

**AGREEMENT FOR PROFESSIONAL SERVICES
BY AND BETWEEN**

**RDG PLANNING AND DESIGN
AND
CITY OF DULUTH**

THIS AGREEMENT, effective as of the date of attestation by the City Clerk (the “Effective Date”), by and between the City of Duluth, hereinafter referred to as City, and RDG Planning and Design located at 301 Grand Avenue, Des Moines, IA 50309, hereinafter referred to as Consultant for the purpose of rendering services to the City.

WHEREAS, the City has requested consulting services for the development of an Athletic Venues Reinvestment Initiative action plan for 14 existing venues, (the “Project”); and

WHEREAS, Consultant has represented itself as qualified and willing to perform the services required by the City; and

WHEREAS, Consultant submitted a proposal to provide services for the Project (the “Proposal”), a copy of which is attached hereto as Exhibit A; and

WHEREAS, the City desires to utilize Consultant’s professional services for the Project;

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter contained, the parties hereto agree as follows:

I. Services

Consultant will provide services related to the Project as described in Consultant’s Proposal (the “Services”). Consultant agrees that it will provide its services at the direction of the Property, Parks and Libraries Director or his designee (“Director”). In the event of a conflict between the Proposal and this Agreement, the terms and conditions of this Agreement shall be deemed controlling.

II. Fees

It is agreed between the parties that Consultant’s maximum fee for the Project and Services shall not exceed the sum of Two Hundred Ninety-Eight Thousand and 00/100 Dollars (\$383,500.00) inclusive of all travel and other expenses associated with the Project, payable from Fund 452-030-5310; HANDHTAX-1531. All invoices for services rendered shall be submitted monthly to the attention of the Project Manager, Katie Bennett. Payment of expenses is subject to the City’s receipt of reasonable substantiation/back-up supporting such expenses.

III. General Terms and Conditions

1. Amendments

Any alterations, variations, modifications or waivers of terms of this Agreement shall be binding upon the City and Consultant only upon being reduced to writing and signed by a duly authorized representative of each party.

2. Assignment

Consultant represents that it will utilize only its own personnel in the performance of the services set forth herein; and further agrees that it will neither assign, transfer or subcontract any rights or obligations under this Agreement without prior written consent of the City. The Primary Consultant(s) assigned to this project will be Jason Blome (the "Primary Consultant"). The Primary Consultant shall be responsible for the delivery of professional services required by this Agreement and, except as expressly agreed in writing by the City in its sole discretion, the City is not obligated to accept the services of any other employee or agent of Consultant in substitution of the Primary Consultant. The foregoing sentence shall not preclude other employees of Consultant from providing support to the Primary Consultant in connection with Consultant's obligations hereunder.

3. Data and Confidentiality, Records and Inspection

- a. The City agrees that it will make available all pertinent, non-privileged information, data and records under its control for Consultant to use in the performance of this Agreement, or assist Consultant wherever possible to obtain such records, data and information.
- b. All reports, data, information, documentation and material given to or prepared by Consultant pursuant to this Agreement will be confidential and will not be released by Consultant without prior authorization from the City.
- c. Consultant agrees that all work created by Consultant for the City is a "work made for hire" and that the City shall own all right, title, and interest in and to the work, including the entire copyright in the work ("City Property"). Consultant further agrees that to the extent the work is not a "work made for hire" Consultant will assign to City ownership of all right, title and interest in and to the work, including ownership of the entire copyright in the work. Consultant agrees to execute, at no cost to City, all documents necessary for

City to perfect its ownership of the entire copyright in the work. Consultant represents and warrants that the work created or prepared by Consultant will be original and will not infringe upon the rights of any third party, and Consultant further represents that the work will not have been previously assigned, licensed or otherwise encumbered.

- d. Records shall be maintained by Consultant in accordance with requirements prescribed by the City and with respect to all matters covered by this Agreement. Such records shall be maintained for a period of six (6) years after receipt of final payment under this Agreement.
- e. Consultant will ensure that all costs shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.
- f. Consultant shall be responsible for furnishing to the City records, data and information as the City may require pertaining to matters covered by this Agreement.
- g. Consultant shall ensure that at any time during normal business hours and as often as the City may deem necessary, there shall be made available to the City for examination, all of its records with respect to all matters covered by this Agreement. Consultant will also permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.

4. Consultant Representation and Warranties

Consultant represents and warrants that:

- a. Consultant and all personnel to be provided by it hereunder has sufficient training and experience to perform the duties set forth herein and are in good standing with all applicable licensing requirements.
- b. Consultant and all personnel provided by it hereunder shall perform their respective duties in a professional and diligent manner in the best interests of

the City and in accordance with the then current generally accepted standards of the profession for the provisions of services of this type.

- c. Consultant has complied or will comply with all legal requirements applicable to it with respect to this Agreement. Consultant will observe all applicable laws, regulations, ordinances and orders of the United States, State of Minnesota and agencies and political subdivisions thereof.
- d. The execution and delivery of this Agreement and the consummation of the transactions herein contemplated do not and will not conflict with, or constitute a breach of or a default under, any agreement to which the Consultant is a party or by which it is bound, or result in the creation or imposition of any lien, charge or encumbrance of any nature upon any of the property or assets of the Consultant contrary to the terms of any instrument or agreement.
- e. There is no litigation pending or to the best of the Consultant's knowledge threatened against the Consultant affecting its ability to carry out the terms of this Agreement or to carry out the terms and conditions of any other matter materially affecting the ability of the Consultant to perform its obligations hereunder.
- f. The Consultant will not, without the prior written consent of the City, enter into any agreement or other commitment the performance of which would constitute a breach of any of the terms, conditions, provisions, representations, warranties and/or covenants contained in this Agreement.

5. Agreement Period

The term of this Agreement shall commence on the Effective Date and performance shall be completed by April 30, 2025, unless terminated earlier as provided for herein.

Either party may, by giving written notice, specifying the effective date thereof, terminate this Agreement in whole or in part without cause. In the event of termination, all property and finished or unfinished documents and other writings prepared by Consultant under this Agreement shall become the property of the City and Consultant shall promptly deliver the same to the City. Consultant shall be entitled to compensation for services properly performed by it to the date of termination of this Agreement. In the event of termination due to breach by Consultant, the City shall retain all other remedies available to it, and the City shall

be relieved from payment of any fees in respect of the services of Consultant which gave rise to such breach.

6. Independent Contractor

- a. It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of copartners between the parties hereto or as constituting Consultant as an agent, representative or employee of the City for any purpose or in any manner whatsoever. The parties do not intend to create any third-party beneficiary of this Agreement. Consultant and its employees shall not be considered employees of the City, and any and all claims that may or might arise under the Worker's Compensation Act of the State of Minnesota on behalf of Consultant's employees while so engaged, and any and all claims whatsoever on behalf of Consultant's employees arising out of employment shall in no way be the responsibility of City. Except for compensation provided in Section II of this Agreement, Consultant's employees shall not be entitled to any compensation or rights or benefits of any kind whatsoever from City, including without limitation, tenure rights, medical and hospital care, sick and vacation leave, Worker's Compensation, Unemployment Insurance, disability or severance pay and P.E.R.A. Further, City shall in no way be responsible to defend, indemnify or save harmless Consultant from liability or judgments arising out of intentional or negligent acts or omissions of Consultant or its employees while performing the work specified by this Agreement.
- b. The parties do not intend by this Agreement to create a joint venture or joint enterprise, and expressly waive any right to claim such status in any dispute arising out of this Agreement.

Indemnity

To the fullest extent permitted by law, Consultant shall defend, indemnify, and hold City and its employees, officers and agents harmless from and against any and all costs or expenses, claims or liabilities, including but not limited to, reasonable attorney's fees and expenses, whether asserted by itself or any third party, including claims arising from the acts, omissions, negligence, or misconduct of Service Provider or that of its agents, employees, or contractors. The obligations shall include, but not be limited to, the obligations to defend, indemnify, and hold

harmless the City in all matters where claims of liability against the City are alleged to be or could be found to arise out of acts or omissions of Service Provider or are passive, derivative, or vicarious of the negligent or intentional acts or omissions of Consultant arise out of or relate to the services in this Agreement or Service Provider's negligent, intentional, or wrongful acts or omissions, including breach of any duty in this agreement, of Consultant. The obligations to defend, indemnify, and hold harmless shall be triggered upon the assertion of a claim for damages against City. This Section shall survive the termination of this Agreement for any reason. Consultant shall not have the obligation to indemnify the City for its intentional, willful or wanton acts. **The Consultant understands this provision may affect its rights and may shift liability.**

7. **Insurance**

- a. Consultant shall obtain and maintain for the Term of this Agreement the following minimum amounts of insurance from insurance companies authorized to do business in the State of Minnesota.
 - i. Workers' compensation insurance in accordance with the laws of the State of Minnesota.
 - ii. Commercial General Liability and Automobile Liability Insurance with limits not less than **\$1,500,000** Single Limit, shall be in a company approved by the City of Duluth; and shall provide for the following: Liability for Premises, Operations, Completed Operations, Independent Contractors, and Contractual Liability. Umbrella coverage with a "form following" provisions may make up the difference between the commercial general and auto liability coverage amounts and the required minimum amount stated above.
 - iii. Professional Liability Insurance in an amount not less than \$1,500,000 Single Limit; provided further that in the event the professional malpractice insurance is in the form of "claims made," insurance, Consultant hereby commits to provide at least 60 days' notice prior to any change to the Professional Liability Insurance policy or coverage; and in the event of any change, Consultant agrees to provide the City with either evidence of new insurance coverage conforming to the provisions of this this paragraph which will provide unbroken

protection to the City, or in the alternative, to purchase at its cost, extended coverage under the old policy for the period the state of repose runs; the protection to be provided by said “claims made” insurance shall remain in place until the running of the statute of repose for claims related to this Agreement.

- iv. **City of Duluth shall be named as Additional Insured** under the Commercial General Liability and Automobile Liability. Consultant shall also provide evidence of Statutory Minnesota Workers’ Compensation Insurance. Consultant to provide Certificate of Insurance evidencing such coverage with notice to City of cancellation in accordance with the provisions of the underlying insurance policy included. The City of Duluth does not represent or guarantee that these types or limits of coverage are adequate to protect the Consultant’s interests and liabilities.
- b. Certificates showing Consultant is carrying the above described insurance in the specified amounts shall be furnished to the City prior to the execution of this Agreement and a certificate showing continued maintenance of such insurance shall be on file with the City during the term of this Agreement.
- c. The City shall be named as an additional insured on each liability policy other than the professional liability and the workers’ compensation policies of the Consultant.
- d. The certificates shall provide that the policies shall not be cancelled during the lift of this Agreement without advanced notice being given to the City at least equal to that provided for in the underlying policy of insurance.
- e. Except as provided for in Section 8.a.iv above, Consultant hereby commits to provide notice to City at least 30 days in advance of any change in the insurance provided pursuant to this Section 8 or in advance of that provided for in the underlying insurance policy or policies whichever is longer. For the purposes of Section 8 of this Agreement, the term, “changed”, shall include cancellation of a policy of insurance provided hereunder and any modification of such policy which reduces the amount of any coverage provided thereunder

below the amounts required to be provided hereunder or otherwise reduces the protections provided under such policy to City

8. Notices

Unless otherwise expressly provided herein, any notice or other communication required or given shall be in writing and shall be effective for any purpose if served, with delivery or postage costs prepaid, by nationally recognized commercial overnight delivery service or by registered or certified mail, return receipt requested, to the following addresses:

City: City of Duluth
411 W First Street
City Hall Room G40
Duluth MN 55802
Attn: Katie Bennett

Consultant: RDG Planning and Design
301 Grande Avenue
Des Moines, IA 50309
Attn: Jason Blome

9. Civil Rights Assurances

Consultant, as part of the consideration under this Agreement, does hereby covenant and agree that:

- a. No person on the grounds of race, color, creed, religion, national origin, ancestry, age, sex, marital status, status with respect to public assistance, sexual orientation, and/or disability shall be excluded from any participation in, denied any benefits of, or otherwise subjected to discrimination with regard to the work to be done pursuant to this Agreement.
- b. That all activities to be conducted pursuant to this Agreement shall be conducted in accordance with the Minnesota Human Rights Act of 1974, as amended (Chapter 363), Title 7 of the U.S. Code, and any regulations and executive orders which may be affected with regard thereto.

10. Laws, Rules and Regulations

Consultant agrees to observe and comply with all laws, ordinances, rules and regulations of the United States of America, the State of Minnesota and the City with respect to their respective agencies which are applicable to its activities

under this Agreement.

11. Applicable Law

This Agreement, together with all of its paragraphs, terms and provisions is made in the State of Minnesota and shall be construed and interpreted in accordance with the laws of the State of Minnesota.

12. Force Majeure

Neither party shall be liable for any failure of or delay in performance of its obligations under his Agreement to the extent such failure or delay is due to circumstances beyond its reasonable control, including, without limitation, acts of God, acts of a public enemy, fires, floods, wars, civil disturbances, sabotage, accidents, insurrections, blockades, embargoes, storms, explosions, labor disputes, acts of any governmental body (whether civil or military, foreign or domestic), failure or delay of third parties or governmental bodies from whom a party is obtaining or must obtain approvals, franchises or permits, or inability to obtain labor, materials, equipment, or transportation. Any such delays shall not be a breach of or failure to perform this Agreement or any part thereof and the date on which the party's obligations hereunder are due to be fulfilled shall be extended for a period equal to the time lost as a result of such delays.

13. Severability

In the event any provision herein shall be deemed invalid or unenforceable, the remaining provision shall continue in full force and effect and shall be binding upon the parties to this Agreement.

14. Entire Agreement

It is understood and agreed that the entire agreement of the parties including all exhibits is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. Any amendment to this Agreement shall be in writing and shall be executed by the same parties who executed the original agreement or their successors in office.

15. Counterparts

This Agreement may be executed in two or more counterparts, each of which shall be deemed to be an original as against any party whose signature appears thereon, but all of which together shall constitute but one and the same instrument. Signatures to this Agreement transmitted by facsimile, by electronic

mail in “portable document format” (“.pdf”), or by any other electronic means which preserves the original graphic and pictorial appearance of the Agreement, shall have the same effect as physical delivery of the paper document bearing the original signature.

[Remainder of this page intentionally left blank. Signature page to follow.]

IN WITNESS WHEREOF, the parties have hereunto set their hands on the date of attestation shown below.

