

CITY OF MANKATO AIRPORT TRAFFIC CONTROL TOWER

REQUEST FOR PROPOSAL FOR CM@R

WEDNESDAY, JANUARY 28, 2026

 **Knutson**Construction



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RFP CRITERIA

RFP SCORING CRITERION	PAGES
Preconstruction Services (25%)	11-21
Experience + Past Performance (25%)	22-26
Key Personnel + Team (20%)	6-10
Cost Proposal + GMP Methodology (20%)	15 Seperate Envelope
Risk Management + Compliance (10%)	17-18

We see a way to create a **masterpiece**
from your **vision**.

EXECUTIVE SUMMARY

5.1 EXECUTIVE SUMMARY

Attn: Shawn Schloesser, Associate Director
Transportation Planning Services

Intergovernmental Center
10 Civic Center Plaza
Post Office Box 3368
Mankato, MN 56002-3368

The City of Mankato has a long history of investing in infrastructure that strengthens safety, expands opportunity, and supports the region's continued growth. The new Airport Traffic Control Tower represents a defining moment for the community — a project that will enhance airfield operations, protect the thousands of flight hours occurring annually at MKT, and position the airport to serve future generations. Knutson Construction is honored to be considered for this once in a generation investment, and we approach this opportunity with gratitude, humility, and a deep sense of responsibility to our community.

Our team — firmly rooted in Mankato — brings a steady, relationship driven approach to construction. We believe the success of this project will be measured not only by the quality of the final tower, but by the collaborative experience that leads to it. As a local partner, we take that commitment personally. The worksite is in our backyard. The stakeholders are our neighbors. The legacy of this project will be felt in our own community for decades. That is why the heart of our proposal is simple: *to serve the City of Mankato with honesty, care, and predictable delivery, from the first day of preconstruction through operational readiness.*

A TEAM BUILT FOR THIS MOMENT

To support the City, we have assembled a team that blends *local partnership, exceptional project leadership, and specialized aviation and FAA coordination expertise*. At the center is Knutson's Mankato office, led by Operations Manager [Collin Bennett](#), who will serve as the City's dedicated executive sponsor and day-to-day partner throughout the project. Collin is supported by local Project Manager [Jared Mueller](#), Superintendent [Tony Lucht](#), Preconstruction Director [Micah Vainikka](#), and Project Scheduler [Landon Bruegger](#). Together they bring deep knowledge of the community and a proven track record delivering complex municipal and operationally sensitive projects.

Our partnership with [Bolton & Menk](#), one of Minnesota's leading aviation consultant engineers, strengthens the team's collective ability to manage FAA requirements, funding alignment, ADO coordination, and grant compliance requirements. Bolton & Menk brings decades of aviation planning, AIP eligibility analysis, and MnDOT coordination experience that will strengthen federal compliance and support an efficient delivery from preconstruction through project turnover.

A PREDICTABLE, COLLABORATIVE PATH FORWARD

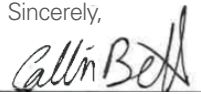
This proposal reflects our team's commitment to:

- Local accessibility to our team members who live and work in this community.
- A transparent, open-book preconstruction experience
- Accurate cost modeling tied to funding eligibility
- Thoughtful operational planning to protect airport activity
- Rigorous FAA compliance review
- Careful scheduling and proactive procurement of long-lead items
- Clear communication with City staff, EXP, FAA, MnDOT, and all airport stakeholders
- A predictable construction sequence that respects MKT's aviation operations

OUR PROMISE TO THE CITY OF MANKATO

If selected, Knutson Construction — supported by Bolton & Menk — will deliver a tower that reflects the City's values, enhances safety for generations, and strengthens the airport's ability to serve students, businesses, and the entire region. We are grateful for the opportunity to propose and are committed to providing the steady, high-quality, community-oriented partnership this project deserves.

Sincerely,



Collin Bennett
Operations Manager
cbennett@knutsonconstruction.com
507.696.2825
111 South Second Street, Suite 610, Mankato, MN 56001

A firm handshake. The ability to listen.
A can-do attitude.

5.2

FIRM INFORMATION

5.2 FIRM INFORMATION

Clients and design partners create the vision – **Knutson’s role is to provide confidence.** From there, our construction leaders and trade partners bring it to life. Success is not achieved solely by the **result**, but by the **experience throughout**.

BRIEF COMPANY HISTORY / ORGANIZATIONAL STRUCTURE

More than a century after our founding in 1911, Knutson has grown into a regionally strong company providing preconstruction, general contracting, construction management, and virtual design and construction (VDC) services. Eighty percent of our work comes from repeat clients who rely on us as their preferred construction partner. These ongoing relationships are a source of great pride because they say something important about how we collaborate, communicate, employ innovation, seek value, and build long-term relationships. Building enduring relationships is how our company has grown in our markets, and how we intend to grow in the years ahead.

More than 114 years as a company has taught us how to interact with and support our clients so that you are inspired and assured throughout the process. From concept to completion, we will act with your best interest in mind and you will have a trusted partner every step of the way.

- Safety will be the highest priority for your jobsites each and every day
- Excellent communication will be the foundation of your project
- You can always expect a team-centered, collaborative approach
- Know that we will be good stewards of your investment and image
- We will generate trust with the community through transparency in everything we do

FIRM NAME

Knutson Construction Services Mankato, Inc.

TYPE OF BUSINESS

Corporation

FIRM ADDRESS

111 South Second Street, Suite 610
Mankato, MN 56001

FIRM CONTACT INFORMATION

w: knutsonconstruction.com

p: 507.280.9788

f: 507.280.9797

SERVICES

- Preconstruction & real-time estimating
- Site assessment
- Constructability analysis
- Virtual Design & Construction (VDC)
- Building Information Modeling (BIM)
- MEP planning and review
- Construction sequencing
- Coordination with governing agencies
- Value and cash flow analysis
- Self-perform demolition, carpentry, concrete, masonry, and specialty material installation
- FF&E Procurement
- Subcontractor prequalification
- Bid package assembly & procurement
- Cost control
- Warranty management
- Reporting and project administration
- Marketing and Communications
- Project close-out

OFFICERS

John Curry, CEO
Brendan Moore, President
Steve Ellis, CFO

Tom Leimer, Senior VP / General Manager
Corporate Management Officer Responsible

Scott Hughes, VP / General Manager
Katie Montag, VP Technology + Innovation
Casey Sarver, VP Human Resources
Sean Dols, VP Field Operations

OFFICE LOCATIONS

Mankato, Minnesota - *office location*
project will be administered from

Minneapolis, Minnesota
Rochester, Minnesota
La Crosse, Wisconsin

PROJECT CONTACT

Collin Bennett
Operations Manager
e: cbennett@knutsonconstruction.com
p: 507.696.2825

BONDING + INSURANCE



The Travelers Companies, Inc.

Bond & Financial Products

385 Washington Street

MC SB 04B

St Paul MN 55102-1396

651.310.5000 TEL

866.269.4992 FAX

800.643.1273

www.travelers.com

October 31, 2025

Re: Knutson Construction Services, Inc. - Surety Bond Capacity

To Whom It May Concern:

I have been asked to provide information on the surety relationship enjoyed by Knutson Construction Services, Inc. (Knutson) as required by your prequalification procedures. As surety agent for Knutson, I am pleased to recommend the organization and the exceptional abilities it brings to the construction marketplace.

Pertinent information regarding their surety relationship is as follows:

- Bonding Company: Travelers Casualty and Surety Company of America
(A subsidiary of the Travelers Companies)
- Bond Company A.M. Best rating: A++ / XV
- Term of Relationship with Surety: Since 1985
- Single Project / Aggregate Bonding Capacity: \$300,000,000 / \$1,000,000,000
- Value of Bonded Projects / Current Capacity: \$12,141,394 / \$515,000,000
- Surety Company Contact: Ryan Hatteberg, Account Executive / Construction Services
385 Washington Street, SB04B, St. Paul, MN 55102
(651) 310-5321

Please accept my judgment that Knutson is well qualified to provide the necessary financial, technical, and management resources to satisfy any of your project's construction requirements. I would welcome the opportunity to facilitate any performance and payment bonds that may be required on their behalf subject to the Travelers normal underwriting review at the time, acceptance of contract provisions and a request for support by Knutson.

Sincerely,

Travelers Casualty and Surety Company of America

Kelly Nicole Enghausen, Attorney-in-Fact



cc: Knutson Construction Services, Inc.

