Contract Amount	\$62,501,767				
MINNEAPOLIS CHILDREN'S HOSPITAL-EAST EXPANSION					
	GOALS	PRECON GOALS	TOTAL BUSINESS	CONTRACT AMOUNT	ACTUAL (amount & % verified)
MBE	13%	-	20	\$16,786,460.00	14.12%
WMBE	11%	-	20	\$16,537,789.00	13.91%
Total Contract Amount	\$118,878,502				
HERITAGE PARK					
	GOALS	PRECON GOALS	TOTAL BUSINESS	CONTRACT AMOUNT	ACTUAL (amount & % verified)
MBE	25%	-		\$2,720,761	25.8%
WMBE	10%	-		\$1,074,571	10.19%
Total Contract Amount	\$10,544,898				

Knutson is committed to meeting Saint Paul’s business inclusion goals with real, meaningful, and significant participation from our community partners in design and construction. We will meet your 10 percent SBE, 10 percent WBE, and 5 percent MBE goals, which we view as a starting point, not an end goal.

We will create a welcoming environment for S/W/MBE firms on this project. This will ensure we get the best possible pricing and the highest possible inclusion percentage. We have successfully done this in the marketplace in the past and our track record is unmatched. This is documented with Knutson receiving the 2009 and 2011 National Association of Minority Contractors Affiliate of the Year awards. These awards were only possible due to the excellent relationship Knutson has with the S/W/MBE community.

The design-build delivery method allows for unique advantages with regards to business inclusion participation. Design-build enables us to broaden our pool of potential participants to include engineers and architects. We have directed each member of our design team to carve out a portion of their work and assign it to an S/W/MBE firm working in their same field. We will achieve competitiveness by negotiating rates similar to those of the larger firm.

Design-build also enables us to negotiate with S/W/MBEs as first, second, and third-tier subcontractors/suppliers. There are three hallmarks to our approach:

1. We tailor the scope of work to the availability, capacity, and skills of each particular S/W/MBE. Through this practice, we create economically feasible scopes of work for small businesses. This effort is the single most important thing a prime contractor can do to utilize S/W/MBEs, but it takes considerably more effort. However, Knutson has an unparalleled reputation among the S/W/MBE community for creating successful participation because of this approach. They understand that we get it when it comes to finding a real home for them on our projects.

2. We base the scope of work for each S/W/MBE on direct knowledge of that contractor's capacity. We discuss the project with each contractor and ask what they are most interested in doing. In many cases, we have worked with these contractors in the past. In other situations, we interview contractors sufficiently to propose realistic work packages.

We want our S/W/MBE use to be real and verifiable. We team with partners because they are disadvantaged businesses who perform a commercially useful function. We want to give them opportunities to grow their businesses and earn a living.

We are careful to not utilize labor subcontractors who do not self-perform any portion of the labor with their own employees; these firms subcontract their labor out to firms. We will not include any of these firms. Some material vendors listed in the directory do not stock material in a warehouse or make purchases from manufacturers directly. They purchase their goods from competitors and resell at a markup. The material never gets handled by their firm. We will not include any of these firms on the Lowertown Ballpark project.