CITY OF DULUTH-Client

By: _____
Mayor

Attest:

By: _____
City Clerk

Date: _____

Countersigned:

City Auditor

Approved as to Form:

City Attorney

RDG PLANNING AND DESIGN

By: _____

Its: _____
Title of Representative

Date: _____



City of Duluth

EXHIBIT A

PROPOSAL RESPONSE

Athletic Venues Reinvestment Initiative Action Plan

RFP NUMBER 24-99342

SUBMITTED BY RDG PLANNING & DESIGN

MARCH 22, 2024



**APPENDIX A - PROPOSAL COVER SHEET
CITY OF DULUTH
RFP# 24-99342
ATHLETIC VENUES REINVESTMENT INITIATIVE ACTION PLAN**

Bidder Information:	
Bidder Name	RDG Planning & Design
Mailing Address	301 Grand Avenue, Des Moines, IA
Contact Person	Jason Blome
Contact Person's Phone Number	515-473-6360
Contact Person's E-Mail Address	jblome@rdgusa.com
Federal ID Number	421338016
Authorized Signature	
Name & Title of Authorized Signer	Jason Blome, Senior Partner
Email of Authorized Signer	jblome@rdgusa.com

March 22, 2024

City of Duluth
Attn: Purchasing Division
City Hall, Room 120
411 West 1st Street
Duluth, MN 55802

RE: Request for
proposals

RFP 24-99342

**Athletics Venues
Reinvestment
Initiative Action
Plan**

Dear Members of the Selection Committee:

We would like to thank you for considering RDG for this work. It is a very exciting project prospect! To aid in your planning and design efforts, we are pleased to present our credentials and previous experience for your consideration. Our Sports Studio works extensively on both outdoor athletic venues and indoor athletic venues around the country and have leadership within our Sports Studio that focuses on each. In addition, RDG excels in community engagement and includes a Community Outreach Specialist within our RDG team.

RDG feels confident that we are uniquely qualified to develop a plan that brings excitement for the project and the Duluth community. We will lean on our 30 years of experience planning and designing outdoor athletic venues and indoor athletic venues nationwide to guide you through the Action Plan process. Our sports and recreation work has afforded us the opportunity to work on more than 220 active recreation and athletic facilities in more than 30 states. RDG's depth of outdoor athletic venues and indoor athletic venues includes communities such as in Duluth MN, Casper WY, Des Moines IA, Crandon WI, Moore OK, North Platte NE, Kearney NE, Enterprise AL, Ankeny IA, Coralville IA, Brookings SD, Joplin MO, amongst others.

In addition to our indoor and outdoor sports venue experience, RDG has a deep history in Duluth including several projects at the University of Minnesota Duluth including the Sports and Health Center and Ordean Court along with Architecture Advantage, and planning for James S. Malosky Stadium.

We have assembled a team with deep and diverse experience which includes Architecture Advantage, Johnson Consulting and B32 Engineering Group. Architecture Advantage has deep knowledge of the City of Duluth and understands the unique culture that the City of Duluth provides. Johnson Consulting will bring a fresh perspective to the project and deep experience with feasibility studies for indoor and outdoor sports venues, market analysis, funding models, operational models, and private funding opportunities. B32 Engineering Group has a great history in Duluth with UMD's Amsoil Arena which included LEED certification. They will bring their ice expertise to enhance any ice components with the Action Plan. This collective team will afford the City of Duluth with a team that brings national experience designing indoor and outdoor sports venues along with the local knowledge of City of Duluth!

We are always only a phone call away, and we are ready to talk and assist in any way we can. Our team is ready to get started right away and work efficiently to guide you through the process. We appreciate your consideration of our team's experience and are hopeful we will be invited to assist in the development of your vision.

On behalf of the team,



Jason Blome, PLA, ASLA, LEED AP
Senior Partner
515-473-6360 | jblome@rdgusa.com



Representative

Jason Blome, PLA, ASLA
Senior Partner

Dir: (515) 473-6360
jblome@rdgusa.com

Locations

Denver, CO
Des Moines, IA
Iowa City, IA
Omaha, NE
St. Louis, MO

Employees by Discipline

Administrative	32
Architects.....	64
Architectural Interns.....	18
Artists	3
Construction Admin	7
Engineers.....	2
Engineering Interns.....	2
Graphic Designers	8
Info Technology.....	5
Interior Designers.....	31
Landscape Architects	18
Landscape Arch Interns....	5
Lighting Designers.....	5
Part Time/Seasonal.....	5
Planners.....	2
Technical.....	5
Urban Planners	10
Total Employees	222
Licensed Professionals.....	9



Field of Dreams Movie Site
Dyersville, IA

RDG Planning & Design is a nationally recognized, interdisciplinary firm offering professional services in architecture, landscape architecture, interior design, lighting design, strategic planning, urban and comprehensive planning and design, graphic design, engineering and integrated and public art. We've been collaborating with clients as a global enterprise to create meaning together since 1965.

With more than 50 years of dedicated success, six locations, over 200 employees and work in 48 states, **RDG has the resources of a large, national firm, but with the personal touch of a locally-owned and operated enterprise.** Our commitment to communication and technology allows us to engage our clients anywhere they may be from our offices in Colorado, Iowa, Missouri and Nebraska. We're free from boundaries and able to work on a regional, national or global scale, and our interdisciplinary approach allows us to integrate our broad areas of expertise to any given endeavor.

From athletic and wellness facilities to outdoor venues, we create one-of-a-kind spaces that energize and inspire.

Create.

Creation is a result of every interaction with our clients and those they serve. Ultimately, we help create lasting relationships between people and the places they live and love.

Meaning.

We find meaning in relationships, and in people and the deep connections they have to their environments. When we find meaning, we achieve a deeper understanding of how to create the very best spaces to work, live, and play.

Together.

The most important member of our team is you. You know your needs better than anyone else, and you're the advocate for the effort because you'll love and care for your space long after we celebrate its completion.

Sports Market

We bring more than 40 years of experience in the planning and design of sports facilities, nationwide. We know how to help you make powerful first impressions.

Our proprietary database of peer benchmarking provides valuable metrics to aid clients in making design decisions that will best support the needs of their organization's needs. With every design task we undertake, our goal is to create a destination that promotes well-being and lifelong physical activity.

We have **designed, planned or programmed over 225 sports projects** encompassing Wellness and Athletics Facilities and Outdoor Venues.

#16 of 130

TOP 130 SPORTS FACILITIES
SECTOR ARCHITECTURE
AND AE FIRMS FOR 2023
Building Design + Construction

#86 of 300

TOP 300
ARCHITECTURE FIRMS
Architectural Record - 2023

Areas of Focus

Athletics *(indoor and outdoor)*

We'll partner with you to design spaces that take your athlete and fan experience to the next level.

Wellness *(indoor and outdoor recreation facilities)*

We offer specialized experience and working knowledge of current trends and best practices for wellness facilities and all assorted community recreation spaces.

Outdoor Venues

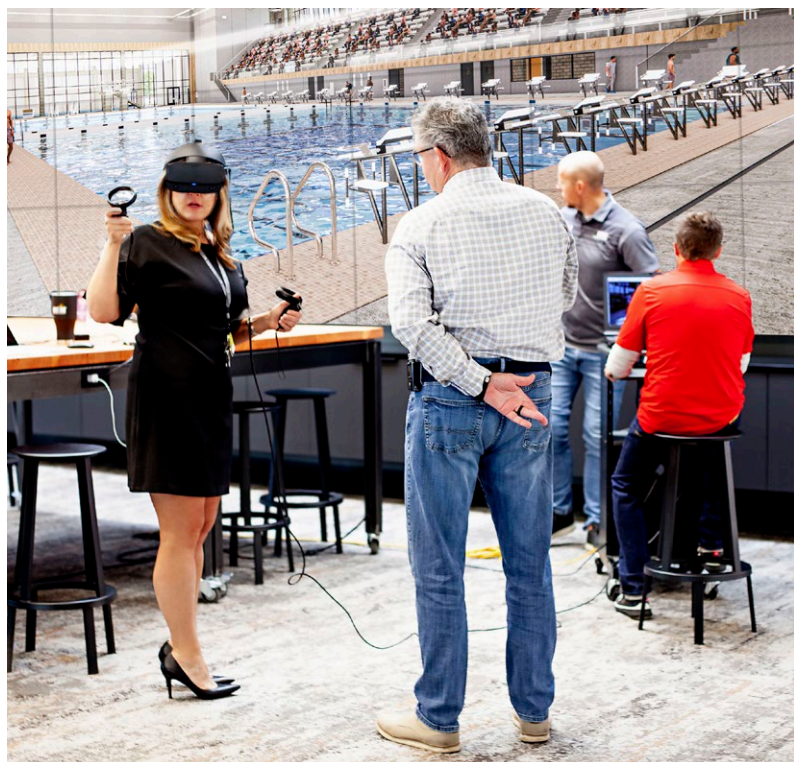
We partner with you to understand the needs of your target user groups aligned with the intended purpose of the venue, while developing creative solutions that consider many factors, from adaptability and accessibility to safety and sustainability.

Unique Market Services

- Renderings
- Virtual Reality
- Marketing Materials
- Community Outreach Specialist

In-House Services

- Architecture
- Civil Engineering & Water Resources
- Experiential Design
- Interior Design
- Landscape Architecture
- Lighting Design
- Sustainability
- Urban Planning



JOHNSON CONSULTING OVERVIEW

Johnson Consulting, founded in 1996 in Chicago, Illinois, has conducted hundreds of engagements in the U.S., Central and South America, Asia, Africa, and Europe with a focus on economic, market, and financial analysis for a variety of land uses, including: sports venues, convention centers, hotels, retail, housing, and specialized development throughout pre-development and through continuing operation.

Our professionals at Johnson Consulting have been leaders in the sports and real estate planning and consulting fields for several decades. We are nationally recognized for our market research, deal structuring, and consulting expertise for sports facilities and associated real estate districts. Our firm is an industry leader in market and case study analysis, economic and fiscal impact projections, operational audits and strategic planning for municipalities, authorities, universities, and economic development agencies. We regularly work on complex sports facility projects, including: multi-use complexes, stadiums, arenas, recreation centers, and indoor practice facilities. We also specialize in public-private partnerships and the utilization of alternative funding strategies to execute development projects.

The majority of our clients are both public sector agencies and quasi-governmental agencies, although we perform studies for a number of private developers and sports owners. With both public and private sector clients, we deliver high-quality work in a timely manner. Numerous repeat engagements with several clients are evidence of our reputation for quality and client satisfaction.

We have provided analysis, insight, and recommendations for various youth sports complexes, stadiums, and arenas across the nation. Additionally, we have provided services to many types of professional sports, including: NFL, NHL, NBA, and MLS. Our knowledge of sports, tourism, hotels, retail, residential and general real estate helps us devise real estate strategies around projects, which often helps funding.



SERVICES



CONSULTING SERVICES

Market & Demand Analysis
Proforma/Financial Analysis
Economic & Fiscal Impacts
Strategic Master Planning
Expansion/Renovation Analysis
Funding Strategies

Project Financing Analysis
Tax Analysis & Projections
Asset Valuation
Sensitivity/Gap Analysis
Owner's Representation
Site Analysis

Manage RFP/RFQ Solicitations
Operational Audits
Naming Rights Valuation
Negotiation Assistance
Public-Private Partnerships (P3)
Public Engagement



Duluth Office:

2715 Piedmont Avenue
Duluth, MN 55811
Tel: 218.274.5568

St. Paul Office:

375 Jackson St. Suite 420E
St. Paul, MN 55101
Tel: 651.224.4831

www.architectureadvantage.com

6 Architects,
2 Architectural Designers,
2 Interior Designers, 4 Technicians,
3 Administrative
17 Total Staff (17 MN)

A MN Limited Liability Company
S Corp
Established in 2005

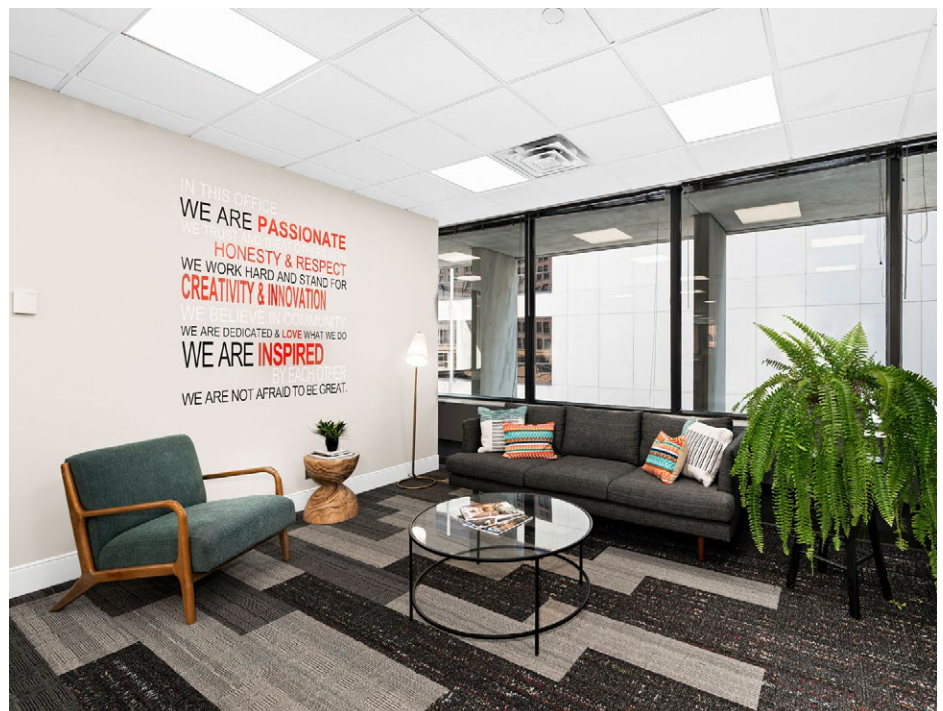
Principal - Melissa Graffaas, AIA,
FARA

MN TGB: WOMAN OWNED

Architecture Advantage is a professional architecture firm with a long history of driving innovative design and exceeding client expectations. In 2018, the Duluth, Minnesota-based firm acquired St. Paul's esteemed, award-winning architecture firm, Rafferty Rafferty Tollefson Lindeke Architects (RRTL). The acquisition aligned two companies who both thrive on creativity, technicality and firm personality. The combined team, made up of dedicated architectural and design experts, is excited to collaborate on beautiful, smart and functional spaces for clients in the hospitality, higher education, government and multi-family housing industries, among others.

Before the acquisition, RRTL and Architecture Advantage worked together seamlessly on a number of projects, developing a strong collaborative partnership grounded by creative design and a commitment to surpassing client expectations. Shared company values and a strikingly similar approach to client relationships have made for a smooth transition into a single entity. Together, as Architecture Advantage, the company has become a fusion of traditional and modern, approaching complex projects with passion, creativity and technical detail. Emphasizing their attention to client satisfaction, Architecture Advantage is respected by industry peers and clients alike.