BONDING + INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

Page 1 of 1

DATE (MM/DD/YYYY)
11/11/2025

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

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

PRODUCER Willis Towers Watson Midwest, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA		CONTACT NAME: WTW Certificate Center PHONE (A/C, No, Ext): 1-877-945-7378 FAX (A/C, No): 1-888-467-2378 E-MAIL: certificates@wtwco.com ADDRESS:	
INSURED Knutson Construction Services, Inc. 111 South 2nd Street Suite 610 Mankato, MN 56001		INSURER(S) AFFORDING COVERAGE INSURER A: Continental Casualty Company NAIC # 20443 INSURER B: American Casualty Company of Reading Penns 20427 INSURER C: INSURER D: INSURER E: INSURER F:	

COVERAGES **CERTIFICATE NUMBER: W41726082** **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☒ LOC ☐ OTHER:	Y		GL 7063455298	12/31/2024	12/31/2025	EACH OCCURRENCE \$ 2,000,000
	DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000						
	MED EXP (Any one person) \$ 15,000						
	PERSONAL & ADV INJURY \$ 2,000,000						
	GENERAL AGGREGATE \$ 4,000,000						
	PRODUCTS - COMP/OP AGG \$ 4,000,000						
A	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY	Y		BUA 7063455284	12/31/2024	12/31/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000
	BODILY INJURY (Per person) \$						
	BODILY INJURY (Per accident) \$						
	PROPERTY DAMAGE (Per accident) \$						
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION \$						EACH OCCURRENCE \$
							AGGREGATE \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N No	N/A	WC 7063477611	12/31/2024	12/31/2025	☒ PER STATUTE ☐ OTH-ER
	E.L. EACH ACCIDENT \$ 1,000,000						
	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000						
	E.L. DISEASE - POLICY LIMIT \$ 1,000,000						

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Re: Federal Contract Airport Traffic Control Tower Project.

The City of Mankato, Minnesota is included as an Additional Insured as respects to General Liability and Auto Liability as required by written contract.

CERTIFICATE HOLDER

CANCELLATION

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

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ACORD 25 (2016/03)

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SR ID: 28849065

BATCH: 4201464

Partners in progress for infinite possibilities.

PERSONNEL INFORMATION

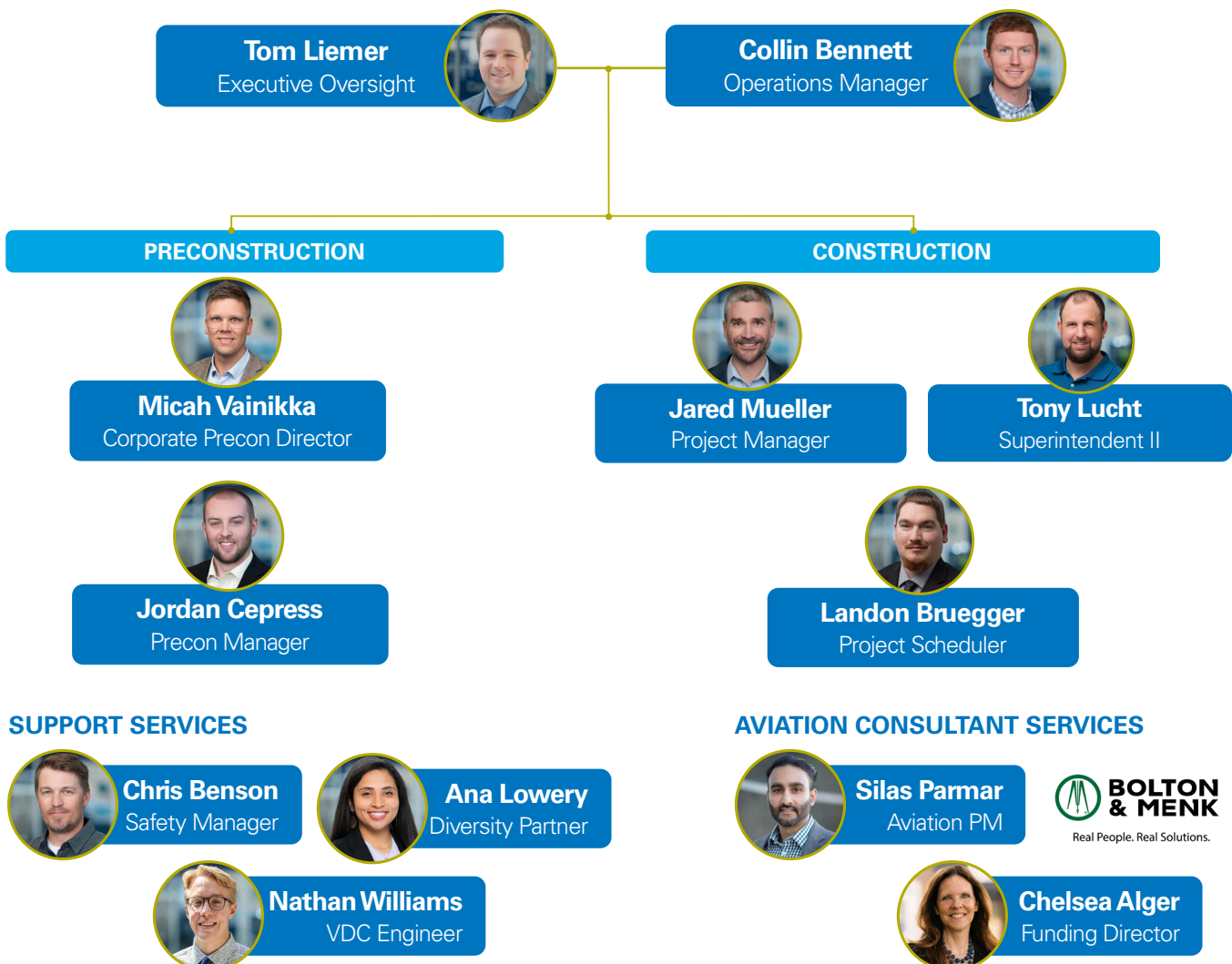
5.3

5.3 PERSONNEL INFORMATION

Knutson Construction is prepared to be a trusted partner of the **City of Mankato Airport** for years to come. With your upcoming project, as your construction manager we would aspire to keep your values, commitment to your community, safety, the integrity of your budget and schedule throughout preconstruction and estimating activities, as well as collaborative communication during construction and closeout phases.

Highlights of our team include the diversity of talent to bring different perspectives to the work, and senior level participation with extensive collaborative experience to support both design and construction. Team members are familiar with each other, and this market. They are supported by state-of-the-art tools within our preconstruction and Virtual Design and Construction (VDC) teams which gives them the ability to translate conceptual ideas into 2D-6D that can be priced and scheduled. The proposed Knutson professionals for the Airport Traffic Control Tower project are all available immediately to focus on the project. This team has worked together on multiple similar scopes and are committed to ensuring the success of your project. Knutson is dedicated to meeting your needs from the start of preconstruction until we turn the completed facility over to you.

The proposed core team members bring years of experience needed to successfully deliver the Airport Traffic Control project – operations manager, [Collin Bennett](#), project manager, [Jared Mueller](#), superintendent [Tony Lucht](#), corporate preconstruction director, [Micah Vainikka](#), and project scheduler, [Landon Bruegger](#), have a deep and intimate knowledge of local and industry requirements and the intricacies that are involved with any construction project. They know what it takes to deliver *The Knutson Experience* and exceed owner expectations. Our job is to transform ideas into reality, on-time and on-budget, while creating a positive and collaborative team experience. On the following pages, along with team resumes, we have highlighted a number of projects similar to yours which demonstrate our capabilities within corporate construction.





COLLIN BENNETT

OPERATIONS MANAGER

YEARS OF EXPERIENCE: 11

EDUCATION / CERTIFICATIONS

B.S. Construction Management,
Minnesota State University – Mankato
SWPPP Certified
OSHA 30-Hour

With his take-charge attitude, willingness to think outside the box, and collaborative approach with owners and architects, Collin has become a proven and trusted team member. On your project, Collin will work hand-in-hand with this experienced project team to provide project oversight, including: budget tracking, project scheduling/management, safety and daily coordination of on-site construction activities. His knowledge and recent experience with the proposed team will make him an asset to this project.