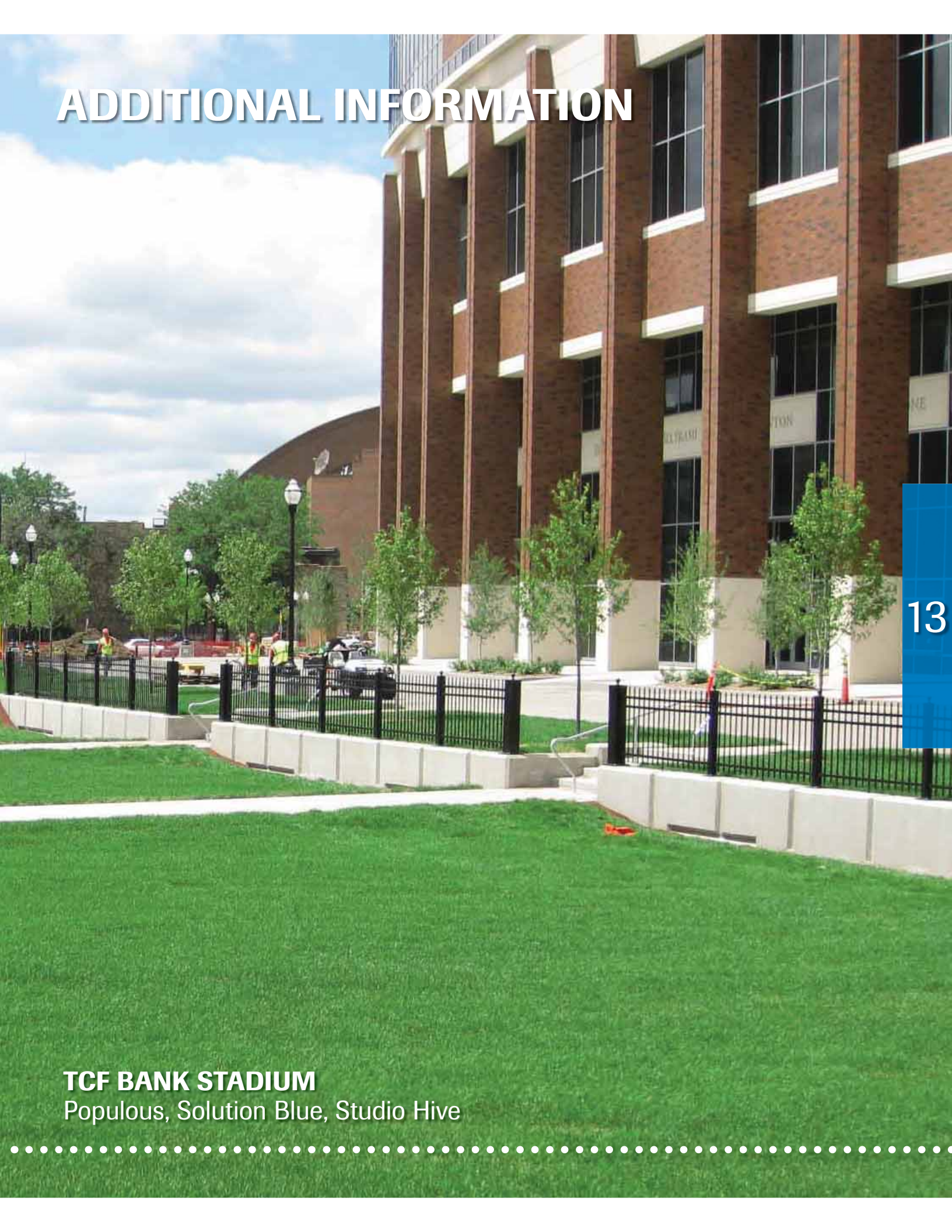
3. We obtain at least three competitive bids for each package.

For your project, we will start with analyzing the certified firms as listed on the Saint Paul Contract Compliance System, B2Gnow. We will solicit requests from these firms and review the listing to spot areas we could leverage for additional S/W/MBE inclusion. During this review, we will also cross reference our in house database of S/W/MBE firms to ensure they are listed on the CERT system. In the unlikely occurrence a firm is on our listing, but not the B2Gnow system, we will work with this firm to make certain they are qualified vendors on the CERT system.

We will work to educate the S/W/MBE community of the opportunities that exist for them on the Lowertown Ballpark. This is important so there is not a perception in the S/W/MBE community that the packages are too big or the project is too complicated for their firms. We will hold meetings to discuss the opportunities and gain their perspectives on proper packaging and involvement.

Saint Paul can count on Knutson meeting your S/W/MBE participation goals, and that Knutson will achieve participation through legitimate means that will withstand the scrutiny of any audit. We will meet the goal and will strive to increase this participation throughout the project as opportunities arise. We will be your partner in expanding opportunities to S/W/MBEs and to growing the firms that keep our business community strong.

ADDITIONAL INFORMATION



TCF BANK STADIUM
Populous, Solution Blue, Studio Hive



Lowertown is a unique gem—the ballpark will bring exciting, new vitality to the historic district.

*Charlene Roise
Historian/Architectural Historian
Hess Roise*





Carver-Hawkeye Arena

Iowa City, IA

The Carver-Hawkeye Arena renovation and addition included updating the HVAC system, fire alarm system, and elevators. It also included renovating the existing offices, conference rooms, ticket office, concessions, fitness areas, locker rooms, and the wrestling complex. The four story practice facility addition includes two practice courts allowing more flexibility when scheduling training.

OWNER
University of Iowa

ARCHITECT
Neumann Monson P.C.

DELIVERY METHOD
General Contractor

SIZE
299,000 sq. ft.