With over 60 collective years of experience and precise attention to detail, Architecture Advantage approaches each project with integrity and excellence. The Architecture Advantage team has expertise in architectural design, building assessment, interior design, master planning, sustainable design, construction services, procurement, consulting services and more, and is dedicated to understanding client needs and delivering comprehensive design solutions.





“

Brandon and the Team at Johnson Consulting were instrumental in developing the right recommendation for the Glenview Park District that was based on sound data and had a solid business case. They worked extremely well with our team throughout the feasibility stage and their pro forma and economic impact study were key to a successful referendum.

Mike McCarty, Executive Director
Glenview Park District

References

Keith Rahe
President & CEO

Field of Dreams Movie Site
Development

Travel Dubuque
563.845.7698
krahe@traveldubuque.com

Zulima Lopez, Parks, Rec &
Public Facilities Director

Parks and Recreation Master
Plan

City of Casper, Wyoming
307.235.8224
zlopez@casperwy.gov

Eric Hellriegel, Assistant Parks
& Recreation Director

Kearney Indoor Sports
Complex

City of Kearney, Nebraska
308.233.3230
ehellriegel@kearneygov.org

Tara Meeks, Tourism and
Cultural Development Director

Sports Tourism Marketing
Strategy

City of St. Augustine, Florida
904.209.4428
tmeeks@sjctdc.com

Additional information for the following projects can be provided upon request or in consultation with our references.



FIELD OF DREAMS MOVIE SITE DEVELOPMENT

Dyersville, Iowa

This project designs a unique ballpark built around the existing MLB baseball field and plans for four baseball fields and five softball/little league fields tucked north of the historic farm site and lying amid the corn. The ballpark provides seating for 3,000 fans, and additional temporary seating (5,000) for a total of up to 8,000 for special events like the annual MLB and MiLB games. The sports complex would serve youth, high school, and college athletes and be a key destination for competitive play across the Midwest.

Program

- Stadium - permanent seating capacity for 3,000
- Home & Visiting Team Clubhouses
- Batters Eye and Bullpens
- Synthetic Turf High School/College Baseball Fields
- Natural Grass High School/College Baseball Fields, with one Championship Field
- Little League / Softball Fields, with one Championship Field
- Sports Field Lighting
- Concessions/Restroom/Press Box Building
- Real Time Baseball Technology integration



Metrics

Schedule: Design: Feb 2022; Construction Start (Stadium): Aug 2024; Completion (Stadium): 2026

Construction Costs: not available at Owner's Request

Size: Stadium: 16 acres; 95,354 SF stadium; Youth Sports Complex: 100 acres

Participants

Architect, Interior Design, Landscape Architect, Lighting Design, Experiential Graphics: RDG Planning & Design
Structural: Walter P. Moore; **MEP:** Henderson

Reference

Keith Rahe, Travel Dubuque
563.845.7698 | krahe@traveldubuque.com



KEARNEY INDOOR SPORTS COMPLEX

Kearney, Nebraska

The design for the Indoor Sports Complex will transform Kearney into a regional hub for youth tournaments providing a significant economic impact to the area. The facility will provide adequate gym space and indoor turf, meeting the needs of the City of Kearney and surrounding areas. Program spaces include an 8-court recreational gymnasium, indoor turf field, 4 pickleball courts, multipurpose room and concessions.

Program

- 8 Court Recreation Gymnasium
- Indoor Turf Field (U12 - 190' x 260')
- Turf Storage
- 4 Pickleball Courts
- Jogging/Walking Track
- Multipurpose Room
- Lounge / Viewing
- Concessions
- Entry Lobby
- Control Desk
- Private Office
- Breakroom / Workroom
- Conference



Metrics

Schedule: Planning Began: June 2021; Planning Completion: Oct. 2021; Design: Jan. 2022; Construction: 30% Complete

Construction Costs: \$32,000,000

Size: 150,000 GSF

Participants

Architect of Record, Landscape Architect, Lighting Design: RDG Planning & Design

Reference

Eric Hellriegel, Assistant City Manager
308.233.3230 | ehellriegel@kearneygov.org



SPORTS TOURISM MARKETING STRATEGY

St. Johns County, Florida

Johnson Consulting was retained by St. Johns County to perform a Sports Tourism Study. The objective of the analysis was to identify all of the current facilities in the marketplace and determine how the County can use these facilities to maximize the revenues and promote the county as a sports tourism destination. The results of the analysis are to be used by St. Johns County for their sports tourism master plan. Our research and analysis will include surveying local demographics and youth sports organizations, as well as assembling an inventory of local sports facilities and how they perform.

In this engagement, Johnson Consulting will provide a facilities gap analysis, where we will analyze:

- The depth, quality, pricing structure, and market reach of existing facilities
- Local and regional league and tournament play
- Current and historical operations of local facilities in order to assess their demand and financial operating characteristics, their advantages and disadvantages, and their geographic draw, among other factors

Project Highlights

- ▶ Survey of Local Sports Organizations
- ▶ Inventory of local sports facilities and tourist attractions
- ▶ Identify gaps in Sports Market and scheduling of local events
- ▶ Recommended a strategic plan of action to for the County to boost its tourism base

OUTDOOR



Iowa State University
Cyclone Sports Complex



City of Des Moines
Cownie Soccer Complex



City of Ankeny
Prairie Ridge Youth Sports Complex



SE Polk Community School District
Baseball Improvements



SE Polk Community School District
Rams Softball Stadium



SE Polk Community School District
SEP Stadium



Des Moines Public Schools
THRS Randy Duncan Track & Field



Des Moines Public Schools & Drake
Mediacom Stadium



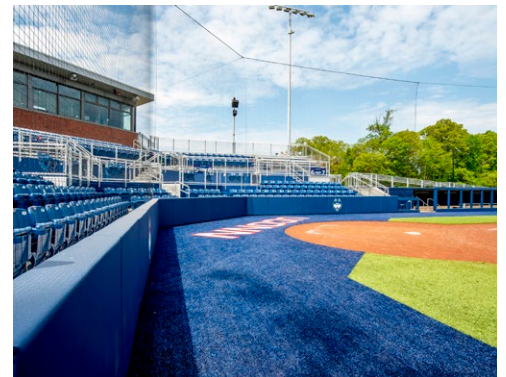
Falls City Public Schools
Turf at Thomas Memorial Field



University of Connecticut
Athletic District (Baseball)



University of Connecticut
Athletic District (Soccer)



University of Connecticut
Athletic District (Softball)

INDOOR



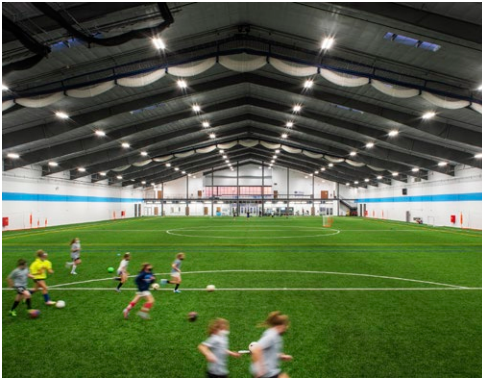
City of Ames
Ames Indoor Aquatic Center



City of Kearney
Ernest Grundy Tennis Center



Forest County Potawatomi - Crandon, WI
F.C. Potawatomi Community Center



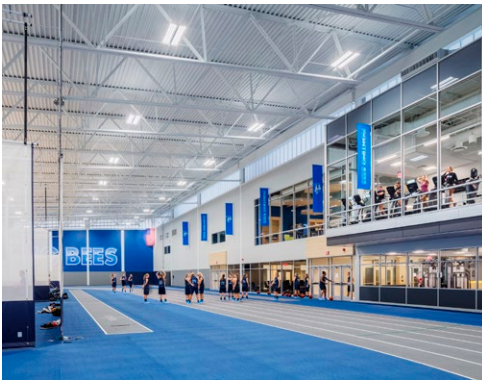
Iowa West Foundation
Iowa West Sports Plex



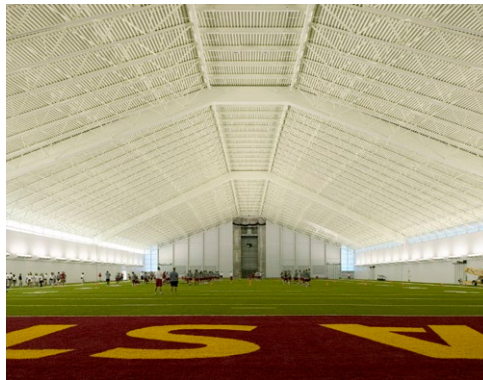
Waukee Community School District
Aquatic Facility



Mount Marty University
First Dakota Fieldhouse



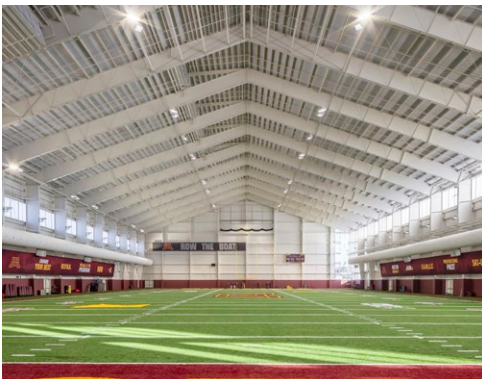
St. Ambrose University
Wellness Recreation Center



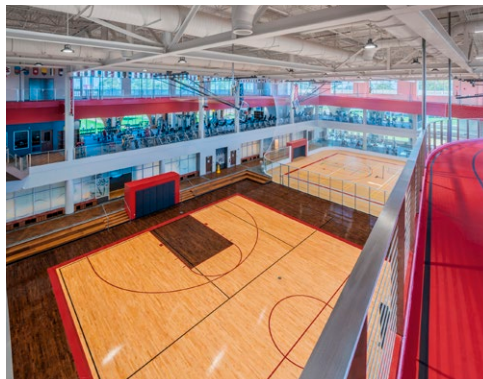
Iowa State University
Bergstrom Indoor Training Facility



City of North Platte
Recreation Center Renovation



University of Minnesota
Athletes Village



Troy University
Trojan Fitness & Wellness Center



Palmer College of Chiropractic
Bittner Athletic & Recreation Center

SPORTS TOURISM - Johnson Consulting



Dallas, TX
Proposed Sports Complex



Glenview, IL
Glenview Ice Center



Appleton, WI
Fox Cities Champion Center



Mesa, AZ
Legacy Sports Park



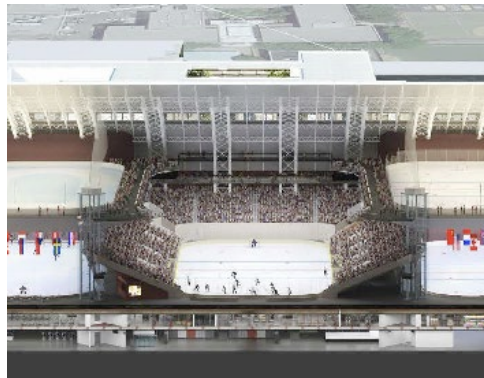
Yakima, WA
Sozo Sports Complex



Detroit, MI
Esports Market



Wesley Chapel, FL
Wiregrass Ranch Sports Campus



The Bronx, NY
Kingsbridge Armory



Plant City, FL
Gary Sheffield Sports Village



Sandusky, OH
Cedar Point Sports Center



Hammond, IN
Hammond Sportsplex



Tri-Cities, WA
Sports Facility Market Analysis &
Feasibility Study



Jason Blome, PLA, ASLA, LEED AP
Project Manager & Outdoor Athletic Venues Specialist

RDG Planning & Design

Landscape Architecture, Architecture,
Experiential Graphics



Brad Rodenburg, AIA, LEED AP, WELL AP
Sports Architect, Indoor Recreation Venues
Specialist



Tom Ohle, AIA, LEED AP, WELL AP
Sports Architect, Indoor Athletic Venues
Specialist



Molly Hanson
Community Outreach Specialist



Chad Easter, PLA
Sports Landscape Architect



Zhahn Bose
Planner, Rendering Specialist

Consultants

Architecture Advantage

Architecture



Melissa Graftaas, AIA, FARA, LEED AP
Principal-in-Charge



Kane Tewes, AIA, ARA, LEED AP BD+C
Project Manager

Johnson Consulting

Market Analysis



Charles H. Johnson IV
Project Executive



Brandon Dowling
Project Manager

B32 Engineering Group, Inc.

Ice Rink Engineers



Scott Ward, PE
Principal-in-Charge, Project Engineer

Kraus-Anderson

Cost Estimator



Paul Noll
Preconstruction Services Manager



Jason Blome, PLA, ASLA, LEED AP



PROJECT MANAGER

A former collegiate baseball player, Jason is a sports landscape architect with over 15 years' experience in outdoor sports venue planning, design and construction administration, including over 30 synthetic turf and 20 natural grass field designs. His organization and process leads the design team through processes that result in facilities that create meaning and bring teammates together on the playing field that form lasting memories for the people that utilize the space.

EDUCATION:

2008
Iowa State University,
Bachelor of Landscape
Architecture

REGISTRATIONS:

Iowa #575
USBGC LEED Accredited
Professional, 2009

RDG OWNERSHIP:

Senior Partner

City of Casper - Casper, WY
Parks & Recreation Master Plan

Sports Focus Strategic Facility Master Plan - Manhattan, KS

City of Brookings Bob Shelden Athletic Complex Renovation - Brookings, SD
Renovation of the baseball field, installing synthetic turf, replacing fencing, lighting, signage, grandstands, press box, and dugouts

Southeast Polk Schools Rams Softball Stadium - Pleasant Hill, IA

Southeast Polk Schools Baseball Improvements - Pleasant Hill, IA

Blue Spruce Yards Planning - Thornton, CO
67 acres. 7 Little League Fields (mini MLB replica), HS Baseball Field (mini MLB replica), Fieldhouse

Field of Dreams Movie Site Development - Dyersville, IA
Professional Ballpark, Master Plan, and Youth Sports Complex

University of Nebraska Lincoln Soccer and Tennis Complex - Lincoln, NE
New Tennis (12 outdoor, 6 indoor courts), Soccer Stadium with seating for 1,700 and support facilities

Joplin Athletic Complex Phase 2 - Joplin, MO
Athletic complex improvements including 4 softball fields, plazas, trails, drainage, lighting, dugouts,

University of Connecticut Athletic District - Storrs, CT
Program and design new athletic destination for UCONN Men's/Women's Soccer, Baseball, Softball, and Men's/Women's Hockey

Iowa State University Cyclone Sports Complex - Ames, IA
New sports complex for track/field, soccer and softball

Madison College Irwin A. & Robert D. Goodman Sports Complex - Madison, WI
Softball, Soccer and Baseball venues for Madison College varsity athletic programs as well as recreation needs of the Madison community

University of Minnesota Cowles Softball Turf Replacement - Minneapolis, MN
Replacement of natural grass outfield with synthetic. Performance specifications.