SPECIFIC RESPONSIBILITIES

- Be your main point person from Knutson for the entire project duration
- Work hand in hand with the project team to provide accurate budget updates, value engineering analysis, disruption avoidance, and constructability reviews during the preconstruction phase
- Be in sync with project manager, Jared Mueller, and Superintendent, Tony Lucht throughout the duration of construction
- Attend owner, architect, and contractor meetings during construction
- Oversee the timely and accurate closeout process

RELEVANT EXPERIENCE

- City of Luverne Child Care Center; Luverne, MN
- City of Waterville Fire Station; Waterville, MN
- City of Mankato MCHS Event Center Exteriors; Mankato, MN
- Coloplast Manufacturing Warehouse + Office Renovation; North Mankato, MN
- TBEI Maintenance Facility; Lake Crystal, MN
- AGCO Industries; Jackson, MN
- McNeilus Truck Manufacturing; Dodge Center, MN
- Eide Bailly Center Building + Parking Ramp; Mankato, MN
- Rochester Public Utilities; Rochester, MN
- Mankato Area Public Schools ISD #077; Mankato, MN

REFERENCES

Teresa Hill, 507.362.8300
City Manager | City of Waterville

Holly J. Sammons, 507.449.5033
Economic Development Director | City of Luverne

Susan MH Amtz, 507.350.2378
City Manager | City of Mankato



JARED MUELLER

PROJECT MANAGER

YEARS OF EXPERIENCE: 18

EDUCATION / CERTIFICATIONS

B.S. - Construction Management,
Minnesota State University – Mankato
GMG Leadership Institute 2023
OSHA 30-Hour

Jared brings vast construction management experience working on various projects across Southern Minnesota. He knows how to successfully work with the owner groups by providing them with detailed information, assisting them in making informed and timely decisions which help the project to remain on schedule and within budget. Jared's experience in working with area subcontractors as well as his collaborative mindset will be an asset to the success of your project. Jared will work alongside Collin Bennett throughout the duration of the project, helping manage and implementing day-to-day activities. Jared will also be responsible for the project punchlist, and closeout, ensuring the project is completed efficiently.

SPECIFIC RESPONSIBILITIES

- Coordinate construction activities and procurement with Superintendent Tony Lucht to proactively drive the schedule
- Establish scopes of work for bid packages / subcontracts, receive / review bids, issue and manage contracts on behalf of the Owner, change management, and reporting
- Value engineering, submittal management, RFI management, schedule on-site coordination meetings, and first work inspections

RELEVANT EXPERIENCE

- All Seasons Arena; Mankato, MN
- South Central College Collaboration Space Renovation; North Mankato, MN
- MSU Mankato - Memorial Hall Study Room; Mankato, MN
- Mankato Area Public Schools, Lincoln Community Center; Mankato, MN
- McNeilus Truck Manufacturing R & D Building; Dodge Center, MN
- McNeilus Truck Manufacturing Main Office; Dodge Center, MN
- MCHS Waseca OR Revitalization; Waseca, MN
- MCHS Waseca ER Expansion; Waseca, MN
- McNeilus Truck Manufacturing, Office Addition + Renovation; Riceville, IA

REFERENCES

Daryn Stoltenberg, 507.625.1811
Director of Building Services | Mankato Clinic

Dana Schnepf, 507.388.4100
Owner | D&K Powdercoating

Kevin Hauschild, 507.388.1173
President | BLK Electric, Inc.



LANDON BRUEGGER

PROJECT SCHEDULER

YEARS OF EXPERIENCE: 10

EDUCATION / CERTIFICATIONS

B.S. - Construction Management,
Minnesota State University – Mankato
OSHA 30-Hour

As a seasoned project scheduler, Landon Bruegger brings experience coordinating large-scale, logistically demanding projects. With a proven track record of managing numerous phases with tight timelines—including two projects with over 50 distinct phases—Landon excels at navigating complex scheduling environments. Drawing from past work with intricate milestone tracking and tight security protocols, Landon has developed expertise in orchestrating day and night crew shifts, optimizing limited staging areas, and ensuring seamless execution, including Minneapolis-Saint Paul International Airport - Terminal 1 and coordination with air traffic control for crane usage near runways.

SPECIFIC RESPONSIBILITIES

- Thoroughly review plans and specifications for constructability issues
- Utilize knowledge on RFI/Submittal process, and the procurement of materials to meet construction schedule while allowing the project to remain on budget
- Conduct weekly progress meetings serving as the liaison between the project site and the owner group
- Manage subcontractor relations in conjunction with our superintendent onsite

RELEVANT EXPERIENCE

- MSP Aiport Mezzanine HVAC/AHU Replacement & Penthouse North; Minneapolis, MN
- MSP Aiport Mezzanine HVAC/AHU Replacement & Penthouse South; Minneapolis, MN
- University of Minnesota, Microbial Cell Production Facility (MCPF); St. Paul, MN
- Eden Prairie Schools, High School Renovation Phase 1; Eden Prairie, MN
- Eden Prairie Schools, Administrative Services Center Renovation; Eden Prairie, MN
- SPPS, Highland Middle School IAQ (precon); St. Paul, MN
- Eden Prairie Schools, Central Middle School; Eden Prairie, MN
- Prairie Winds Middle School; Mankato, MN

REFERENCES

Kyle Fisher, 952.975.7124
Director of Facilities, Safety + Grounds | Eden Prairie Schools

Paul Lawton, 612.626.5907
University Architect, Director of Design, CPM Design | University of Minnesota

Michael DeVetter, 612.871.2188
Principal | DeVetter Design Group



TONY LUCHT

SUPERINTENDENT II

YEARS OF EXPERIENCE: 23

EDUCATION / CERTIFICATIONS

Carpenters Apprenticeship Program
OSHA 10-Hour/OSHA 30-Hour
Storm Water SWWP Training
Superintendent Career Training Program (CTIF)

Tony is a highly valued member of the Knutson team, with over two decades of experience. He keeps the client in mind and involved throughout every phase of the decision making process. As project superintendent, Tony will be dedicated to proactive planning and scheduling to tightly manage project timelines on this streamlined project. He will work closely with the entire project team as well as the City of Mankato stakeholders, facilities, and user groups as soon as he steps foot on the Air Traffic Control project jobsite. A project like this involves a high-level of open communication and coordination throughout construction. Tony will keep in constant communication with the district project team, keeping them informed of all construction activities.

SPECIFIC RESPONSIBILITIES

- Keep in constant contact with the City's project team
- Review overall field operations and staff allocations
- Create a site-specific safety plan with the project team and City of Mankato
- Offer valuable suggestions to ensure all aspects of the project stay within budget and delivered on time
- Manage subcontractors while developing/implementing quality control plans

RELEVANT EXPERIENCE

- MSP Aiport Mezzanine HVAC/AHU Replacement & Penthouse North; Minneapolis, MN
- MSP Aiport Mezzanine HVAC/AHU Replacement & Penthouse South; Minneapolis, MN
- Allina St. Francis Regional Medical Ctr. ED Expansion; Shakopee, MN
- Children's Limited Stay Unit; Minneapolis, MN
- Children's Inpatient Mental Health; St. Paul, MN
- Children's Neurosurgery Remodel; Minneapolis, MN
- Park Nicollet Clinic Interior Renovation; Burnsville, MN

REFERENCES

Chris Larson, 651.955.1428
Engineer | SEH

Greg Harris, 952.993.5672
Senior Project Manager | Park Nicollet Health Services

Aaron Fields, LEED AP, 651.262.6929
Construction Administrator | BWBR



MICAH VAINIKKA

CORPORATE PRECONSTRUCTION DIRECTOR

YEARS OF EXPERIENCE: 20

EDUCATION / CERTIFICATIONS

B.S. in Construction Management,
MN State University, Moorhead |
A.S. in Construction Mgmt., North Hennepin Community College
LEED® Green Associate

Micah is the leader of our preconstruction department, which leads to him keeping an updated and consistent pulse on the market. Micah loves to leverage technology whenever possible to continue to increase the efficiency of processes which provides owners with more real time information. Micah will lead the preconstruction effort out of the gate and bring his creativity and problem solving skills to set up an organized team with clear roles and responsibilities. Micah is passionate about collaborative delivery methods and is looking forward to bringing his expertise in TVD, Lean methods, Sustainability, and collaborative tools to the team.