COMPLETION DATE
2011

TEAM
Knutson Construction

Noteworthy
2012 Best Sport/
Entertainment Project
Award of Merit

—ENR Midwest



University of Iowa Kinnick Stadium South End Zone

Iowa City, IA

After 75 years of operation, the Iowa Board of Regents endorsed a major renovation of Kinnick Stadium. The project was to build a new state of the art press box, scoreboard with a new sound system, replace the south end zone bleachers with permanent seating, triple the restroom facilities, and add new locker rooms.

OWNER
University of Iowa

ARCHITECT
Neumann Monson P.C.

DELIVERY METHOD
General Contractor

COMPLETION DATE
2005

TEAM
Knutson Construction





Linn-Mar High School Stadium

Marion, IA

The new stadium offers Linn-Mar's students and its community a football/soccer field covered in state-of-the-art field turf, an 8-lane track with synthetic surfacing, a 5,000-seat home grandstand, and a 1,000-seat visitor grandstand.

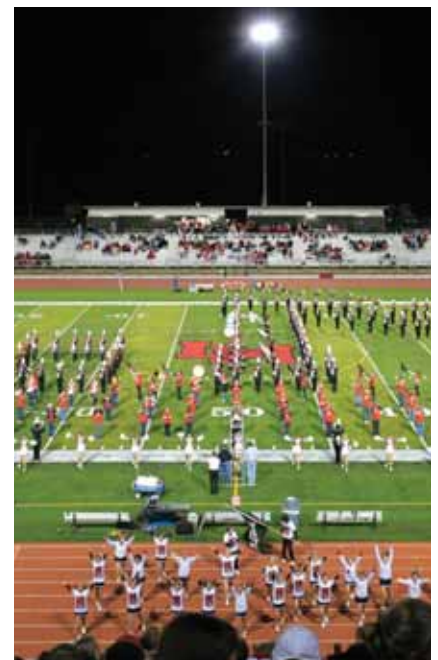
OWNER
Linn-Mar Community Schools

ARCHITECT
RDG Planning & Design

DELIVERY METHOD
General Contractor

COMPLETION DATE
2011

TEAM
Knutson Construction





Target Field

Minneapolis, MN

Target Field, home to the Minnesota Twins, is a cosmopolitan expression of vibrant people and the great natural beauty of their state. It honors baseball's great traditions and reflects Minnesota's dynamic blend of urban sophistication and rugged outdoor vitality. The ballpark design showcases the urban skyline with materials drawn from the state's granite and limestone cliffs shaped by ice age glaciers. It celebrates the beauty of sunny days and starlit nights, but also shelters the game and fans from unseasonable weather.

The exterior features Minnesota-native limestone and echos the look of natural stone formations with gaps or fissures in the stone massing and ledges. These ledges, or steps, provide distinctive viewing sections that create inimitable fan experiences. The ballpark preserves the state's wonderful baseball tradition and adds an exciting new dimension to the quality of life. It is an inviting landmark and an intimate home for America's great pastime. The new ballpark for Minnesota is a defining testament to a team, a state and its people.

OWNER
Minnesota Ball Park Authority

COMPLETION DATE
2010

PROJECT TEAM
Populous, Kimley-Horn,
Oslund & Associates, Solution Blue,
Studio Hive



Blattner Corporate Headquarters

Avon, MN

The Blattner's sought out a design-build team that would help them create a building to sustain the company's growth for the next ten years and reinforce their corporate brand in the wind energy business with sustainable design practices. This building received LEED Platinum Certification.

OWNER
D.H. Blattner & Sons, Inc.