University of Northern Iowa Football Turf Replacement - Cedar Falls, IA.

Mediacom Stadium - Des Moines, Iowa
Collaboration addressing outdoor athletics for Des Moines Public Schools and Drake University Soccer.

Missouri Valley High School Track, Soccer and Football Stadium - Missouri Valley, IA

CONTACT:

Jason Blome, PLA, ASLA, LEED AP | 515.288.3141 | jblome@rdgusa.com



Brad Rodenburg, AIA, LEED AP, WELL AP



SPORTS ARCHITECT, INDOOR RECREATION VENUES SPECIALIST

Brad is a Partner, licensed architect and project manager in the Sports Studio at RDG Planning & Design. He brings highly relevant architectural experience in assisting and facilitating every phase of project delivery. He is skilled in maintaining open and productive communication with owners, consultant teams, and constructors. Brad's demeanor with others, passion for seeing work properly completed, and his deep knowledge of materials and best practices in our industry pay long dividends to the projects he takes on.

EDUCATION:

2009
Iowa State University,
Bachelor of Architecture

REGISTRATIONS:

Registered Architect,
State of Iowa: #07030
United States Green
Building Council
(USGBC) LEED AP BD
+C #10599539
WELL AP #50157
National Council
of Architectural
Registration Boards
(NCARB) Certificate
Holder: #79,998

Ames Healthy Life Center Planning - Study - Ames, Iowa

Study conducted with six city and private partners to create intergenerational rec center focused on 'living well' and 'aging well'.

Ames Indoor Aquatics Center - Ames, Iowa

Indoor aquatic center as part of a proposed Urban Renewal District incl. 6-lane rec lap pool, wellness pool, current channel & slides

Carroll Recreation Center Building Improvement Project - Carroll, Iowa

New construction of an aquatic facility addition, addition to the eastside gymnasium and remodel of existing locker rooms facilities

Des Moines Area Community College Student Center & Trail Point Aquatics & Wellness - Ankeny, Iowa

Remodel and Addition to DMACC Building 5 to accommodate a student center and new community recreation center

Ernest Grundy Tennis Center - Kearney, Nebraska

New facility housing 6 indoor tennis courts, spectator lounge for 240, and related amenities

Indoor Sports Complex - Kearney, Nebraska

New 209,000 SF facility: 62,000 sf of wood-floor gymnasium space (8 basketball courts, 12 volleyball courts, and can accommodate 16 wrestling mats for tournaments), 65,000 sf of indoor turf (many different soccer pitch arrangements, drop-down batting cages, softball practice infield)

Ernest Grundy Tennis Center - Kearney, Nebraska

New facility housing 6 indoor tennis courts, spectator lounge for 240, and related amenities

North Platte Recreation Center Renovation & Expansion - North Platte, Nebraska

100,000 SF of improvements featuring brand new basketball courts, indoor turf, a new pool for competitive swimming, an indoor walking track and a 24-hour access spot

Orange City Community Wellness & Recreation Center Feasibility Study - Orange City, Iowa

Study for new 80-90,000 SF community wellness and recreation facility in conjunction with Orange City Health Systems

South Puget Sound Community College Health and Wellness Center - Renovation and Addition - Olympia, Washington

40,000 SF renovated and expanded facility providing Wellness Caf e, Team Rooms, Gymnasium, Group Ex, Weights and Cardio spaces

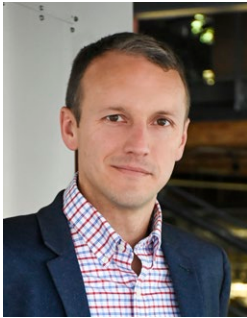
Waukee Community School District Aquatic Center - Waukee, Iowa

Competition and training venue serving two very large high schools and the local community in the State's fastest growing School District

CONTACT:

Brad Rodenburg, AIA, LEED AP, WELL AP | 515.473.6361 | brodenburg@rdgusa.com

Tom Ohle, AIA, LEED AP, WELL AP



SPORTS ARCHITECT, INDOOR ATHLETIC VENUES SPECIALIST

Tom is a licensed architect and LEED and WELL Accredited Professional in the sports studio at RDG. With over 15 years' experience, Tom has led teams in developing concept studies, master plans and construction documents for sports / wellness facilities on 40 college campuses and in several communities. He excels at working with owners and design teams to cultivate pragmatic and inspired solutions to design challenges. He creates transformative, meaningful experiences for each project.

EDUCATION:

2005

Iowa State University,
Bachelor of
Architecture

REGISTRATIONS:

Missouri #

2014041025

NCARB #112734

LEED AP BD+C, 2014

WELL AP #42020

Field of Dreams Movie Site Development - Dyersville, Iowa

- Professional Ballpark
- Master Plan
- Youth Sports Complex
- Fieldhouse

University of Connecticut Athletic District - Storrs, Connecticut

Program and design new athletic destination for UCONN Men's/Women's Soccer, Baseball, Softball, and Men's/Women's Hockey

University of Florida UAA Baseball Locker Room and Lemerand Center - Renovation - Gainesville, Florida

LEED Certified baseball program headquarters, including new workout facilities and a 1,200 (approx.) seat grandstand extension

University of Iowa Field Hockey Facility - Iowa City, Iowa

New Field Hockey Facility including a locker room, press-box, office and/or other amenities.

Mount Marty College Fieldhouse - Yankton, South Dakota

Facility featuring 200M competition track, weight room, fitness room, lockers, basketball practice courts, and training room

Wayne State College Athletic & Recreation Center - Wayne, Nebraska

New air supported structure over an indoor turf field, conversion the Indoor Athletic Complex to an auxiliary wood basketball court, a two-story addition between Rice Auditorium and the Recreation Center, and renovation of the existing gym

Winona State University Football Stadium Turf and Scoreboard - Winona, Minnesota

Replacement of the artificial turf utilizing existing subsurface and concrete perimeter curb, and the south scoreboard

Buena Vista University Siebens Fieldhouse & Lamberti Recreation Center Renovation and Addition - Planning - Storm Lake, Iowa

Bob Shelden Athletic Complex Renovation - Brookings, South Dakota

Renovation of the baseball field, installing synthetic turf, replacing fencing, lighting, signage, grandstands, press box, and dugouts.

Waukee Community School District Aquatic Center - Waukee, Iowa

Competition and training venue serving two very large high schools and the local community in the State's fastest growing School District

CONTACT:

Tom Ohle, AIA, LEED AP BD+C, WELL AP | 314.405.8786 | tohle@rdgusa.com

Molly Hanson



COMMUNITY OUTREACH SPECIALIST

Molly has over 10 years of experience working with boards, fundraising, facilitating and building coalitions around plans and projects. Through her stewardship as Executive Director of Iowa Rivers Revival and as a naturalist with the Madison County Conservation Board, Molly has built coalitions and rallied the public around protecting and improving our natural resources. Molly distills complex information to educate audiences on issues and promote sustainable and practical solutions.

EDUCATION:

2009

University of Northern Iowa, Bachelor of Arts, Earth Science, Minor in Geology

AFFILIATIONS:

New Leaders Council Leadership Institute Fellow

CISS Volunteer

2022 Fellow for Bright College - Drake University

Indianola Hills Neighborhood Association

Blank Park Zoo Community-based Conservation Education Committee

RECOGNITION:

40 Under 40 (2021)

Downtown Chamber Citizen of the Year nominee (2023) - Des Moines, Iowa

ADAPT DSM: Climate Action and Adaptation Plan – City of Des Moines, Iowa

City of Neenah, Arrowhead District – Neenah, Wisconsin

Student Recreation Facilities Space Evaluation – University of Tennessee Knoxville

Knoxville Parks Master Plan – Knoxville, Iowa

Gym Rebuild Plan, Montana State University – Bozeman, Montana

Sugar Creek Watershed Assessment – Waukeez, Iowa

City of Bondurant - City Park Master Plan – Bondurant, Iowa

University of Northern Iowa - West Campus Plan – Cedar Falls, Iowa

Central Iowa Water Trails Downtown, Scott Avenue – Des Moines, Iowa

Dubuque County Parks Master Plan – Dubuque, Iowa

Ingersoll Urban Recreation District Master Plan – Des Moines, Iowa

City of Marshalltown Iowa River Trail Placemaking Plan – Marshalltown, Iowa

North Raccoon River Watershed Planning Meetings – North Raccoon River Watershed Coalition

Montana State University Student Engagement Strategy & Implementation Sessions – Bozeman, Montana

Waukeez Community School District Aquatics Facility – Waukeez, Iowa

Scott Community College Outdoor Campus Master Plan – Bettendorf, Iowa

Student Recreation Boat House Feasibility Study – University of Tennessee Knoxville

City of Dyersville BRIC Watershed Project Scoping Study – Dyersville, Iowa

City of Dubuque Smart Parking and Connectivity – Dubuque, Iowa

CONTACT:

Molly Hanson | 515.309.3205 | mhanson@rdgusa.com

Chad Easter, PLA



SPORTS LANDSCAPE ARCHITECT

Chad attended Iowa State University where he discovered a love for the outdoors, which led to his shift from architecture to landscape architecture. Chad appreciates the amount of work, collaboration and decisions that go into a project and enjoys watching it evolve from concept to a physical built environment. As Chad says, "To watch people actively enjoy the finished space is the best part!"

EDUCATION:

2016
Iowa State University,
Bachelor of Landscape
Architecture

REGISTRATIONS:

Texas #3582

Blue Spruce Yards - Thornton, CO

67 acres. 7 Little League Fields (mini MLB replica), HS Baseball Field (mini MLB replica), Fieldhouse

Field of Dreams Movie Site Development - Dyersville, IA

- Professional Ballpark
- Master Plan
- Youth Sports Complex

Southeast Polk Schools SEP Stadium - Pleasant Hill, IA

Southeast Polk Schools Rams Softball Stadium - Pleasant Hill, IA

Mediacom Stadium - Des Moines, Iowa

Collaboration addressing outdoor athletics for Des Moines Public Schools and Drake University Soccer.

Grinnell College Rosenbloom Field Master Plan - Grinnell, Iowa

Programming/feasibility study of Rosenbloom Field, Pioneer Park & Darren Young '93 Track & Field Complex

Indoor Sports Complex - Kearney, Nebraska

Design of regional hub for sports tournaments, including recreation gymnasium, indoor turf and pickleball courts.

Loyola University Chicago Hoyne Field Study - Chicago, Illinois

Southeast Polk Schools Building & Grounds Facility Expansion - Pleasant Hill, Iowa

Theodore Roosevelt High School Multipurpose Track - Des Moines Public Schools - Des Moines, Iowa

Replacement of existing track and development of a synthetic multipurpose field for football, soccer, baseball and softball

Albia Community School District Multi-Use Stadium & Monroe County Sports Complex Master Plan Updates - Albia, Iowa

Update to Master Plan incl. Softball improvements, Ticketing, Concessions, Restrooms, Additional Tennis Court, and ADA accessibility

Ames Indoor Aquatics Center - Ames, Iowa

Indoor aquatic center as part of a proposed Urban Renewal District incl. 6-lane rec lap pool, wellness pool, current channel & slides

Central College Tennis Courts - Pella, Iowa

Design for replacement of tennis courts - new asphalt, playing surface and fencing

CONTACT:

Chad Easter, PLA | 515.309.3267 | ceaster@rdgusa.com

Zhahn Bose



PLANNER / RENDERING SPECIALIST

With degrees in both architecture and community and regional planning, Zhahn is uniquely positioned as a collaborator for RDG's Sports and Community Studios. He brings a passion for designing buildings and spaces that positively impact individuals and campuses/communities. His drive to create a better world extends to Zhahn's commitment to community engagement and industry involvement, as seen through his regular volunteerism with Habitat for Humanity and Rock the Block events.

EDUCATION:

Iowa State University,
Master of Community &
Regional Planning

Iowa State University,
Bachelor of Architecture
Summer 2014

Beauth University
Berlin, Germany
- Studied Digital
Sustainable Design

University of Connecticut Athletic District - Storrs, Connecticut
Donor Signage, Stadium Signage, Experiential Graphics, Digital Branding

University of South Dakota Wellness Center Expansion - Vermillion, South Dakota
Addition of a 50-meter competition pool, activity pool serving recreation, athletics, wellness programs, and community

Field of Dreams Movie Site Professional Ballpark - Dyersville, Iowa
3,000-seat stadium's designed to reflect the history of the farmsteads that dot rural Iowa

University of Tennessee Knoxville Boat House Strategic Planning - Knoxville, Tennessee
Boat House designed as part of program statement and conceptual design for future recreation, fitness, and wellness spaces for UTK

Texas A&M University Kingsville Intercollegiate Athletic Sports Plan - Kingsville, Texas

Lewis University Athletic Planning - Romeoville, Illinois

Wayne State College Athletic and Recreation Renovation and Addition - Wayne, Nebraska
New air supported structure over an indoor turf field, conversion the Indoor Athletic Complex to an auxiliary wood basketball court, a two-story addition between Rice Auditorium and the Recreation Center, and renovation of the existing gym

DePauw University Walker Field and Blackstock Tennis Courts Planning - Greencastle, Indiana

Elon University Wellness Center - Elon, North Carolina
Design and Construction of a new wellness center serving Human Performance, Recreation, Student Health, and Recreation

City of Clear Lake, Surf District Update - Clear Lake, Iowa

Iowa City / Coralville Area Convention & Visitors Bureau, Iowa River Corridor Grant - Iowa City, Iowa

City of Neenah, Downtown Plan - Neenah, Wisconsin

City of Pella, Destination Iowa Grant - Pella, Iowa

City of Sidney, Comprehensive Plan - Sidney, Iowa

Northside Yard Mixed Use Project* - Stevens Point, WI
Multifamily with Ground Level Retail

* Work performed while with another firm

CONTACT:

Zhahn Bose | 515.309.3291 | zbose@rdgusa.com



Melissa Graftaas, AIA, FARA, LEED AP



PRINCIPAL-IN-CHARGE

As the firm leader, Melissa appreciates the opportunity each client and project brings to the table with the variety of creativity, technical needs and overall goals for a successful project. Her passion for the work provided by the team keeps her involved throughout all phases of the project overseeing schedule, budget and quality control while guiding the transformation of clients visions into inspired and cohesive designs.