SPECIFIC RESPONSIBILITIES

- Oversee sustainability efforts throughout project preconstruction and construction efforts
- Strategize with client, architect, and other key stakeholders to execute green building frameworks throughout project planning
- Ensure federal regulations and compliance are being met
- Oversee preconstruction efforts throughout design phase, ensuring the project stays on budget and design milestones are met

RELEVANT EXPERIENCE

- MSP T1 Vertical Circulation; Minneapolis, MN
- MSP T1 Parking Management Building; Minneapolis, MN
- MSP Delta Cargo & Stores Building; Minneapolis, MN
- MSP T2 Gate Expansion, Minneapolis, MN
- MSP T2 Checked Baggage Inspection System Expansion; Minneapolis, MN
- M Health Fairview, St. Johns, Multiple; Maplewood, MN
- Mayo Clinic Health System, La Crosse Hospital; La Crosse, WI
- Marshfield Clinic, Eau Claire Hospital & Cancer Center; Eau Claire, WI
- Mercy Hospital Expansion & Remodel; Coon Rapids, MN

REFERENCES

Jennifer Klund, 612.877.1001
Healthcare Principal / Vice President | HGA

Sara Aulizia, 952.777.4151
Dir. of Construction/Real Estate Development | Ridgeview Medical Center

Karen Finneman Killinger, 608.392.2814
Regional Chair of Facilities & Support | Mayo Clinic Health System



JORDAN CEPRESS

PRECONSTRUCTION MANAGER

YEARS OF EXPERIENCE: 13

EDUCATION / CERTIFICATIONS

B.S. Construction Management,
University of Wisconsin – Stout
Associate Constructor Certification,
American Institute of Constructors

Jordan is a firm believer that a collaborative team based environment is key to an enjoyable construction process for all parties involved. His experience working on a variety of complex projects will ensure your project goals are met and the preconstruction / estimating documents you receive are clear and concise. He will be able to quickly turn around updated pricing throughout the design development phase, notifying key team members of any budgetary issues that may arise. Throughout preconstruction, Jordan will develop and maintain the project budget, offering value engineering options as the design evolves, and will work to ensure this project achieves your goals, while utilizing proven constructability standards and new innovative ideas.

SPECIFIC RESPONSIBILITIES

- Develop and confirm the initial budget and subsequent cost estimates
- Manage, coordinate, and deliver preconstruction phase
- Provide cost management, phasing, and constructability analysis support
- Conduct value engineering, system analysis, long term maintenance studies, and bid reviews
- Validate construction plans, blueprints, and schedules

RELEVANT EXPERIENCE

- City of Mankato, All Seasons Arena; Mankato, MN
- City of Luverne, Luverne Daycare Center; Luverne, MN
- City of Waterville, Fire Station; Waterville, MN
- City of Rochester, Water Reclamation Plant Building Addition; Rochester, MN
- Olmsted County, Public Works Expansion; Rochester, MN
- Olmsted County, Public Safety Building; Rochester, MN
- Egan Premanufacture Facility Warehouse; Kasson, MN
- Rochester ISD #535 – Folwell Elementary School Water Infiltration Corrective Repairs Budget; Rochester, MN
- Rochester ISD #535 – Gibbs Elementary School Classroom

REFERENCES

Eric M. Short, 214.735.4377
CHC, International Program Manager | Mayo Clinic

Kevin Bills, AIA, 608.518.7319
Business Unit Leader | ISG Inc. Architecture & Engineering

Holly J. Sammons, 507.449.5033
Economic Development Director | City of Luverne



SILAS PARMAR, PE

**AVIATION PROJECT
MANAGER | PRINCIPAL**

EDUCATION / CERTIFICATIONS

B.S. - Civil Engineering
University of Minnesota
Professional Engineer, MN
Professional Engineer, IA
Professional Engineer, CO

Silas began his profession in 2006, gaining experience in airport design and client management for numerous commercial service and general aviation airports throughout Minnesota, Iowa, and Wisconsin. As an aviation project manager, Silas assists clients with the design, construction, and funding for a variety of projects involving both concrete and bituminous runways, taxiways, and aprons. In addition to airfield pavement design, his experience includes airfield lighting, signage, and NAVAID design. Silas is passionate about client interaction. He uses his knowledge in business development, project scoping, contract negotiations, and construction administration to provide the best outcome for his clients. He has consistently attended and presented project updates at public meetings for approvals. Silas is no stranger to airport funding, working closely with the FAA, MnDOT Office of Aeronautics, and WisDOT Bureau of Aeronautics to secure project funds.

RELEVANT EXPERIENCE

- Albert Lea Municipal Airport; Albert Lea, MN
- Chippewa Valley Regional Airport; Eau Claire, WI
- Faribault Municipal Airport; Faribault, MN
- Hawley Municipal Airport; Hawley Township, MN
- Houston County Airport; Caledonia, MN
- Hutchinson Municipal Airport; Hutchinson, MN
- New Ulm Municipal Airport; New Ulm, MN
- Owatonna Degner Regional Airport; Owatonna, MN
- Sauk Centre Municipal Airport; Sauk Centre, MN
- South St. Paul Municipal Airport; St. Paul, MN
- St. Cloud Regional Airport; St. Cloud, MN
- Rushford Municipal Airport; Rushford, MN
- Winona Municipal Airport; Winona, MN
- Benson Municipal Airport; Benson, MN
- Plan Reviews, NCDOT Division of Aviation; Morrisville, NC
- Piney-Pine Creek Airport Layout Plan Update, MnDOT Aeronautics



CHELSEA ALGER

**FUNDING DIRECTOR |
ASSOCIATE**

EDUCATION / CERTIFICATIONS

Master of Arts - Urban Planning
Minnesota State University, Mankato
Bachelor of Arts - Accounting Augsburg College
Bachelor of Arts - Biology Augsburg College
National Development Council;
Housing Development Finance Professional

Chelsea is the funding director for Bolton & Menk, beginning her career in 2003. Prior to joining Bolton & Menk in 2019, she worked in city government as a planner and community development director, then as a non-profit resource development officer. She has expertise in a variety of public infrastructure and community development funding programs. One of her career highlights to date is managing a national ArtPlace America grant, exploring the use of arts and cultural strategies to create more sustainable, place-based impact in community development efforts. Her work with our water/wastewater and civil project managers in the public facility programs has allowed Bolton & Menk to secure low interest loans and grant dollars to help serve our client's infrastructure needs. Chelsea is passionate about strategic thinking and working through challenges to come to workable solutions for all parties involved.

RELEVANT EXPERIENCE

- 2019 Pavement Improvements; City of Buffalo, MN
- 200' x 40' Multi-Bay Hangar; City of Long Prairie, MN
- Airport AWOS Replacement; City of Pipestone, MN
- Airfield Pavement; City of Granite Falls, MN
- Airfield Pavement; City of Forest Lake, MN
- Airfield Light Runway 14/32; City of Sleepy Eye, MN
- Runway 16/34 Reconstruction; City of Aitkin, MN
- Runway 17/35 Rehabilitation; City of Wells, MN
- Runway 15/33 RSA Grading; City of Hutchinson, MN
- Runway 18/36 PAPI and RELI; City of Buffalo, MN
- Runway 14/32 Extension; City of Jefferson, IA
- 6-Unit T-Hangar; City of Litchfield, MN
- 8-Unit T-Hangar; Houston County, MN
- 80' x 80' Hangar; City of Redwood Falls, MN
- 80' x 80' Hangar; City of Sauk Centre, MN
- 80' x 80' Hangar; City of Pipestone, MN

Success is not achieved solely by the end result, but by the experience throughout. The journey should be fun, and **partnership is the key.**

PROJECT UNDERSTANDING, METHODOLOGY + APPROACH

5.4

5.4

PROJECT UNDERSTANDING, METHODOLOGY + APPROACH

5.4.1 UNDERSTANDING OF THE PROJECT

Our team brings a comprehensive understanding of the Mankato Regional Airport (MKT), its role in the region, and the unique considerations that shape construction within an active airfield. As one of Minnesota's busiest general aviation airports—and the busiest without a control tower—MKT supports significant flight training activity through Minnesota State University–Mankato, as well as business and general aviation. With more than 100,000 annual operations, the airport's growth and operational complexity make it an ideal candidate for a new Air Traffic Control Tower that will meaningfully improve safety, visibility, traffic management, and long-term operational reliability.

We are familiar with the airport's layout, including its runways, taxiways, apron areas, and proximity to Wita Lake. Our team has reviewed the ATCT Site Selection Study and Environmental Assessment, which evaluated multiple alternatives and identified the preferred site based on visibility, airspace protection, and minimal environmental impact. We understand the importance of maintaining clear sightlines, and sequencing construction activities to avoid disruption to ongoing airfield operations.

Our experience working within active airports has taught us the discipline required to respect security protocols, minimize impacts on tenants and the traveling public, and plan logistics around busy operational schedules and seasonal weather constraints. At MKT, this means sequencing work around peak training hours, coordinating with airport operations daily, and maintaining uninterrupted access for all user groups.

Aviation consultant, Bolton + Menk, is well-versed in the regulatory environment that governs aviation projects, including FAA Advisory Circulars, MnDOT Aeronautics requirements, and federal grant programs such as the FAA Contract Tower Program, AIP, AIG, and IIJA funding. We recognize that a successful delivery depends on strict alignment and careful coordination with EXP, and meticulous planning for long-lead items such as elevator equipment, sloped glazing, electrical gear, and communications systems. We also understand the importance of integrating Minnesota B3/SB2030 sustainability requirements early and effectively.