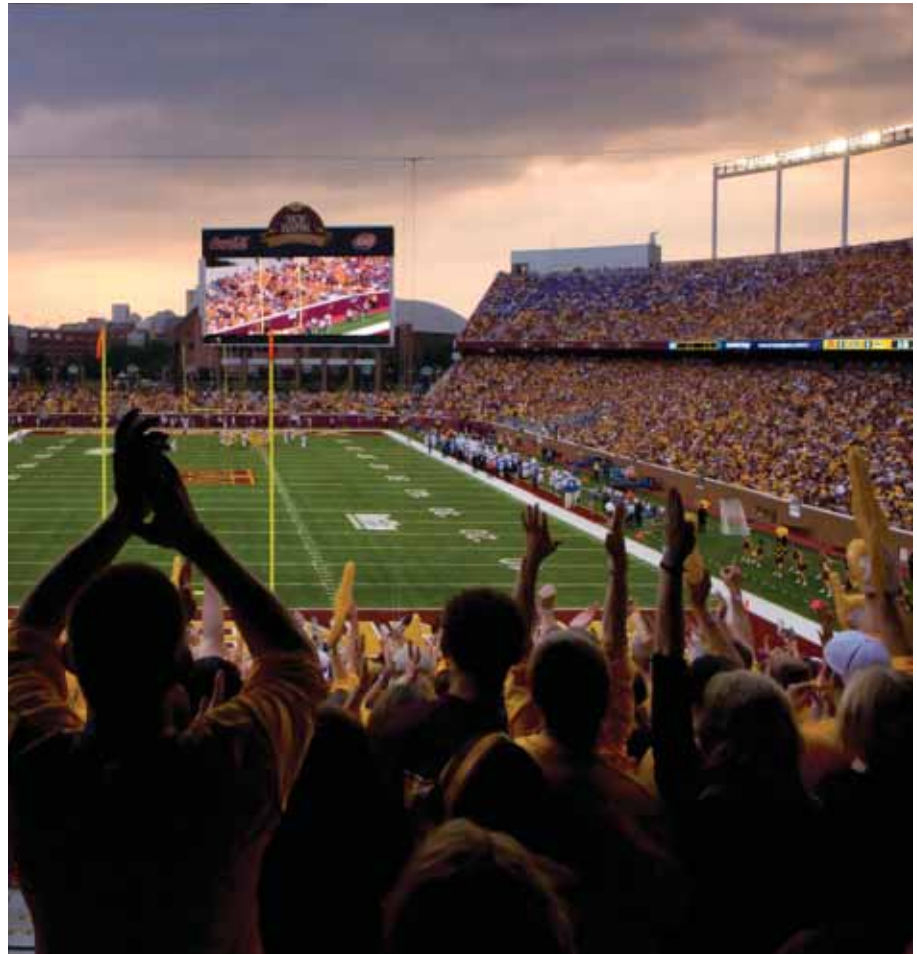
ARCHITECT
URS Corporation and Studio Hive

DELIVERY METHOD
Design-Build

COMPLETION DATE
2008

PROJECT TEAM
Knutson Construction & Studio Hive





TCF Bank Stadium

Minneapolis, MN

Located on campus, the stadium helps create a uniquely Golden Gopher collegiate football experience. The opening of the horseshoe-shaped bowl is oriented to the west, capturing incredible views of the University campus and of downtown Minneapolis while letting fans embrace both their school and their city.

TCF Bank Stadium's exterior draws from the historical significance of Memorial Stadium – the Golden Gophers' on-campus home from 1924 to 1981 – both in form and material. TCF Bank Stadium's brick façade perimeter wall with arched

portals reflects the heritage of 'The Brick House' exterior, and a 360-degree colonnade provide a year-round walkway around the stadium. Inside the colonnade, special panels represent each Minnesota county and every Minnesotan's contributions to the project. Likewise, the space offers educational opportunities to showcase the University and its athletics history, adding to the excitement of Golden Gopher football on campus. This new stadium is the first LEED® Certified collegiate football stadium in the United States.

OWNER
University of Minnesota

COMPLETION DATE
2009

PROJECT TEAM
Populous, Solution Blue, Studio Hive

PROJECT DETAILS

- 50,000 seats
- 36 suites
- 1,150 outdoor club seats
- 55-60 loge boxes
- 300 indoor club seats
- 25,000 SF stadium club available for year-round use



TD Ameritrade Park

Omaha, NE

Unique in capacity, purpose and character, TD Ameritrade Park enhances Omaha's reputation as one of America's great sports communities. Designed to fit within the context of the entertainment district, the new ballpark will serve as a gateway to the city and as a catalyst to future development in north downtown.

Articulated brick masonry at the base recalls the local historic warehouse building stock. At the same time, exposed structural truss members throughout the main concourse and plaza entries elicit the raw steel expressionism

of Rosenblatt Stadium and the legendary tradition of the College World Series.

In addition to serving the NCAA College World Series for the next 25 years, the ballpark is the home of Creighton University baseball, the Missouri Valley Championship, professional baseball, the United Football League, and outdoor concerts, conventions and festivals. In February 2013, it will also host outdoor hockey.

OWNER
City of Omaha

COMPLETION DATE
2011

PROJECT TEAM
Populous, HDR

PROJECT DETAILS

- 24,000 total fixed seats
- 30 luxury suites
- 2,500 premium club seats with adjacent indoor lounge areas facing both the playing field and main entry plaza
- NCAA Fan Festival area with interactive displays and fan amenities
- Four competing team clubhouses



Xcel Energy Center

Saint Paul, MN

The Xcel Energy Center was designed to accommodate St. Paul's Minnesota Wild NHL expansion team as well as other entertainment events. Located adjacent to the RiverCentre Convention Center and the Roy Wilkins Auditorium Complex, the arena features an innovative, state-of-the-art design.