EDUCATION:

North Dakota State
University,
Bachelor of Architecture

REGISTRATIONS:

Licensed Architect:
MN #44824

AFFILIATIONS:

American Institute of
Architects (AIA)

Fellow - Society of
American Registered
Architects (FARA)

LEED® Accredited
Professional (LEED AP)

National Council
for Architectural
Registration Boards
(NCARB)

City of Duluth Spirit Mountain Ski Chalet - Duluth, MN

St. Louis County Depot Infrastructure Upgrades - Duluth, MN

St. Louis County Depot Canopy - Duluth, MN

St. Louis County Courthouse Boardroom Renovation - Duluth, MN

University of Minnesota - Duluth Sports & Health Center Ph I-II - Duluth, MN

University of Minnesota - Duluth Ordean Court Renovation - Duluth, MN

Burton & Virginia Myers Education Center, University of MN Landscape Arboretum
- Chaska, MN

City of St. Paul Victoria Park - St. Paul, MN



Kane Tewes, AIA, ARA, LEED AP BD+C

PROJECT MANAGER



Kane approaches projects with a design philosophy centered around the client. Providing strong and continuous customer service is at the heart of his work through clear, complete, and concise project deliveries. He takes pride in continuity throughout the project being involved from the earliest design meeting to project closeout and beyond.

EDUCATION:

Iowa State University,
Master of Architecture

REGISTRATIONS:

Licensed Architect:
MN #42269

AFFILIATIONS:

American Institute of
Architects (AIA)

Society of American
Registered Architects
(SARA)

National Council
for Architectural
Registration Boards
(NCARB)

LEED® Accredited
Professional,
Building Design and
Construction

City of Duluth Spirit Mountain Ski Chalet - Duluth, MN

St. Louis County Depot Infrastructure Upgrades - Duluth, MN

St. Louis County Depot Canopy - Duluth, MN

St. Louis County Courthouse Boardroom Renovation - Duluth, MN

St. Louis County Heritage & Arts Center Re-Roof - Duluth, MN

University of Minnesota - Duluth Sports & Health Center Ph I-II - Duluth, MN

University of Minnesota - Duluth Ordean Court Renovation - Duluth, MN

Burton & Virginia Myers Education Center, University of MN Landscape Arboretum
- Chaska, MN

City of St. Paul Victoria Park - St. Paul, MN



Charles H. Johnson IV



PROJECT EXECUTIVE

Charles is the founder of Johnson Consulting and a nationally recognized real estate and tourism consultant with over 36 years of experience in mixed-use real estate, conference center, hospitality, sports, and urban planning consulting fields. Charles has led the firm's work on over 2,000 real estate, Tax Increment Financing (TIF), hotel and entertainment consulting assignments in the U.S. and abroad. Through his participation in various aspects of real estate development he has gained an extensive knowledge of the market and demand requirements for appropriate substantiation of funding and operations of a wide array of projects, with a focus on mixed-use projects.

EDUCATION:

Florida State University,
Master of Business
Administration, Finance
Florida State University,
Bachelor of Arts, Real
Estate & Hospitality

AFFILIATIONS:

International
Association of Venue
Managers (IAVM)

Destination
Management
Association
International (DMAI)

International City/
County Management
Association (ICMA)

International Economic
Development Council
(IEDC)

Managers World Trade
Centers Association
(MWTCA)

Urban Land Institute
(ULI)

Business Plan for a Proposed Mixed-Use Urban Village and Park in Downtown Minneapolis - Minneapolis, MN

Rochester Arena Operational and Demand Benchmarking Analysis for USHL
- Rochester, MN

Sports Tourism and Event Space Feasibility Study - Tuscaloosa, AL

Wiregrass Park Market and Financial Feasibility Study, Developer RFP Solicitations Management - Pasco County, FL

Kingsbridge National Ice Center Feasibility Study - New York, NY

Indoor Sports Facility Feasibility Study - Dearborn, MI

Indoor Sports Complex Market and Financial Feasibility Analysis - Hammond, IN

Management Services for the Potential Cedar Fair Sports Complex - Sandusky, OH

Sports Tourism Marketing Strategy - St. Johns County, FL

Sports Market Business Strategy - Morgan Hill, CA

Solicitation and Advisory Services for the Potential Indoor Sports Complex
- Fox Cities, WI

Indoor Youth Sports Feasibility and Market Assessment Study - Branson, MO



Brandon Dowling

PROJECT MANAGER



Brandon specializes in market and financial analysis for sports and entertainment facilities. Brandon provides analysis through experience with financial modeling, research, data analytics and industry best practices. He is also experienced in economic and fiscal impact analysis and has assisted cities and communities in their application for Tax Increment Financing (TIF) and/ or other public funding. Since joining Johnson Consulting in 2008, Brandon has completed over 100 sports facility feasibility studies, which has resulted in over \$1 billion in successful sports venue developments.

EDUCATION:

Arizona State University,
Business & Urban
Planning

AFFILIATIONS:

SportsETA

International
Association of Venue
Managers (IAVM)

Association of Luxury
Suite Directors (ALSD)

National Association of
Collegiate Directors of
Athletics (NACDA)

Public Private
Partnership Conference
(P3C)

Destinations
International (DI)

University of Minnesota Student Unions Feasibility Project - Minneapolis, MN

Wiregrass Park Market and Financial Feasibility Study, Developer RFP Solicitations Management - Pasco County, FL

Nathan Benderson Park Feasibility Study - Sarasota, FL

Citrus County Sports Tourism Strategy - Citrus County, FL

Sports Tourism Marketing Strategy - St. Johns County, FL

Feasibility Study, Business Plan Review, Comparable Facilities Analysis, Economic/Fiscal Impacts Analysis for a Sports Complex - Yakima, WA

Indoor Sports Complex Market and Financial Feasibility Analysis - Hammond, IN

Indoor Youth Sports Feasibility and Market Assessment Study - Branson, MO

Management Solicitation and Advisory Services for a New Indoor Sports Complex - Sandusky, OH

Solicitation and Advisory Services for the Potential Indoor Sports Complex - Fox Cities, WI

Sports Complex Market Assessment and Financial Analysis - Homer Glen, IL

Sports Complex Market and Feasibility Study - Dearborn, MI

Sports Market Business Strategy - Morgan Hill, CA

Youth Sports Market Assessment and Strategic Tourism Study - Monroe-West Monroe, LA



Scott Ward, PE



PRINCIPAL-IN-CHARGE, PROJECT ENGINEER

Mr. Ward has over 24 years experience in civil and mechanical engineering fields. His education and engineering experience uniquely qualifies him for the specialized design requirements of ice systems. With his experience in fluid hydraulics, pumping and piping systems, heat transfer, refrigeration thermodynamics, structures and materials, Scott has developed a specialty in designing ice systems.

EDUCATION:

University of Minnesota,
Master of Science in
Mechanical Engineering
University of Minnesota,
Bachelor of Civil
Engineering

REGISTRATIONS:

Registered
Professional Engineer:
MN and 30 other states

AFFILIATIONS:

American Society of
Heating, Refrigeration
and Air Conditioning
Engineers (ASHRAE)
Minnesota Ice Arena
Managers Association
(MIAMA)
Wisconsin Ice Arena
Managers Association
(WIAMA)
Ice Skating Institute (ISI)
U.S. Ice Rink
Association (formerly
STAR)
USA Hockey
North East Ice Skating
Managers Association
(NEISMA)
Minnesota Recreation
& Park Association
(MRPA)

3M Arena At Mariucci (2 Sheets) - University of Minnesota - Minneapolis, MN

Amsoil Arena - University of Minnesota - Duluth, MN

Andover Community Center & YMCA (2 Sheets) - Andover, MN

Augsburg College Ice Arena (2 Sheets) - Minneapolis, MN

Bloomington Ice Gardens - Bloomington, MN

Bud King Ice Arena (2 Sheets) - Winona, MN

Centennial Sports Arena - Circle Pines, MN

Duluth Entertainment & Convention Center - Duluth, MN

Elk River Multi-Sport & Event Center (2 Sheets) - Elk River, MN

Hopkins Pavilion - Hopkins, MN

Mankato Civic Center - Minnesota State University - Mankato, MN

Miners Event & Convention Center (2 Sheets) - Virginia, MN

Plymouth Ice Center (2 Sheets) - Plymouth, MN

Runestone Community Center - Alexandria, MN

Shakopee Ice Center Arena (2 Sheets) - Shakopee, MN

St. Louis Park Recreation Center (3 Sheets) - St. Louis Park, MN

St. Luke's Sports & Event Center - Proctor, MN

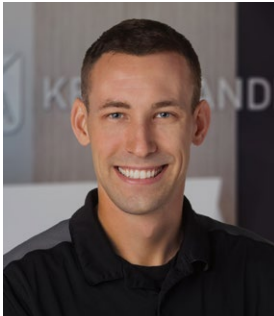
Tria Rink - St. Paul, MN

Willmar Civic Center (2 Sheets) - Sillmar, MN

Xcel Energy Center - St. Paul, MN



Paul Noll



PRECONSTRUCTION SERVICES MANAGER

Paul will be responsible for developing the project cost estimate from schematic documentation to the final cost estimate. He will lead the budgeting/estimating activities during preconstruction. Paul will work to confirm that the most current subcontractor pricing trends are reflected in our estimates.

EDUCATION:

University of Minnesota
Twin Cities,
B.S., Architectural
Science
Mesabi Range
Community & Technical
College,
Associate Degree

Duluth Playhouse - Duluth, MN

Facility condition assessment

City of Ashland - Ashland, WI

Phase 1: building facilities master plan

Phase 2: 126,000 SF building facilities master plan

Spirit Mountain - Duluth, MN

45,000 SF ski chalet renovation and ski hill upgrades

University of Minnesota Duluth - Multicultural Center - Duluth, MN

7,500 SF interior remodel of gathering space within the Kirby Student Center

Minnesota Historical Society - Two Harbors, MN

Preconstruction services for future trails and landscape rehabilitation project

Cook County High School - Grand Marais, MN

7,000 SF auditorium roof replacement and structural updates

IRRR Giants Ridge Indoor Water Recreation Center - Biwabik, MN

2,000 SF preconstruction services for a new indoor recreational center

After reviewing the RFP, we believe the selected team must focus on the following key components for this design effort to be successful.

Community Engagement and Project Management

Objective: To establish a complete public engagement process which assures the voices of stakeholders and community residents contribute to the Athletic Venues Reinvestment Initiative Action Plan.

Community Engagement Approach

A strong management program that features continuing communication with a staff, Steering Committee, and Focus Groups will be critical to the success of the planning effort. The purpose of the Focus Groups is to provide community context and subtext to influence the plan. The purpose of the Steering Committee to vet and validate this context, ensuring the trajectory of the project continues to align with the initial project goals and objectives.

Community Engagement Elements*

- **Website Content.** The design team will produce content to be used for the project portal on the participating entities websites as a center for project information, communication, and public input.
- **Online Survey.** We will utilize online surveys to expand the reach of engagement participants.
- **Social Media.** We will work with the Steering Committee to develop content on higher-profile, public-facing events for social media portals to advertise public events and workshops.
- **Open Houses.** We will host virtual and in-person Open Houses to educate the public as to project process and to elicit their comments and feedback as to the future park system.
- **Design Workshops.** We will host Public Design Workshops to inform the public on the design process and to elicit their input and feedback.
- **Intercept Interviews.** When the Design Team is On-Site, we'll take advantage of opportunities to get out and meet people where they are and gather additional data and insight from locals.
- **Focus Groups.** Targeted discussions with key user groups (representatives from each of the participating entities; Diamond Field Sports, Rectangular Field Sports, Rink Sports, Court Sports, City of Duluth staff, and Task Force Members) will provide further insight about indoor and outdoor athletic venue gaps and goals.

*Some of these items may be reflected in subsequent tasks.



Task 1

Discovery and Existing Conditions and Needs Assessment

Objectives

- To evaluate the quality and condition of the community's existing outdoor athletic venues and indoor athletic venues.
- To identify opportunities to be explored in the concept development phase.

Discovery Elements

- **Kick-Off Meeting (virtual).** The design team and Steering Committee will review the scope and schedule while discussing the public engagement plan. The Steering Committee will be asked to state their goals and objectives for the project, outlining how they would define success in the project at different milestones; Phase 1: 2023-2024, Phase 2: 2025-2027, Phase 3: 2027-2029 and Phase 4: 2030-2033. The Steering Committee would validate these Phases as described in the Athletic Venue Reinvestment Initiative presentation provided by the Parks & Recreation Commission on September 13, 2023. At this meeting the design team will seek to gather existing mapping information from the participating entities including prior plans, GIS information, draft concepts, illustrative graphics, and/or models. If none exist, emphasis will be placed on the first on-site opportunity to ensure physical asset specifics are well understood.
- **Base Mapping and Existing Data.** We will compile existing digital maps, collating inventory, infrastructure, encumbrances, cultural assets, amenities, and other existing conditions. We will receive, review and analyze existing data previously completed by the City including the Comprehensive Plan for the Park and Recreation System, Asset Management Inventory as completed by CR-BPS, and the completed Comprehensive Facility and Site Asset Management Study of the Fryberger Arena.

Industry Trends

- **Market Trends and Research.** Johnson Consulting will review recent market and industry trends on the sports tourism industry. The analysis will be based upon primary and secondary sources of information, such as the SportsETA State of the Industry and the National Sporting Goods Association. We will also use Johnson Consulting's extensive experience as well as internal databases to determine and document industry trends, such as tournament market, recreational market, overall participation trends, overall industry health, funding strategies for development as well as operations, marketing, usage, and other factors that will influence any recommended capital improvements. This will entail work from at least four states, including Minnesota.
- **Participation Trends and Comparable Market Analysis.** We will select several comparable and competitive markets that may offer innovative ideas with respect to facility offerings, operational models, funding, sports tourism versus local programming and the relative performance as well as economic development.

Johnson Consulting has developed a substantial database of financial and operating data for sports facilities of all types throughout the U.S. In addition, we have working relationships with numerous sports facility management companies and all sanctioning bodies that will provide us with a comprehensive understanding of best practices and what the costs and benefits of improved and new facilities could be for Duluth, and the greater region. Case studies based on analytics of the specific relevant information will be summarized and analyzed in our report to illustrate best practices to achieve desired outcomes.



- **On-Site #01.**

Over an intensive two to three day data collection, facility analysis, and work session, our team will meet with representatives from the City and other invited stakeholders to confirm objectives of the study, develop clear lines of communication, review project methodology, conduct initial fieldwork, and explore the identity of Duluth as a sports tourism market as well as the feasibility of capital improvements to support this initiative. At a minimum, we will perform the following in this task:

- » **Tours** – The design team, with representative from each jurisdiction, will tour the 13 outdoor athletic venues and existing indoor venues. The design team will also tour any potential sites for new venues.
- » **Six Focus Group Listening Sessions** – The Design Team will meet in person with constituent groups to discuss past challenges and future opportunities for indoor and outdoor venues in the area. These six groups will include diamond fields, rectangular fields, rinks, multi-use courts, City of Duluth Staff, and Task Force members. We envision these six meetings would happen over the course of one or two days.
- » **Community-Wide Public Workshops** – The Design Team will lead a series of open houses to provide the community what the objective of this project is and creating an opportunity for public input on the existing indoor and outdoor venues. The initial Public Workshops could happen over a 2 day period. Day 1 will be based on the outdoor venues and include 3 different times during the day to allow for community members with various schedules, the ability to attend. Day 2 will include input sessions for the indoor venues. The workshops for indoor and outdoor venues could be consolidated into the same workshop for efficiency.
- **Online Survey.** The Design Team will ask targeted questions to gain valuable feedback related to program, aesthetics, and scale of indoor and outdoor venue features. This is designed to provide an opportunity for those unable to attend the Public Workshop to still engage with the process.