Through our partnership with Bolton & Menk—and our team's airport construction experience—we bring a deep understanding of the operational, regulatory, and community priorities that will shape this project. Together, we are fully prepared to help navigate FAA coordination, help protect funding eligibility, maintain operational continuity, and deliver a tower that reflects the City's commitment to safety, efficiency, and long-term growth.

5.4.2 METHODOLOGY & APPROACH TO CMAR SERVICES

5.4.2.1 Subcontractor Engagement, Bid Reviews & Subcontractor Recommendations

Our subcontractor engagement and procurement process is structured to comply with Minnesota's Uniform Municipal Contracting Law and CMAR requirements. It is transparent, competitive, and designed to ensure participation from qualified trade partners while protecting the City's financial interests. Our approach follows three phases: public prequalification, competitive bidding, and collaborative evaluation, leading to recommendation of the lowest responsible bidder.

1. Public Subcontractor Prequalification Process

As required under Minnesota Statutes for public construction procurement, our process begins with a publicly advertised prequalification period. To create a fair, open, and objective pool of bidders, we will:

- Advertise the prequalification notice publicly.
- Issue a standardized prequalification package that includes financial capability, safety performance, project experience, foreman qualifications, bonding capacity, and Responsible Contractor compliance requirements, reflecting project specific standards.
- Evaluate firms using a consistent pass/fail matrix, ensuring every trade partner meets minimum standards for capability, safety, staffing, and financial health.
- Publish a list of prequalified contractors eligible to receive bid packages, ensuring transparency and maximum participation from both union and non-union contractors.

This step reduces performance and documentation risk later in the project, especially given FAA compliance, Buy America/BABA, and federal labor requirements.

2. Bid Package Development & Public Competitive Bidding

Once prequalified subcontractors are identified, Knutson will prepare clear, comprehensive, and trade-appropriate bid packages. Bid packages will include project specific information:

- Instructions to bidders
- Detailed scope narratives and project schedule
- Airfield logistics and access requirements
- FAA, MnDOT, and federal compliance language
- Buy America/BABA certification requirements
- B3 standard requirements
- Wage requirements as outlining by the funding sources

All bid packages will be:

- Advertised/issued to the full prequalified list
- Submitted via sealed bids
- Opened and reviewed publicly with the Owner and design team present

3. Bid Review Process & Determination of the Lowest Responsible Bidder

After bids are opened, Knutson will facilitate a structured, team-based bid leveling and evaluation process with the City, and EXP, to confirm bidder responsibility, scope alignment, and compliance. During the review, we will:

- Verify bid completeness, certifications, and BABA/Buy America documentation
- Conduct post-bid interviews if needed to verify scope alignment and confirm assumptions
- Resolve discrepancies in unit pricing, alternates, and clarifications if they exist

We will then prepare a formal recommendation letter, summarizing:

- Bid results
- Scope review findings
- Responsibility determination
- Any alternates or value-added considerations
- Our recommendation for the lowest responsible bidder

4. Award & Subcontract Execution

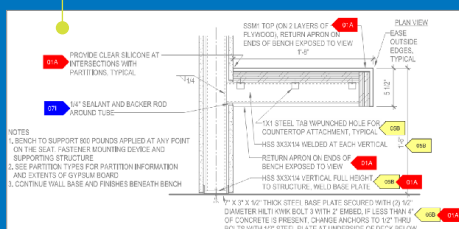
Upon City approval, Knutson will:

- Issue Notice of Intent to Award
- Prepare subcontract agreements, inclusive of federal requirements (FAA AIP, Davis-Bacon, Buy America, DBE goals), consistent with expectations in the contract documents regarding federal contract provisions.
- Verify all insurance, bonds, and compliance certifications.
- Complete a pre-construction conference with the awarded trade partner.

This approach ensures cost clarity, risk reduction, and maximum competition—while protecting taxpayer funds and supporting a smooth, predictable CMAr process.

BID ASSURANCE PROGRAM

- **Pre-bid Meetings:** These meetings allow us to clarify the scope, address any uncertainties, and ensure potential subcontractors understand the project's specific requirements.
- **Trade Package Writing:** We'll create clear, specific trade packages, ensuring every subcontractor knows their responsibilities and deliverables.
- **Trade Package Clarification Images:**
Visual aids will be created to further elucidate the trade packages and address any ambiguities.



5.4.2.2 Approach to Project Schedule Development & Management

A successful Air traffic Control Tower requires a schedule built around the realities of FAA processes, long-lead procurement, Minnesota weather constraints, and active airfield operations. Our approach is structured, deliberate, and grounded in our past experience delivering complex, operationally sensitive facilities with similar federal oversight requirements. Our scheduling process is led by Landon Bruegger, who brings deep experience sequencing work around limited construction activity in complex environments, crane operations, long-lead systems, and multi-agency coordination.

1. Preconstruction Schedule Framework & Baseline Development

Our team will establish a fully developed baseline schedule early in our preconstruction phase, integrating design progression/ milestones, procurement, and key construction milestones. This aligns with our preconstruction framework, which emphasizes early schedule creation, continuous updating, and integration of procurement sequencing into the critical path activities. During this phase, we will:

- Build a master CPM schedule that spans design, permitting, procurement, construction, commissioning, and turnover.
- Integrate FAA review windows, including anticipated durations for submittal reviews, approvals, and coordination touchpoints.
- Confirm dependencies with EXP, the City, and Bolton & Menk, ensuring the schedule reflects both design sequencing and early procurement of the specialized activities specific to this project.
- Coordinate with Bolton & Menk to map out tasks associated with federal grant funding cycles, eligibility checks, and AIP/AIG documentation requirements that may affect milestone timing.

The resulting baseline schedule becomes the project's roadmap, updated continuously as the design matures, and procurement windows are validated.

2. Integration of Long-Lead Procurement into the Critical Path

This project carries significant long-lead risks, particularly related to:

- Elevator systems
- Sloped laminated cab glass
- Electrical switchgear
- Communications pathways
- Structural steel packages
- Cab equipment

These long-lead items will be explicitly identified during our preconstruction phase and incorporated into the overall master schedule.

Our schedule management approach incorporates:

- Early-release bid packages when needed to secure manufacturing slots and delivery windows—modeled after processes we have used on other CMAR projects with similar long-lead constraints.
- Direct integration of procurement durations into the critical path, ensuring that equipment lead times drive fabrication and erection sequencing.
- Owner visibility into procurement status via monthly dashboards and executive reports.

3. Airfield Operational Coordination Built into the Schedule

Construction at MKT must be sequenced to avoid impacts on:

- Peak MSU flight training hours
- Business aviation traffic
- Nighttime operations
- Taxiway and apron safety requirements

Our schedule coordination will include:

- Daily and weekly coordination windows with Airport Operations.
- CAA/FAA-required NOTAM planning built into activity durations for crane operations, cab erection, and work adjacent to movement areas.
- Modeled crane picks and access routes, informed by our prior erection coordination expertise.

These controls help ensure little to no disruption to airport functionality.

4. Seasonal Weather Constraints Planning

Minnesota winter conditions directly influence construction. With our schedule development, we will emphasize winter concrete strategies, temporary enclosure requirements, and crane operation limits. Our schedule will therefore incorporate:

- Targeted weather windows for foundation work, tower/shaft activities, and cab erection.
- Allowances for cold-weather concrete placement and temporary enclosures if needed.
- Wind and visibility thresholds for crane operations, along with contingency days built into our schedule logic.
- Flexible sequencing for interior work during winter and exterior work during favorable conditions.

5. Collaborative Schedule Management with the City, EXP, and Airport Operations

Knutson's CMaR delivery includes continuous schedule collaboration with the Owner and design team, including milestone reviews and schedule adjustments. We will implement:

- Weekly 6-week look ahead schedule reviews.
- Bi-weekly milestone reviews.
- Monthly updated CPM schedules, highlighting critical path activities, procurement status, and risk items.
- Coordination with Bolton & Menk for agency reviews, grant deadlines, and FAA Technical Operations involvement.

6. Trade Partner Schedule Input & Bid-Phase Validation

Once prequalified subcontractors provide bids, we will:

- Gather input from apparent low bidders regarding fabrication and manpower availability.
- Validate sequencing with the project's MEP, structural, and specialty trades.
- Incorporate subcontractor feedback into the baseline and updated schedules.