Wide concourses throughout the Center are fan-friendly, offering open views of the ice. The arena has proven to be a financial success to the surrounding community and now hosts more than 140 events annually.

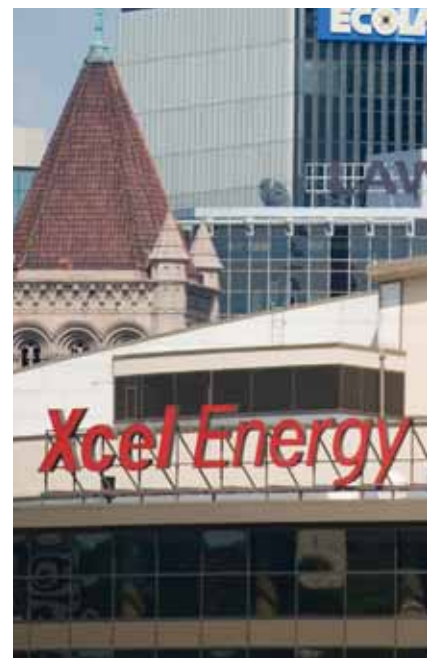
OWNER
City of Saint Paul

COMPLETION DATE
2000

PROJECT TEAM
Populous

PROJECT DETAILS

- 18,600 seats
- 650,000 square feet
- 3,300 club seats
- 74 suites





The Interchange

Minneapolis, MN

Scheduled to open in 2014, the Interchange will serve as a central, multi-modal transportation hub and community gathering space in downtown Minneapolis.

The Interchange will include a transit station, a great lawn, an amphitheater, parking ramp and space for further development.

The Interchange will create iconic indoor and outdoor spaces, appeal to passengers, residents, office workers and visitors while integrating culture with transit.

OWNER
Hennepin County

DELIVERY METHOD
Design-Build/General Contractor

COST
\$72 million

COMPLETION DATE
2014

PROJECT TEAM
Knutson Construction,
Palanisami & Associates,
Kimley-Horn





Mother Baby Center Minneapolis, MN

This project will merge Abbott Northwestern's labor, delivery, and newborn nurseries with Children's Neonatal Intensive Care Unit (NICU), Special Care Nursery and Infant Care Center (ICC).

The 96,000 sq. ft. four-story building will include 24 private patient rooms, a 20-bed ante-partum/post partum unit, 13 labor and delivery rooms, three operating rooms and skyway access to Abbott Northwestern.

Knutson self-performed 20% of work on this job, including; carpentry, concrete, masonry, and demolition.

OWNER
Allina Hospitals & Clinics and
Children's Hospitals &
Clinics of Minnesota

PROJECT TEAM
Knutson Construction and HDR

DELIVERY METHOD
Construction Manager at Risk

SIZE
119,000 sq. ft.

COMPLETION
December 2012

COST
\$36.5 million





CERTIFICATE OF LIABILITY INSURANCE

Page 1 of 1

DATE (MM/DD/YYYY)
08/01/2012

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis of New York, Inc. c/o 26 Century Blvd. P. O. Box 305191 Nashville, TN 37230-5191	CONTACT NAME:		
	PHONE (A/C, NO, EXT):	877-945-7378	FAX (A/C, NO): 888-467-2378
	E-MAIL ADDRESS:	certificates@willis.com	
	INSURER(S) AFFORDING COVERAGE	NAIC#	
	INSURER A:	See Subsequent Page	00000-004
INSURED Willis North America, Inc. One World Financial Ctr. 200 Liberty Street New York, NY 10281	INSURER B:		
	INSURER C:		
	INSURER D:		
	INSURER E:		
	INSURER F:		

COVERAGES

CERTIFICATE NUMBER: 18304177

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADD'L INSRD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY(Per person) \$ BODILY INJURY(Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Errors and Omissions			FSIL2010.12	7/30/2012	7/30/2013	See Coverage Schedule Attached

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach Acord 101, Additional Remarks Schedule, if more space is required)

Additional Named Insured: Willis of Minnesota, Inc.

All employees of Willis North America and its subsidiaries are included as insureds under the Errors & Omissions policy.

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Insurance .	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

ACORD 25 (2010/05)

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