- **Economic and Demographic Research.** Johnson Consulting will evaluate the economic and demographic characteristics of the market area based upon data provided by the City's representatives as well as third party demographic resources. This data is very important because the local and regional market will provide for a significant base of demand. Our analysis will provide a realistic assessment of the City's strengths, weaknesses, opportunities, and threats (SWOT) and result in a regional strategy. We will analyze three different catchment areas: 30 minute drive time, 1.5 hour drive time and 4 hour drive time. Among the data to be analyzed will be:
 - » Population and demographic trends and their impact on demand for sports facilities and services.
 - » Current and likely future trends and markets in the regional and national sports industry.
 - » Inventory of the City's existing facilities by type, any proposed facilities, and those currently under construction.
 - » Operational performance statistics, including number of events, attendance, pricing, geographic draw.
 - » Inventory of sports organizations, schools, and colleges and universities and other key users in the area.
 - » Hotel supply and growth patterns to interpret the local community's ability to host tournaments.
 - » Portfolio of potential partners, including any public-private partnership opportunities.
 - » Competitive activities held in the region.
- **Existing Conditions Analysis.** Johnson Consulting will assess the current facility offerings in Duluth and large/competitive facilities within 100 miles of Duluth, in order to identify: unmet needs; facilities that have become obsolete or non-competitive; evaluate marketing strategies; and, ultimately, the potential that exists for new facility offerings. Among the factors to be analyzed for each facility scenario include:
 - » Facility offerings and site plans.
 - » Map of competing facilities showing facility names and distance
 - » Ownership and operating structure.
 - » Marketing, event recruitment and level of funding analysis.
 - » Number of events, by type and attendance.
 - » Programming and relative level of usage at the facilities versus other comparable facilities.
 - » Local athletic leagues and trends.
 - » Levels of club, league and sponsorship interest in the various sports programs.
 - » Revenue and expenses, required funding subsidies, and sources of.
 - » Public support, operating or otherwise.



Task 2

Concept Development

Objectives

To understand relationships between potential program elements and to maximize the tourism potential and community impact with proposed improvements.

Concept Development Elements

- **On-Site #02.** The Design Team will host virtual meetings with the Steering Committee and Indoor Athletics Venues Taskforce to report back on the Focus Group Listening Sessions, Public Workshop and online survey.
- **Facilities Gap Analysis and Niche Identification.** Building on the findings from the preceding tasks, our team will review the sports offerings and venues in Duluth as well the broader region from which potential attendees/users could potentially be drawn. In doing so, we will analyze:
 - » The depth, quality, pricing structure, and market reach of existing facilities.
 - » Local and regional league and tournament play.
 - » Current and historical operations of local facilities in order to assess their demand and financial operating characteristics, their advantages and disadvantages, and their geographic draw, among other factors.

At the conclusion of this task, we will analyze the results with information obtained from the preceding tasks, segmenting the analysis by type of facility. At the conclusion of this analysis, we will identify unmet needs and demands in the local area as well as any sports needs and demands in the broader regional market. If we determine a “gap” exists in the market, we will evaluate the potential for expanding or constructing a new facility by type in the region.



- **Development of Concepts.** The Design Team will develop and present multiple unique concepts based on the site tour, public workshops, and feedback from committees and focus groups.
 - » **Expected Concept Considerations Include** - Improvements to existing indoor facilities or one or two new indoor facilities. Improvements to outdoor venues between 2025-2026 including but not limited to Wheeler Athletic Complex, Wade Stadium, Lake Park Fields Athletic Complex, Arlington Athletic Complex, Portman Park, Duluth Heights Park. Improvements to other tourism sites in 2029 and beyond including Morgan Park, Piedmont Park, Woodland Park, Como Park, Irving Park, Longview Tennis and the Enger Park Golf Course Clubhouse.
 - » **New Facility / Renovation Options Analysis** - This task will organize the analysis into a report providing an options analysis based on the findings from the previous tasks. Johnson Consulting will demonstrate the cost benefit analysis for improvements for up to three sports markets identified as applicable. Potential new facilities and/or renovations will be prioritized based on what will make the largest contribution to the City's aspirations and strategic objectives. Topics discussed must include at a minimum: size, number, and quality of sports facilities, requirements for parking, lighting, lodging, transportation, and administration of events. Will also include an evaluation of the potential economic and fiscal impact of the three sports markets identified. Our team will meet with the City and invited stakeholders to solicit feedback and evaluate outcomes.
- **Formal Presentation #1.** The design team will present the information obtained from the Focus Group Listening Sessions, Public Workshop, online survey, peer analysis and provide an overview of the next steps.



Minnesota State University, Mankato Athletic Master Plan
Mankato, MN

Task 3

Concept Refinement

Objectives

To advance the concept designs and to distill them into one concept design.

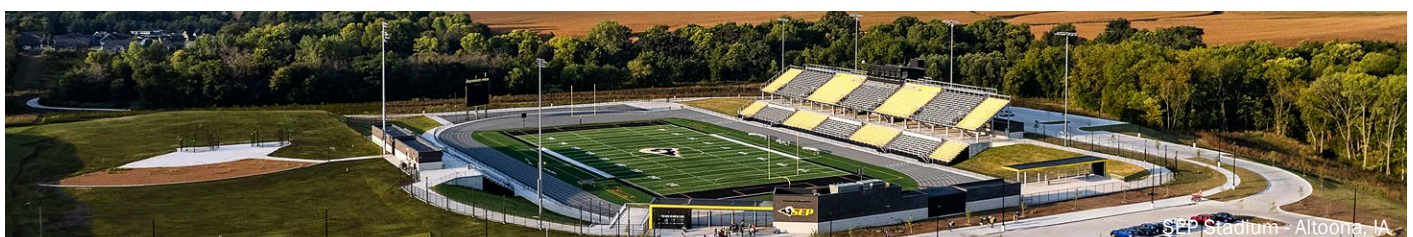
Concept Refinement Elements

- **Virtual Meetings.** The Design Team will meet with Steering Committee and Indoor Athletics Venues Taskforce to collate best features from the design concepts and condense them into one final concept.
- **Distill Concepts.** The Design Team will take the comments from the Steering Committee and Indoor Athletics Venues Taskforce and condense them into a singular concept which will then be presented to the public during On-Site #03.
- **On-Site #03.**
 - » **Community-Wide Public Workshops** – The Design Team will lead a series of presentations to provide the community with the design process and initial, distilled concept of the Athletic Venues Reinvestment Initiative Action Plan. This is an opportunity for the public to influence the Athletic Venues Reinvestment Initiative Action Plan before the final version. The Public Workshops could happen over a 2 day period. Day 1 will be based on the outdoor venues and include 3 different times during the day to allow for community members with various schedules, the ability to attend. Day 2 will include input sessions for the indoor venues. The workshops for indoor and outdoor venues could be consolidated into the same workshop for efficiency.

Through in person meetings, we will identify competitive and comparable markets for use in developing case studies and peer analysis. We will identify appropriate contacts and resources to ensure complete assessment of issues and specific data. The team will conduct an in-person sports tourism evaluation, including venue tours, a hotel inventory analysis, a review of the events currently held in Duluth, an evaluation of the City's marketing activities, meetings with key event directors, and with sports tourism leaders in the market.

We will identify priorities, potential trends and markets, past attempts at development and other information relevant to the study. We will work with the City to determine the appropriate level of participation. At a minimum, the focus groups will consist of stakeholders in the sports and economic development fields such as, but not limited to community members, City Council, Parks and Recreation Commission, Indoor Athletics Venues Task Force, and other commissions and stakeholder groups.

- » **Formal Presentation #2** – The design team will present the concept options that were explored during the On-Site #02 meetings and present the Distilled Concepts as completed in Task 3 to the public and the jurisdictional Boards/Councils.



Task 4

Finalize Athletic Venues Reinvestment Initiative Action Plan

Objectives

To hone the latest concept into the final Athletic Venues Reinvestment Initiative Action Plan design.

Finalize Athletic Venues Reinvestment Initiative Action Plan Elements

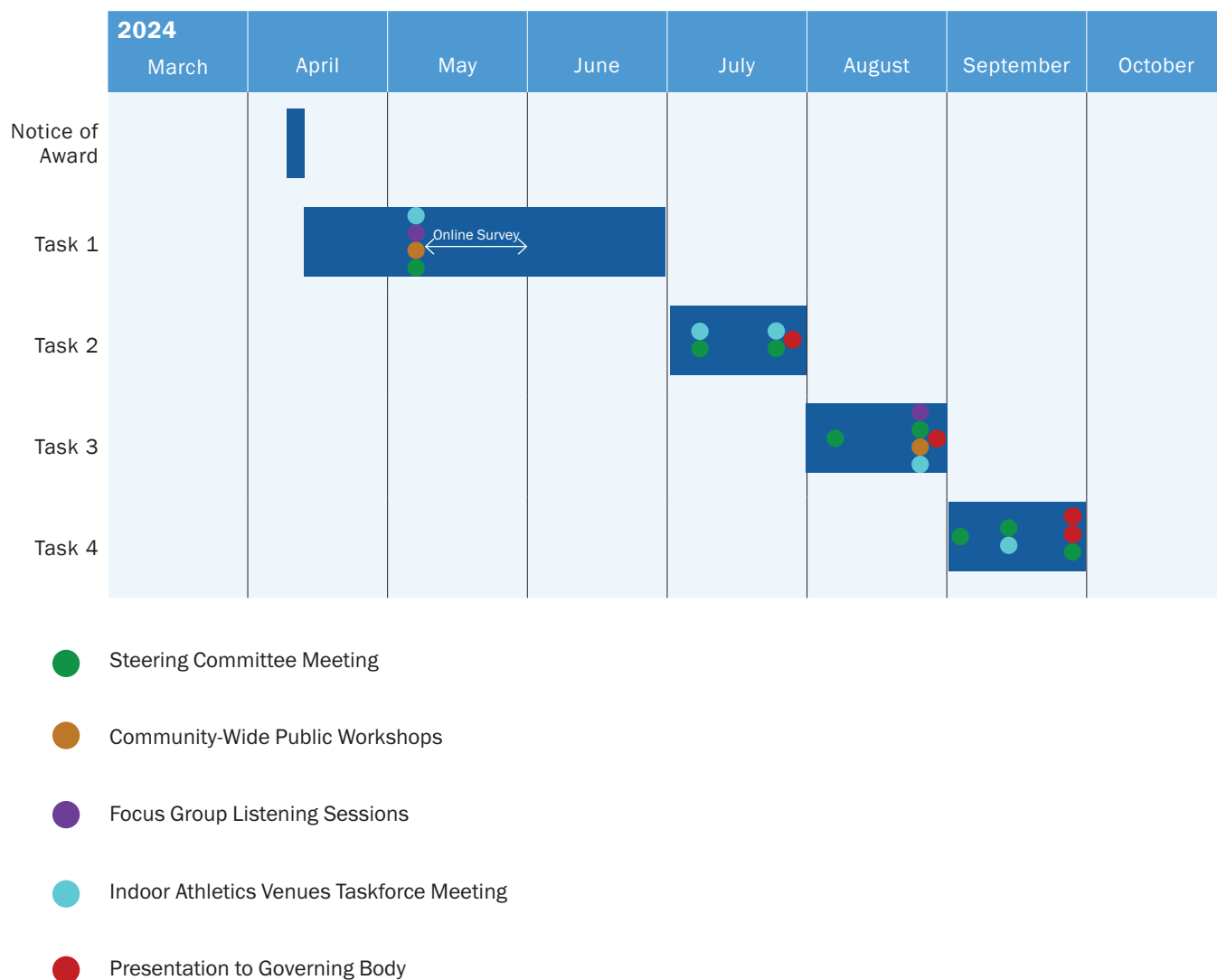
- **Virtual Meetings.** The Design Team will meet with Steering Committee and Indoor Athletics Venues Taskforce to refine and verify that plan refinements align with the initial goals and objectives of the project.
- **Finalized Athletic Venues Reinvestment Initiative Action Plan.** Comments from the Steering Committee, Indoor Athletics Venues Taskforce and Public Workshops will be incorporated into the final design.
- **Construction Phasing Plan.** The Design Team will work with the Steering Committee to develop a realistic and feasible phasing plan for proposed improvements delineated in the Final Athletic Venues Reinvestment Initiative Action Plan. The phasing plan will be separated into key milestones; Phase 1: 2023-2024, Phase 2: 2025-2027, Phase 3: 2027-2029 and Phase 4: 2030-2033. This phasing plan may be formatted in a way that lends itself to be functional within the calendars and processes of the participating entities.
- **Opinion of Probable Costs.** The Design Team will work with City staff to develop an Opinion of Probable Costs for proposed improvements delineated in the Athletic Venues Reinvestment Initiative Action Plan.
- **Draft Report.** Will be provided to the City of Duluth at the completion of the Tasks identified above. The Draft Report will include an Executive Summary and fully documented findings and recommendations, and will be accompanied by appropriate graphics and presentation material.
- **Final Report.** Fully documented Final Report to be provided at the completion of the study, addressing all client comments and refinements received throughout the study period.

The Team will meet and exceed all of the City of Duluth's requirements and expectations relating to this study. We will achieve this by working closely with City representatives, in person and through regular calls, to ensure the timely delivery of an assessment that accurately meets the needs and requirements of the City, and addresses all relevant questions and concerns that arise during the study period.

- **On-Site #04.**
 - » **Formal Presentation #3 and #4** – The design team will present the final Athletic Venues Reinvestment Initiative Action Plan to the public and the jurisdictional Boards/Councils
- **Final Deliverable.** The Design Team will package and share the final Athletic Venues Reinvestment Initiative Action Plan with the Steering Committee. The Team will meet and exceed all of the City of Duluth's requirements and expectations relating to this study. We will achieve this by working closely with City representatives, in person and through regular calls, to ensure the timely delivery of an assessment that accurately meets the needs and requirements of the City, and addresses all relevant questions and concerns that arise during the study period.