7. Risk-Integrated Schedule Management

Our process for tracking schedule risks, including long-lead procurement, FAA approvals, and airfield restrictions includes:

- Risk register integration with schedule logic
- "What-if" modeling for FAA delays, weather impacts, or procurement shifts
- Mitigation pathways such as resequencing, temporary enclosures, or additional crew shifts
- Early-warning indicators (float erosion, procurement variances, approval lags)

Under the leadership of Landon Bruegger, our team delivers a disciplined, transparent, and predictable scheduling process tailored specifically to the demands of the Mankato ATCT. Reference the proposed project schedule on the following page.

5.4.2.3 Estimating & Cost Management

Our estimating and cost-management approach emphasizes early budget clarity, continuous cost alignment, disciplined documentation, and compliance with FAA funding requirements while maintaining a structured and transparent process.

Cost Planning & Milestone Estimates

We will develop a comprehensive budget estimate at the start of preconstruction taking into consideration the specific parameters for this project. With the proposed stage of the construction documents to be nearly one hundred percent when the CMr is selected, Knutson's preconstruction staff will immediately begin the budget process. Focus areas include:

- Tracking AIP/AIG/IJA eligible vs. ineligible costs
- Producing full CSI-formatted budget estimates at each milestone
- Aligning estimate structure with bid packages and federal documentation to maintain clarity

Value Engineering & Constructability Alignment

We maintain a continuous VE process, not a milestone-based one. With the design documents at an advanced stage, we will prioritize VE strategies that maximize lifecycle value and FAA compliance without compromising the integrity of the developed plans. This approach enables our team to collaborate closely with the design team and stakeholders, ensuring that any recommended cost-saving measures are constructible, maintain project intent, and can be efficiently implemented in the final stages of preconstruction. VE options will focus on lifecycle cost, durability, and tower performance. A shared VE log will be updated as the design progresses to support informed decisions.

This schedule is based on the proposed contract award date of March 24th, 2026 and can be adjusted if an earlier award date occurs.



Procurement-Driven Cost Control

Long-lead procurement is one of the largest cost and schedule risks. Our estimating and procurement workflows are integrated to maintain cost certainty. We will:

- Identify long-lead drivers early
- Issue early-release bid packages, if necessary
- Validate subcontractor pricing with market data and scope review interviews
- Maintain procurement-linked cost exposure updates for transparency

Federal Compliance & Cost Documentation

To support federal audits and grant compliance, we will track and document all federal eligibility items, including:

- AIP/AIG/IIJA eligible cost categories
- BABA/Buy America Itemization
- Grant-related documentation requirements
- FAA cost standards tied to tower components

GMP Development

At 100% design, we will develop an open-book Guaranteed Maximum Price deliverable that incorporates:

- The final baseline estimate
- Long-lead procurement plan
- Allowances, assumptions, and clarifications
- Schedule cover
- GMP Drawings List
- AIP/BABA cost logs
- Site logistics plan

A complete GMP documentation package will be provided for the City's review and approval.

Contingency Management

We will maintain a clearly defined contingency within the GMP and manage it openly and transparently throughout construction. Our approach includes:

- Tracking contingency usage in a shared log updated weekly
- Reviewing contingency items with City staff prior to authorization
- Documenting all contingency draws, including cause, cost, and remaining balance
- Ensuring all unused contingency funds are returned to the City of Mankato at project completion

This process reinforces fiscal transparency and ensures that every project dollar is accounted for and tied to project needs.

5.4.2.4 Experience with Minnesota B3 / Sustainable Construction

Knutson has extensive experience delivering projects governed by the Minnesota Buildings, Benchmarks & Beyond (B3) Guidelines and the SB2030 Energy Standard, both of which establish state-mandated sustainability and energy-performance requirements for public projects. These standards set progressive energy-reduction targets—currently 70–80% below code baseline depending on design start date—and require holistic sustainability planning across site, water, energy, indoor environment, materials, and waste. Our team's approach will ensure that all B3/SB2030 requirements are integrated early, and validated during

construction to avoid redesign, delays, or lost compliance.

Constructability & Cost Alignment

We pair sustainability strategy with practical, real-world constructability review. This ensures B3 strategies are not only environmentally responsible but also buildable, cost-effective, and consistent with operational demands. Our team will:

- Perform constructability reviews to confirm sustainable strategies are feasible.
- Align B3 requirements—such as envelope optimization, energy modeling inputs, and mechanical efficiencies—with preconstruction cost and schedule planning.
- Provide VE alternatives that maintain or improve B3/SB2030 performance without compromising FAA compliance or functionality..

Construction-Phase Sustainability Execution

During construction, we enforce a disciplined sustainable jobsite plan to meet B3's rigorous tracking and documentation requirements. B3 mandates verification across waste, materials, IAQ, water protection, and occupant health—and our team is experienced in delivering these requirements across state, higher-ed, and municipal projects.

Our field execution includes:

- Waste diversion tracking with recycling reports logged in real time.
- Indoor Air Quality (IAQ) Management Plans aligned with B3 P1E requirements.
- Use of low-VOC and sustainable materials, erosion-control measures, and responsible construction practices validated through routine audits.
- Coordination with commissioning agents to support B3/SB2030 energy performance verification and post-occupancy requirements.
- We also support B3-mandated post-occupancy evaluations and ensure operational requirements are transitioned effectively to the Owner.

Documentation, Verification & Compliance Administration

Compliance with B3 and SB2030 requires rigorous documentation. Knutson's process is structured to meet every submission requirement:

- Maintain continuous updates within the B3 online tracking system and provide data for required case studies.
- Coordinate with the design team to verify energy modeling aligns with SB2030 thresholds.
- Support commissioning teams in meeting B3-required indoor environmental quality and energy-use verification.
- Provide post-construction documentation, including IAQ reports, waste diversion logs, envelope commissioning results, and energy-model alignment packages.

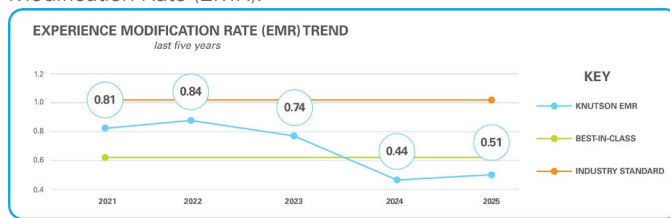
Summary

Knutson's experience with Minnesota B3 and SB2030 is based on a proven framework that integrates sustainability early, reviews it continuously, and documents it rigorously. Our approach—rooted in workshops, constructability evaluation, sustainability tracking, IAQ management, waste diversion, and commissioning coordination—ensures the Mankato ATCT will meet all state sustainability expectations without schedule impact or redesign

risk.

5.4.2.5 Project Safety Program KNUTSON'S SAFETY PROGRAM

At Knutson, Safety is the responsibility of all project team members. To ensure all team members have access to job site safety, Knutson leverages the EHS Insights platform to train all site employees, track safety performance, and quickly respond in the event of an incident. As project superintendent, Tony will complete all pre-task planning, safety audits, and inspections in EHS Insights. He will be supported by our safety department who make weekly visits to all of our projects. Our firm has a robust written safety program that is updated on a yearly basis by our internal safety committee. This allows us to keep up with changing rules, as well as industry standards. The program is designed to maintain compliance with Federal, State, and local safety standards, but more importantly they are the rules we follow to ensure the people in and around our projects are not injured. This extensive program has resulted in a consistently low Experience Modification Rate (EMR).



Zero-Incident Safety Culture

In 2020 we started a new company-wide initiative focused on a Zero-Incident Safety Culture, as well as quarterly company safety summit meetings which include all field staff and upper management from all offices. We have formally created initiatives to support our zero-incident culture which include daily pre-task planning, daily huddles, monthly jobsite safety stand downs, pre-employment physicals, subcontractor pre-qualifications before starting on-site, OSHA 30 for all Superintendents, and sharing lessons learned. Our goal is to make safe working habits part of our daily routine. Our weekly safety meetings will be conducted by the field supervision team, and all contractors must be present. At each meeting, we discuss the most important safety issues/concerns of that week, such as site logistic issues and upcoming activities. We also hold weekly safety audits with all of our on-site subcontractors. For each project we create a project specific safety plan and conduct project specific safety orientation for each team member. This orientation includes input from Owners on what their expectations are regarding safety, security, and any specific site requirements they may have.

Comprehensive Safety Program Management

Our Safety Department develops and implements a site-specific safety program tailored to each project's unique scope and risks. the safety manual, as well as the site-specific safety program is included in the bidding documents to ensure complete subcontractor engagement. This program includes:

- Preconstruction Safety Planning: We initiate every project with a detailed Project Safety Planning Process that outlines logistics, emergency protocols, high-risk activities, and site-specific conditions.

- Permitting and Pre-Task Documentation: Prior to any high-risk activity, we require completion of relevant internal work permits and forms, some of our examples are:
 - Confined Space Entry Plans
 - Demolition Permits
 - Excavation Permits
 - Hot Work Permits
 - Lockout/Tagout (LOTO) Procedures
 - Pre-Task Planning Forms
 - Emergency Action Plans
 - Daily Crane Pick Plans
 - Daily Morning Huddles

These documents are reviewed and approved by the Safety Department and project leadership to ensure readiness and compliance; they are also available to you at all times through access to our EHS safety management platform.

Daily + Weekly Safety Practices

- Daily Huddles: Conducted by the Superintendent or Foreman to align teams on safety and logistics.
- Toolbox Talks: Weekly sessions cover topics such as electrical safety, excavation protocols, and lessons learned from recent incidents/near misses.
- Safety Audits and Inspections: Regular site inspections and audits are documented to ensure ongoing compliance and continuous improvement.

Training + Compliance

We maintain 100% compliance with OSHA standards and provide targeted training for high-risk activities. Our training program includes:

- OSHA 10/30-hour certification
- Job-specific safety orientations
- LOTO, confined space, and equipment operation training
- Return to Work and drug screening protocols

Centralized Site Safety Management with EHS Insight

Knutson leverages the EHS Insight platform as the central hub for all safety-related documentation, reporting, and communication. This system houses all documents and processes mentioned previously. The entire project team (superintendents, foreman, safety managers, project managers, etc.) uses EHS Insight daily to track safety performance, document compliance, and respond to incidents. The platform ensures real-time transparency and accountability across all project teams. Importantly, project owners are granted access to EHS Insight, allowing them to monitor safety performance in real time. This includes visibility into incident trends, audit results, training compliance, and corrective actions taken.

Recognition + Results

Knutson's safety performance is consistently recognized through:

- MNSHARP certification for exemplary safety practices.
- Low Experience Modification Rates (EMR).
- Active participation in national safety initiatives and internal safety seminars

OSHA Citation Report

2025 - None

2024 - None

2023 - Inspection Number: 1691307.015; Contest Date: 9/11/23, Closed

2022 - None

2021 - None

5.4.2.6 DBE Utilization Plan

Our Commitment

Knutson is committed to advancing equitable contracting and building pathways for small and emerging businesses across every community we serve. Our approach to the Mankato ATCT project reflects this longstanding commitment: we aim to create meaningful, accessible opportunities for certified DBE firms and ensure our practices are transparent, collaborative, and community-centered from procurement through project completion. Our goal is to support economic inclusion in a way that is both impactful and aligned with the values that guide our work. We are committed to fulfilling the DBE requirements and supporting the project workforce goals of 2.2% minority participation and 6.9% female participation across each trade.

DBE Participation Strategy

Knutson will proactively identify and engage MnUCP certified DBEs that meet the updated federal certification standards. We will verify certification status at the time of solicitation and contract award to ensure all participating firms comply with current requirements for ownership, control, and personal net worth. Our partnership-centered approach includes:

- Early outreach to relevant DBEs as project information becomes available
- Providing clear scopes, timelines, and bid expectations
- Right-sizing packages when feasible to increase access
- Offering one-on-one scope review and technical assistance
- Connecting DBEs to community partners that support bonding, financing, and readiness

Bid Opportunity & Community Outreach

To ensure small and emerging businesses are aware of opportunities and have access to project information, Knutson uses a broad and intentional outreach approach. Invitations to bid are shared through our inhouse contractor database as well as trusted partner directories. We also amplify bid opportunities by distributing them through key community and business organizations, including:

- Minnesota Unified Certification Program (MnUCP)
- North Central Minority Supplier Development Council (NCMSDC)
- Metropolitan Economic Development Association (MEDA)
- National Association of Minority Contractors – Upper Midwest (NAMCUMW)
- Women’s Business Development Center (WBDC)
- National Association of Women in Construction – Minnesota (NAWIC MN)
- Minnesota Latino Chamber of Commerce
- American Indian Chamber of Commerce of Minnesota
- Associated Women Contractors (AWC)
- Associated General Contractors (AGC)

Sharing opportunities through these networks helps ensure that certified DBEs, small businesses, and emerging contractors receive timely and accurate information. We also host individual conversations with interested firms to review scopes, answer questions, and help each business evaluate whether the opportunity aligns with their experience and capacity.

This outreach strategy reflects Knutson’s commitment to transparent, relationship driven engagement, and long-term partnership. It supports awareness, clarity, and readiness, so businesses can prepare strong, competitive proposals—beyond any single project.

Workforce Participation Compliance

To support project workforce goals, Knutson will:

- Require subcontractors to submit workforce diversity plans before award
- Integrate workforce expectations into subcontract agreements
- Partner with apprenticeship pathways serving women and BIPOC workers
- Track weekly workforce hours and review progress in site meetings
- Activate corrective action plans when participation falls behind

Good-Faith Efforts

If participation goals cannot be met initially, Knutson will document all good faith efforts, including outreach records, follow-ups, scope adjustments, bid responses, and rationale for final selections. We will maintain full transparency with the Owner and address barriers proactively.

Monitoring & Reporting

Throughout the project, Knutson will:

- Provide monthly DBE utilization reporting
- Track commitments and payments
- Conduct internal audits to ensure compliance
- Maintain open communication with DBEs, subcontractors, and the Owner

KNUTSON ALLIANCE PROGRAM (KAP)

In 2015 Knutson launched its “Knutson Alliance Program,” also known as KAP, that engages, mentors, builds experience, and empowers diverse businesses as they grow, through competitive opportunities within the market. Our KAP program currently consists of ten minority, women and veteran owned businesses and continues to grow in the Twin Cities and other markets we do business.



ANA LOWERY

Diversity, Inclusion + Community Partner

5.4.2.7 Buy American / BABA Compliance

Knutson has recent experience with a local municipal CMAA project delivery that was subject to the Buy American Preference requirements and the expanded Build America, Buy America (BABA) provisions of the Infrastructure Investment and Jobs Act. These requirements apply to Airport Improvement Program (AIP)-funded projects and mandate that iron, steel, manufactured products, and applicable construction materials incorporated into the project be produced in the United States, unless a formal waiver is granted.

Our team will integrate Buy American Preference and BABA requirements into all bid packages and subcontracts from the outset. This includes:

- Explicit Buy American / BABA compliance language in bid documents and subcontract agreements
- Clear material origin certification requirements for iron, steel, manufactured products, and construction materials
- Scope-specific guidance to subcontractors on FAA and BABA classifications (iron/steel, manufactured products, construction materials)

These requirements are flowed down consistently to ensure compliance across the entire project, including all federally and non-federally funded portions of the work.

Knutson will maintain compliance logs throughout preconstruction and construction to support FAA review, audit readiness, and grant closeout. Our process includes:

- Maintaining Buy American and BABA compliance logs identifying material type, country of origin, and certification status
- Collecting and reviewing manufacturer certifications, affidavits, and supporting documentation prior to installation
- Tracking compliance at the bid, submittal, procurement, and construction phases
- Maintaining organized documentation consistent with contract provisions

Bolton & Menk will support FAA documentation alignment, including coordination with the FAA Airports District Office (ADO) and review of eligibility determinations tied to AIP funding requirements.

If a compliant domestic product cannot be sourced without significant cost or schedule impact, Knutson will follow the established waiver process:

- Conduct a documented market availability review
- Identify the specific material or equipment triggering non-compliance
- Prepare required waiver documentation, including content percentage calculations and final assembly questionnaires
- Coordinate submission through the City and FAA ADO for review and determination

Waivers will only be pursued when necessary and in strict accordance with FAA procedures to avoid jeopardizing project funding. During construction, our team will:

- Verify Buy American / BABA compliance prior to material procurement and installation

- Review change orders for potential compliance impacts, recognizing that changes may require separate compliance review
- Maintain updated compliance logs reflecting approved substitutions or waivers
- Coordinate with Bolton & Menk to confirm ongoing alignment with FAA grant requirements

This disciplined approach ensures that compliance is maintained throughout construction and not deferred until project closeout.

5.4.2.8 Communication During Preconstruction & Construction

Document Management: Procore

This section outlines the strategic value of implementing Procore as the central platform for project management and field documentation. Procore offers a unified, cloud-based environment that ensures all stakeholders—from field teams to project managers, including owners and designers—have access to the most current set of documents and real-time updates. Its robust Daily Log tool enhances transparency, accountability, and risk mitigation across all phases of construction.