Proposed Schedule



RDG Planning & Design has the full ability to perform the services within the time frame as illustrated above. Furthermore, the team has adequate staff and availability to perform the services and can adjust the schedule based on the goals and needs of the City of Duluth. We believe there are opportunities for efficiencies in scheduling meetings for indoor and outdoor venues during the same meetings. We understand the City's goal for completing the indoor venue study by September of 2024 while the remaining outdoor venue study could be completed by March of 2025. RDG can coordinate and accommodate the schedule(s) that meet the needs of the City of Duluth.

Our Message

Great design is responsive to race, color, gender, gender identity and expression, religion, sexual orientation, age, etc. We don't live in a world devoid of intersectional identity and we don't design for people devoid of culture. Great design is inclusive of every callout and qualifier that makes us who we are. Our biggest strength at RDG is our contribution to a culture where all our unique perspectives, which make us and our work better, are welcome.

Our People

RDG's Diversity, Equity and Inclusion Committee works to enact transformational change that fosters a culture of empathy and understanding. Since its inception, the committee has led many ongoing internal education and advocacy efforts, including presentations on DEI-related topics, the development of an internal resource library and collaboration with the RDG People Team to develop an equitable and inclusive benefits package.

These internal efforts help guide external work with clients as we seek to create inclusive engagement strategies tailored to the unique communities we serve. The public engagement strategies we develop work in tandem with an integrated communications plan to support transparency and ongoing community engagement throughout each project – from kick-off through implementation. Successful engagement relies on local partners to represent community values in a way that, as outsiders, we cannot. Those partners accelerate relationship building allowing us to cast a wider net of engagement to create a truer representation of the community.

Our commitment to DEI means we commit to being lifelong learners, good listeners and empathetic team members around issues of justice, equity, diversity and inclusion, both when we work on projects and in our everyday lives.





- A. Proposers will need to be familiar with Duluth and the Duluth park system in order to provide comprehensive recommendations. If your team is already familiar with Duluth and the park system, please explain how. If your team is not familiar with Duluth and the park system, please explain how you intend to gain a deeper understanding.**

RDG is teamed with Architecture Advantage to continue our successful past working relationship together at the University of Minnesota Duluth. Architecture Advantage has thorough knowledge with the City of Duluth and the Duluth Park system, most recently working on the Spirit Mountain Chalet. B32 Engineer's experience with Amsoil Arena rounds out a collective team with deep knowledge in Duluth. Our collective team will tour each of the indoor and outdoor facilities in addition to the various listening sessions as described in our "Firm's Understanding of the Project" to further enhance our understanding and perspective of the Duluth park system.

- B. Proposers will need to have the technical capability to analyze and plan for reinvestments in existing outdoor athletic venues, as well as to plan for the reinvestment or new construction of multi-use indoor athletic venues. How will your proposal and team meet both of these specialized areas, without compromising one for the other?**

RDG is uniquely and highly qualified to analyze and plan for both outdoor and indoor athletic venues as our Sports Studio is organized in our 3 levels of expertise including Outdoor Venues led by Jason Blome, Indoor Recreation Venues led by Brad Rodenburg and Indoor Athletic Venues led by Tom Ohle. Our collective experience around the country provides unique knowledge of all sports project types and our multi-disciplinary firm structure provides us with both a deep bench and diverse experience that creates high quality planning processes. Our assembled team has been created specific to the unique needs of the City of Duluth to ensure a deeply analyzed and honest, straight-forward outcomes of the Action Plan. Our team's goal is to provide the City with recommendations based on the thorough outcomes of the Action Plan process. We realize and appreciate that outcomes from the Action Plan process may include new or unexpected results. RDG embraces the ability to communicate what the City of Duluth needs to hear and potentially implement.



C. How does Duluth's cold-weather climate change your approach to both indoor and outdoor athletic venue planning? If possible, use previous project experience in cold-weather climates to support your response.

We embrace the cold-weather culture that is Minnesota! We fine-tune our planning for cold-weather climate facilities with consideration of maximizing the use of the collection of athletic facilities for as much use throughout the year as possible. We will balance the feedback we hear from the committees and focus groups along with the development of the proforma to provide best recommendations to the City for a plan that best meets the needs of the community and provides the best economic impact. Our experience in cold weather climates includes outdoor synthetic turf fields, sports bubbles, indoor turf and courts, ice hockey, amongst other program uses. RDG appreciates cold-weather considerations and have developed details to accommodate climates including the synthetic turf fields at UCONN that allow for snow removal and winter practices. Heated baseball and softball team benches at UCONN keep the athlete's muscles loose and flexible for comfort and reduces risk of muscle-related injuries. The sports bubble RDG designed for Wayne State is intended for year-around use to accommodate the cold-weather climate and provide an economical solution for a permanent indoor facility. Each sport has unique preferences and cold-weather opportunities that will be considered during the Action Plan process. We look forward to the opportunity to work with the City of Duluth to enhance the indoor and outdoor athletic offerings to complement the other amenities the City provides with cross-country skiing, snowboarding and ice fishing!

RDG is experienced in designing projects in various climates across the country. Our recent and current experience in cold-weather climates includes:

Wayne State College Athletic & Recreation Complex - Wayne, NE

- sports bubble with a track and synthetic turf

Kearney Indoor Sports Complex - Kearney, NE

- indoor turf, tennis and basketball

University of Wisconsin La Crosse Fieldhouse - La Crosse, WI

- track and field fieldhouse and multiuse courts

Forest County Potawatomi Community Center - Crandon, WI

- indoor turf facility, a spectator arena, and natatorium

Fitch Family Indoor Aquatic Center - Ames, IA

- lap pool, recreational pool, wellness pool, current channel

Waukee Community School District Aquatic Facility - Waukee, IA

- 50-meter pool facility

University of Connecticut Athletic District

- 3 stadia, including the synthetic turf fields, an outdoor recreation synthetic turf field and an indoor Performance Center

D. Describe how you will approach producing accurate local market-based cost estimates, from pre-design through construction, for the investment recommendations that will come out of this Action Plan.

RDG provides and incorporates a value driven analysis process in each project we plan and design. Project cost estimating, cost control, and operational proformas are foundational for sound decision making, scheduling, communication, and financial success. Our process includes design tests and cost estimates that are carefully carefully developed and updated at every project phase. We will work closely with the Kraus-Anderson team and provide additional cost input based on our extensive cost database on similar projects and master plans. It is critical that all cost estimates include total project costs such as Administrative Costs (legal, fees, financing, testing, surveys, etc.), Property Costs (land, assessments, etc.), Construction Costs (site and building), Furniture, Furnishings and Equipment Cost and Contingencies. RDG will integrate costs estimates with the market data, operational models, and and proformas being developed by Johnson Consulting. Proposed models and proformas will be closely correlated with the proposed improvements detailed in the Action Plan.

E. Describe your experience developing operational models related to maintenance, staffing, fee structures, use patterns, etc. to inform facility operational cost and revenue projections, and to enhance efficiency and user experiences. If possible, include examples of both internal/self-maintained and operated facilities and third-party maintained and operated facilities.

Based on our knowledge of sports/event complex operations and experience with similar facilities, we will develop estimates of income from various sources, including, but not limited to, sponsorships, advertising, concessions, and other non-traditional funding sources. As part of its analysis, we will develop a detailed financial model that considers all factors that will affect the recommended development's performance.

The feasibility study will include a financial proforma statement for the recommended facility that summarizes a 10-year projection of revenues, expenses, net operating income and debt service throughout the period of the projections.

Management and Staffing Model: Our firm regularly conducts operational and organizational reviews for sports complexes. This equips us to assist in devising Ownership/stewardship models, approach to management and optimization of profit centers at the operational level. The analysis will document our recommended approach to delivery of services, such as management, staffing, food and beverage,

parking, and other major line items affecting the operation, thus providing the reader with a clear understanding of how the facility will earn and spend money, fit into the broader operations of the Client group, and what the expected financial picture will be at the end of the year. To the extent that public dollars are to be used to support operations, capital improvements, or other items, these sources will also be considered and integrated into the financial analysis.

Johnson Consulting's Representative Project Experience

Project	City, State	Market Analysis	Financial Analysis	Economic Impact Analysis	Fiscal Analysis	Strategic Business Plan	Sports Tourism Analysis	Parks & Recreation Department Involvement	Public Input Meetings	Management RFP Solicitation
Branson Sports Complex	Branson, MO	✓	✓	✓		✓	✓	✓	✓	
Burlington Sports Complex	Burlington, IA	✓	✓	✓		✓	✓	✓	✓	
Cedar Point Indoor Sports Complex	Sandusky, OH									✓
Dallas Sports Complex	Dallas, Texas	✓	✓	✓		✓	✓	✓	✓	
Fox Cities Champion Center	Fox Cities, WI									✓
Glenview Ice Center	Glenview, IL	✓	✓	✓		✓	✓	✓	✓	
Homer Glen Sports Complex	Homer Glen, IL	✓	✓	✓			✓			
Hyannis Youth and Community Center	Barnstable, MA	✓	✓	✓		✓		✓	✓	
Indoor Sports Complex	Hammond, IN	✓	✓	✓		✓	✓	✓	✓	
Indoor Sports Facility	Dearborn, MI	✓	✓	✓		✓	✓	✓	✓	
Marion County Aquatic Complex	Marion County, FL	✓					✓	✓	✓	
McHenry County Sportsplex	McHenry County, IL	✓	✓	✓		✓	✓	✓	✓	
Morgan Hill Sports Center & Aquatic Center	Morgan Hill, CA	✓	✓	✓		✓	✓	✓	✓	
Northwest Ohio Sports Complex	Wood County, OH	✓	✓			✓	✓		✓	
Pasco Sports Complex	Pasco County, FL	✓	✓	✓		✓	✓	✓	✓	✓
SOZO Sports Complex	Yakima, WA	✓				✓	✓			
Sports and Entertainment Complex	Warren County, OH	✓	✓			✓	✓			
St. Johns County Sports Tourism	St. Johns County, FL	✓				✓	✓	✓	✓	
Youth Sports Complex	Rockford, IL	✓	✓	✓		✓	✓	✓		

F. Describe your experience developing funding models that leverage private funding to create high-quality athletic venues. Examples may include development of sponsorship levels, private solicitations, local or national foundations, etc.

Johnson Consulting has extensive municipal, not-for-profit finance experience and private sector development experience in Minnesota, and throughout the US. We will use our collective experience to judge what the market and financial models indicate, to help consider how to execute the project. Previously, we have identified multiple private sector funding sources, created operating districts, and helped authorities create Tax Increment, Special Assessment and Tourism Development Zones and many other forms of governance. We also have created special park districts and not-for-profit entities to help fund and operate sports complexes, waterparks, hotels, conference centers, arenas, and real estate development districts.

Drawing on our experiences in recreational markets across the country, and discussions with the Client and other stakeholders, Johnson Consulting will recommend potential funding strategies for the recommended facilities. We will review public initiatives such as tax increment financing, the market's capacity in lodging or meals taxes, etc. In addition, we will explore the joint partnerships whereby the Client and another entity would both contribute to financing cost for shared usage. We will draw upon example communities that have taken these various approaches. The report will set the stage for developing funding applications and deliberations regarding phasing, planning, and subsequent implementation.



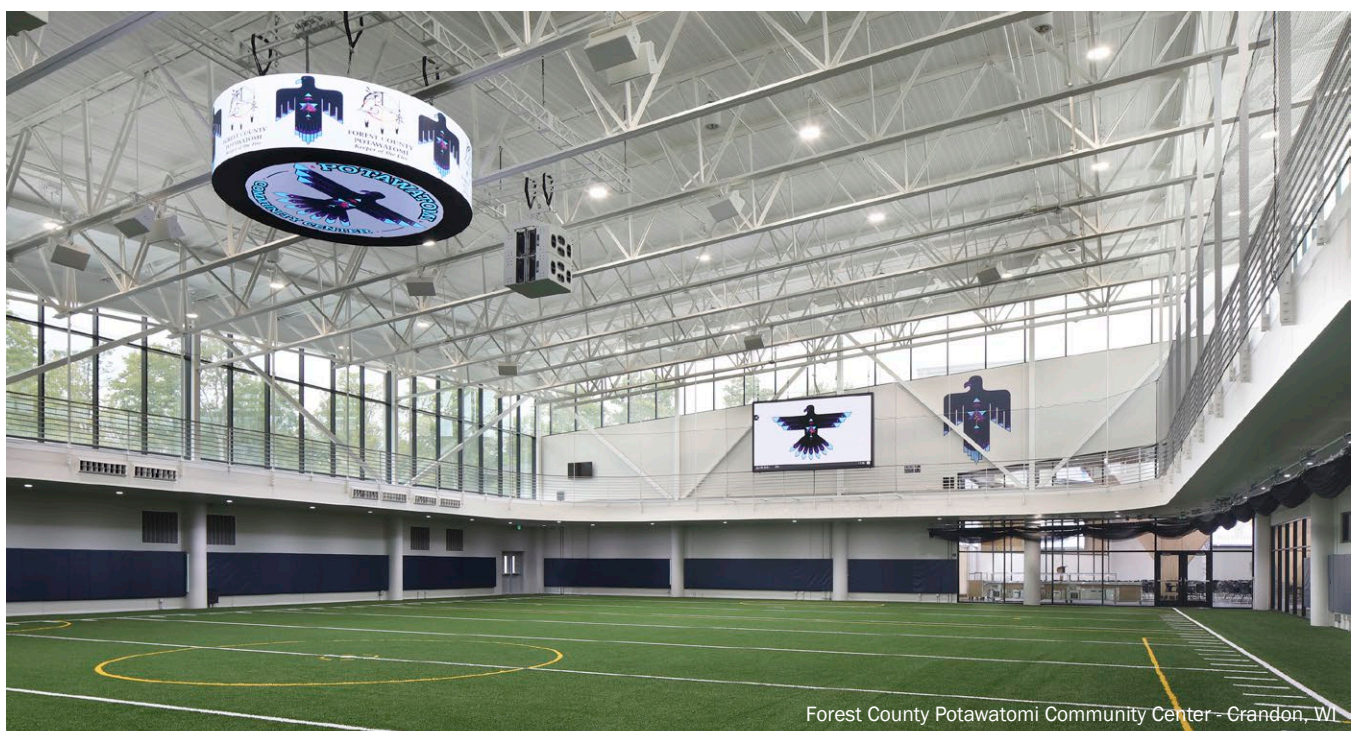
Forest County Potawatomi Community Center - Crandon, WI

G. Describe the approach and strategies you will use to incorporate sustainable site plans and to accommodate City and State energy efficiency standards (i.e. B3, and City OPR).

RDG's culture is informed by a series of eight Lifestyles that allow us to achieve balance to our home, work and public lives. Our Lifestyles maintain our value as good designers with a commitment to sustainable decisions, living a healthy lifestyle, continuous learning, and embracing new technology, all while having fun!

Sustainability is one of our eight Lifestyles, which means it is a major consideration of everything we do. We believe sustainability is part of the design process, not just the product. By balancing our commitment to people, to costs, and to the environment, we strive to be sustainable in more than just a "green" way - and we "walk the walk" ourselves. Our dozens of LEED accredited professionals are continually learning, bringing modern technology and creative ideas to the intersections of environment, economics, and accessibility.

Our team's broad experience, combined with the expertise of our local consultant, Architecture Advantage allows us to jump into planning and designing for specific City and State energy efficiency standards. From storm water detention to stream and wetland restoration and preservation and urban sites across the country, our team seeks to understand the unique needs of each project site. We believe in respecting and protecting our natural resources, recognizing the huge benefits to the health of our communities when we have opportunities to get out into nature. Minnesota's long history of preserving natural spaces informs our work in our community, inspiring us to find processes, designs, and materials to support a more sustainable future.



Forest County Potawatomi Community Center - Grandon, WI

RDG acknowledges receipt of Addendum 1.



Purchasing Division
Finance Department

Room 120
411 West First Street
Duluth, Minnesota 55802



218-730-5340



purchasing@duluthmn.gov

Addendum 1
Solicitation 24-99342
Athletic Venues Reinvestment Initiative Action Plan

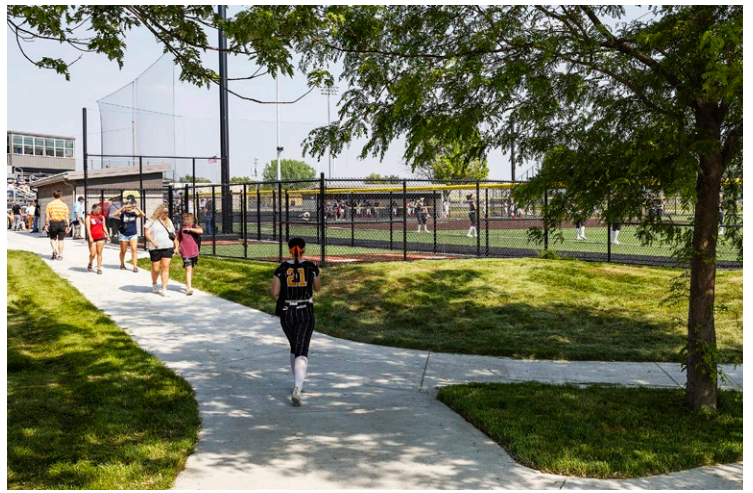
This addendum serves to notify all bidders of the following changes to the solicitation documents:

The following questions were asked and are answering in *italics* below

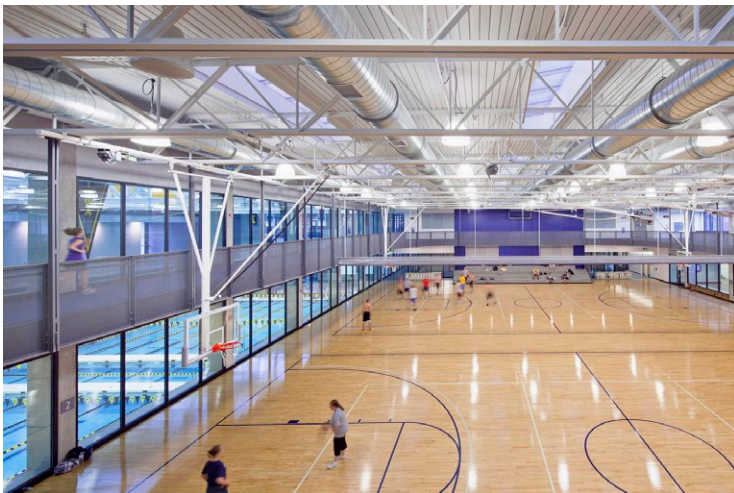
1. Has there been an allocated budget for this Action Plan and can that be shared?
 - a. Preliminary funding levels for Athletic Venue Reinvestment Initiative projects and phases were established by Duluth City Council under resolution 23-0748R. Planning and design investments, which include, but are not limited to, the development of this Action Plan, have been set at an amount not to exceed \$400,000.*
2. Should any illustrative renderings be included within the scope of work and fee?
 - a. At least two artistic renderings for the indoor venue(s) should be included within the scope of work and fee.*
3. For Page 5 of 14, for the Cost of your Services, do you want this information in a separate document as it notes that evaluations of the technical proposals will happen before reviewing the cost?
 - a. The cost submittal should be in a separate sealed envelope.*

Please acknowledge receipt of this Addendum by including a copy of it with your proposal. The pages included will not count toward any page limitation, if any, identified in the RFP.

Posted: **March 15, 2024**



**CREATE.
MEANING.
TOGETHER.**



Jason Blome, PLA, ASLA, LEED AP

Dir 515.473.6360

jblome@rdgusa.com

RDg...
PLANNING • DESIGN

DENVER | DES MOINES | IOWA CITY | OMAHA | ST. LOUIS

Hours By Task

Tasks are detailed in our proposal on pages 30-37.

	TASK 01 Discovery of Existing Conditions & Needs Assessment	TASK 02 Concept Development	TASK 03 Concept Refinement	TASK 04 Finalize Plan	TOTAL
Team Member	Hours	Hours	Hours	Hours	Hours
Jason Blome, PLA, ASLA, LEED AP Project Manager, Outdoor Venues Specialist	108	80	84	92	364
Brad Rodenburg, AIA, LEED AP, WELL AP Sports Architect, Indoor Recreation Venues Specialist	72	68	56	76	272
Tom Ohle, AIA, LEED AP, WELL AP Sports Architect, Indoor Athletic Venues Specialist	20	20	10	16	66
Molly Hanson Community Outreach Specialist	86	8	46	4	144
Chad Easter Sports Landscape Architect	32	56	34	24	146
Zhahn Bose Planner / Rendering Specialist		16	12	60	88
Melissa Graftaas, AIA, FARA, LEED AP Associate Architect - Principal-in-Charge	8	4	4	4	20
Kane Tewes, AIA, ARA, LEED AP BD+C Associate Architect - Project Manager	30	10	20	10	70
Charles H. Johnson IV Market Analysis - Project Executive	30	4	6	6	46
Brandon Dowling Market Analysis - Project Manager	60	12	13	14	99
Johnson Consulting Supporting Project Advisors and Project Analysts	78	27	23	20	148
Scott Ward, PE Ice Rink Design - Principal-in-Charge, Project Engineer	7	2	1	1	11
Paul Noll Preconstruction Services Manager			50	50	100

Anticipated Direct Expenses

Direct expenses will include travel and printing. The direct expenses for 4 on-site workshops and miscellaneous printing are \$27,500. Planning and design fees are \$270,500. Lump sum, not-to-exceed total project cost, including sub-consultant fees and direct expenses, is \$298,000.

Assumptions

The proposed cost for services assumes the Action Plan process will be completed with 4 on-site workshops throughout the process. Each workshop may consist of multiple days. It is also assumed that the indoor and outdoor athletic facilities will have the same or similar schedules.

Supplemental Resume and Revised Fees and Narrative

Johnny Boyd, AIA



SPORTS ARCHITECT, ATHLETIC VENUES SPECIALIST

Johnny has three decades of experience designing sports facilities. He brings a passion for sports to each project. He understands the importance of ensuring all stakeholders are heard, and provides a clear path to move projects from idea conception through construction. Johnny designs with the end in mind, taking into consideration user-experience from owner, player and coach to fan and visitor perspectives. His work is noted for forwarding the mission and goals of institutions and athletic programs.

EDUCATION:

1991
Iowa State University,
Bachelor of
Architecture

REGISTRATIONS:

Iowa #03530
NCARB #61153

Field of Dreams Movie Site Professional Ballpark - Dyersville, Iowa

Multi-level, state-of-the-art ballpark built around the MLB field that takes cues from Rural Iowa, the Field of Dreams movie site and the greater Dyersville region.

Principal Park Replacement Opinion of Cost - Des Moines, Iowa

Opinion of cost for the replacement of the minor league ballpark performed for Commercial Appraisers of Iowa

DePauw University Renewed Blackstock Stadium Planning - Greencastle, Indiana

Planning for new entry, a renewed Blackstock Stadium in its current location and a seasonal building to support visitors to the Athletics Campus

DePauw University Walker Field and Blackstock Tennis Courts Planning - Greencastle, Indiana

Programming and conceptual design for Walker Field and Blackstock Tennis Courts, providing needed modernization and facility updates.

Minnesota State University Mankato Blakeslee Football Stadium Planning - Mankato, Minnesota

7,000 seat stadium designed to be a regional hosting destination for NCAA DII and state championship football and soccer.

Lewis University Athletics Planning - Romeoville, Illinois

Phase 1 - Athletic Performance; Phase 2 - Athletic Performance; Phase 3 - Athletic Locker Rooms & Recreation Space; Phase 4 - Outdoor Sports; Phase 5 - Full Accommodation

SE Warren High School Baseball Field Renovation - Liberty Center, Iowa

Replacement of SE Warren High School Baseball infield and outfield.

Millikin University Workman Family Baseball Field - Decatur, Illinois*

New State of the Art Baseball Stadium

Graceland University Morden Center - Lamoni, Iowa*

Renovation of 45,000 sq. ft. On-Campus Competition and Recreation Facility – Phase 1, 2, & 3

Coe College Indoor Track/Tennis Facility - Storm Lake, Iowa*

Facility Assessment of Existing Facility, and Master Plan for New Facility

Wartburg College Stadium Enhancements - Waverly, Iowa*

Stadium Seating, Press Box, and Site Renovations

MidAmerican Energy Rec Plex - West Des Moines, Iowa*

Owner's Representative and Construction Administration Consultant

University of Illinois Urbana-Champaign Gary R. Wieneke Track Replacement - Champaign, Illinois*

New Track will host 2021 Big Ten Outdoor Track and Field Championship

CONTACT:

Johnny Boyd, AIA | 515.309.3231 | jboyd@rdgusa.com

* Work performed while with another firm.

Narrative of Fee Modifications

RDG Planning & Design has had the opportunity to further understand the goals of the City of Duluth during our interview on April 24th and during a follow-up call with Jessica Peterson on April 29th. Those discussions and feedback from the City of Duluth were incredibly valuable to allow RDG to fine-tune our proposal to best meet the needs of the City of Duluth. Below lists the modifications to the Cost of Services.

- In addition to RDG's ice experience, we have added Ellison Sports Facilities Consulting to our project team.
 - » Scott Ellison with Ellison Sports Facilities has deep knowledge in ice from design programming, pro-formas, staffing, operating plans and more.
 - » RDG worked directly with Scott as the primary point of contact while he was the Sr. Associate Athletic Director for Facilities and Capital Projects at the University of Minnesota during the design and construction of Athlete's Village.
 - » Scott has consulted on various facility projects including Miners Memorial Arena in Virginia, MN and Schlegel Park in Kitchner, ON.
 - » Scott's hours have been added to the Cost of Services.
- We have added hours of time to Architecture Advantage to further enhance community engagement, attend public presentations, and offer connections and meetings with the University of Minnesota Duluth, the College of St. Scholastica and Lake Superior College, as needed.
- We have added hours of time to B32 Engineering Group to accommodate additional consideration for indoor ice throughout the 4 Tasks.
- RDG has added time to allow for 5 on-site workshops in lieu of 4 as shown in the original proposal. The original approach included formal presentations to both occur during the team's fourth on-site visit. We have added a fifth on-site with RDG and Architecture Advantage to provide more flexibility in scheduling the formal presentations.
- RDG and Johnson Consulting have added time to review Public Private Partnership opportunities that have been shared with Duluth. In addition to Johnson Consulting, Johnny Boyd with RDG has been added to the project team to provide analysis and vetting of these opportunities.
- Advisory Services to City: On behalf of the City and in collaboration with City Leadership as well as staff, Johnson Consulting would serve as independent advisors to the City in vetting up to one proposed public/private partnership proposal opportunities presented to the City. The following tasks are what we envision for this Phase.
 - » Request and receive proposal information from the private investment group. (Schedule: 4 week review period: Deliverable: Memorandum addressing outline below)

a. Set of plans, program	e. Funding and capital confirmation. Who is contributing what.
b. Pro-forma	f. Construction schedule.
c. Business plan	g. Potential Economic Impact
d. Ownership and Management team	
 - » Market Overview & Participation Trends
 - a. Economic & Demographic Analysis (30 min, 1.5 hr, 4 hr)
 - b. Participation Trends (specific to proposed development)
 - i. Market Penetration Analysis
 - » Existing Facility Audit (specific to proposed development)

a. Research existing inventory of surfaces within the market and region	b. Map facilities as well as contemplated venues for future investment
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 - » Recommendations

a. Based on definition of success by the City	b. Potential Impacts to the Athletic Venue Reinvestment Plan
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Hours By Task

Tasks are detailed in our proposal on pages 30-37.

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Team Member	Hours	Hours	Hours	Hours	Hours
Jason Blome, PLA, ASLA, LEED AP Project Manager, Outdoor Venues Specialist	108	80	84	118	390
Brad Rodenburg, AIA, LEED AP, WELL AP Sports Architect, Indoor Recreation Venues Specialist	72	68	56	101	297
Tom Ohle, AIA, LEED AP, WELL AP Sports Architect, Indoor Athletic Venues Specialist	20	20	10	16	66
Johnny Boyd, AIA Sports Architect, Athletic Venues Specialist	44	8	4	4	60
Molly Hanson Community Outreach Specialist	86	8	46	29	169
Chad Easter Sports Landscape Architect	32	56	34	24	146
Zhahn Bose Planner / Rendering Specialist		16	12	60	88
Melissa Graftaas, AIA, FARA, LEED AP Associate Architect - Principal-in-Charge	10	5	5	4	24
Kane Tewes, AIA, ARA, LEED AP BD+C Associate Architect - Project Manager	35	25	20	10	90
Charles H. Johnson IV Market Analysis - Project Executive	50	4	6	6	66
Brandon Dowling Market Analysis - Project Manager	100	12	13	14	139
Johnson Consulting Supporting Project Advisors and Project Analysts	128	27	23	20	198
Scott Ward, PE Ice Rink Design - Principal-in-Charge, Project Engineer	8	8	7	3	26
Scott Ellison Sports Facilities Consultant	35	30	24	20	109
Paul Noll Preconstruction Services Manager			50	50	100

Anticipated Direct Expenses

Direct expenses will include travel and printing. The direct expenses for up to 5 on-site workshops and miscellaneous printing are \$34,500. Planning and design fees are \$349,000. Lump sum, not-to-exceed total project cost, including sub-consultant fees and direct expenses, is \$383,500.

Assumptions

The proposed cost for services assumes the Action Plan process will be completed with up to 5 on-site workshops throughout the process. Each workshop may consist of multiple days. It is also assumed that the indoor and outdoor athletic facilities will have the same or similar schedules.