Key Benefits of Procore

Real-Time Document Access and Version Control: Procore serves as a single source of truth for all project documentation—drawings, specifications, RFIs, submittals, and meeting records. This ensures that every team member is working from the most current version of each document, reducing errors and rework. Documents are automatically archived and backed up. Revision tracking and folder-level notifications keep teams informed of updates.

- **Daily Log Tracking for Field Operations**
 - The Daily Log tool in Procore allows for comprehensive tracking of daily site activities, including:
 - Weather conditions (auto-populated based on project location)
 - Manpower (subcontractors can enter their own data)
 - Work in progress, deliveries, inspections, and safety violations
 - Accidents and field issues, with optional integration of photos and notes
 - This data is accessible via mobile and web platforms, enabling field teams to log information on the go and project managers to monitor progress remotely.
- **Productivity and Labor Insights**
 - Procore's resource tracking features help monitor:
 - Labor hours and crew productivity
 - Material quantities installed
 - Out-of-scope work via Time & Material tickets, ensuring proper documentation.

We prioritize communication that is:

- Consistent
- Predictable
- Accessible
- Owner centered

PROCORE

5.4.2.9 Construction Coordination & Quality Control

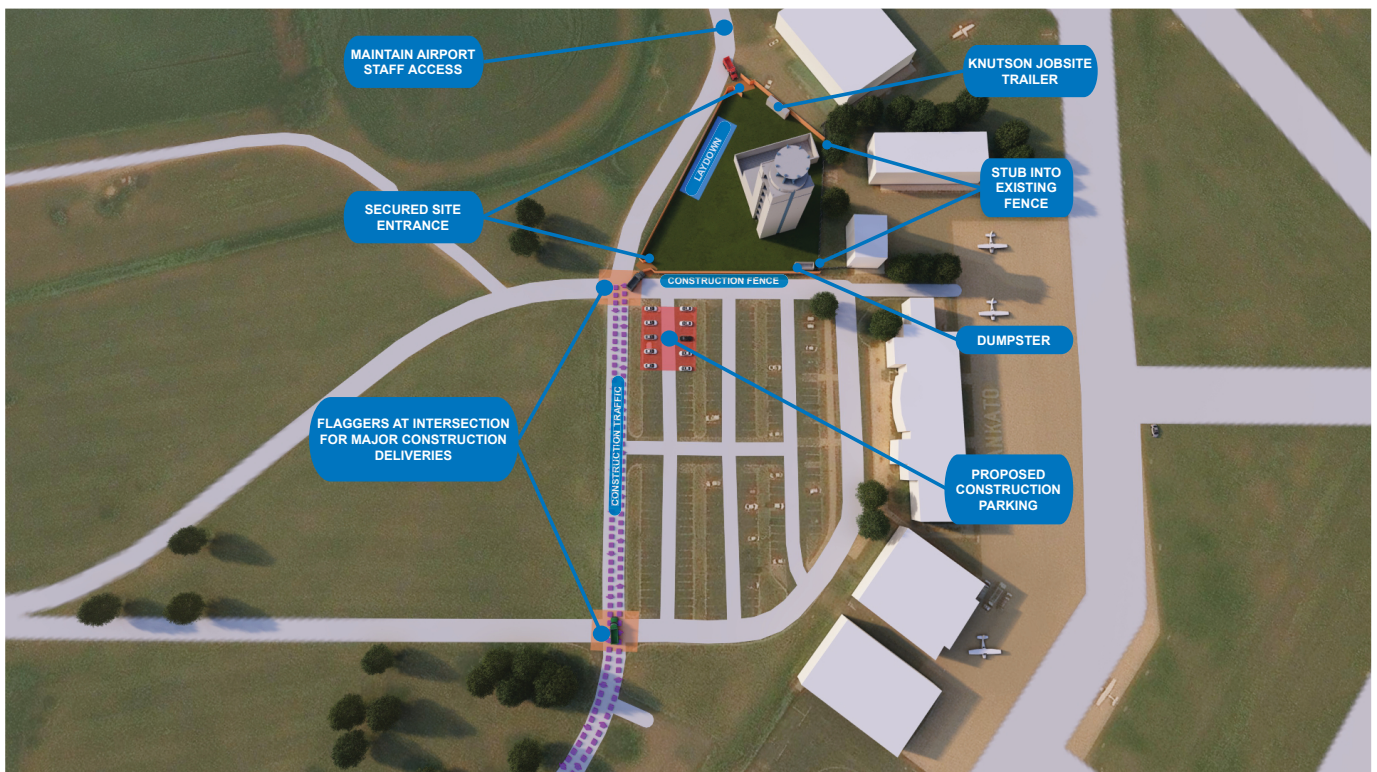
Quality Control + Assurance

As part of our commitment to delivering a high-quality project for City of Mankato, we will implement a comprehensive Quality Assurance and Quality Control (QA/QC) program in close collaboration with EXP. This program will include:

- **Specification Alignment:** We will work with EXP and City of Mankato to ensure quality metrics are clearly defined within the project specifications. This includes requirements for Pre-Installation Meetings, First Work Inspections, and ongoing inspections of key building components.
- **On-Site Oversight:** Tony Lucht and our local field team will oversee daily activities, coordinate with stakeholders, and maintain strict quality control measures. QA/QC procedures will include daily inspections, preinstallation meetings, inspection checklists, envelope reviews, and detailed commissioning planning. This ongoing oversight will ensure that work meets or exceeds project standards and expectations.
- **Project-Specific QA/QC Plan:** Knutson will develop a tailored QA/QC plan specific to this project, serving as a tool to manage and enforce quality guidelines throughout all phases of construction.

This collaborative approach with the City of Mankato and EXP ensures that quality is not only built into the execution plan, but also maintained throughout the project duration, supporting a successful and timely project turnover.

PROPOSED PROJECT SITE LOGISTICS



5.4.2.10 Unique Tools & Processes Deployed with QA/QC

Coordination | BIM Coordination is a key component to project success. Knutson acquires models from each trade to perform clash detection and coordination. Throughout the process we work closely with facility teams to address concerns of maintenance and access prior to installation. Benefits of clash detection and coordination include less rework, prefabrication opportunities and a reduced schedule.

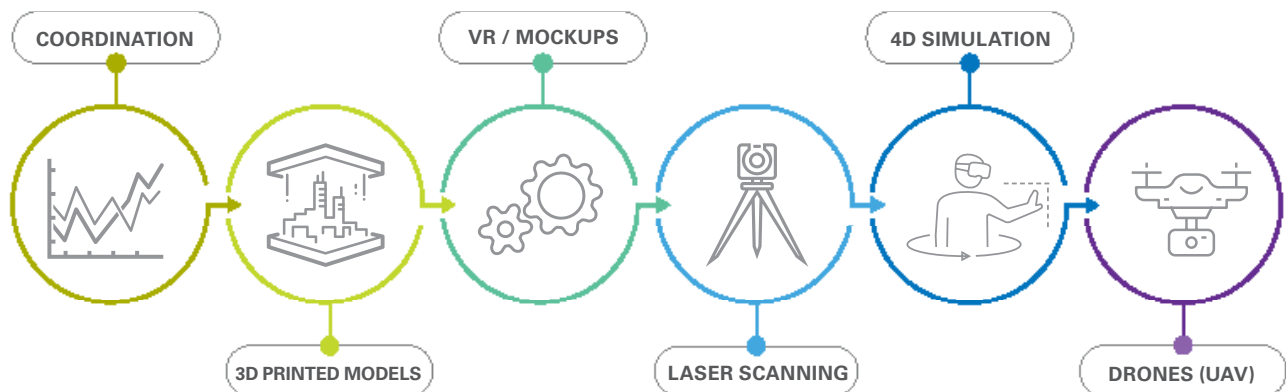
3d printed models | Three-dimensional printing is the process of making three dimensional solid objects from a digital file. By leveraging 3D printing, context models can quickly be created to convey master planning options, site logistics coordination, and estimate assumptions.

Virtual Reality and Mock-Ups | Mock-ups are used in almost every construction project. Now with new technology, contractors, owners and designers can step away from laborious, physical mock-ups and into a virtual reality world. Unlike physical mock-ups, virtual mock-ups can respond instantaneously to design changes allowing for faster decision making.

Laser Scanning | Reality capture also known as laser scanning, can be utilized by a project in many different ways. Scanners quickly capture accurate data for existing condition and as-built documentation. Scans may also be used to monitor and record the progression of a project. In-house laser scanning services allows Knutson to extend scanning resources to clients and provide cutting edge applications to the industry.

4D Simulation | Simulations are a great way for owners and stakeholders to visualize a project schedule. Utilizing our VDC capabilities, the project schedule may be linked directly to a digital BIM model. This allows pre-planning to clearly communicate phasing and schedule requirements.

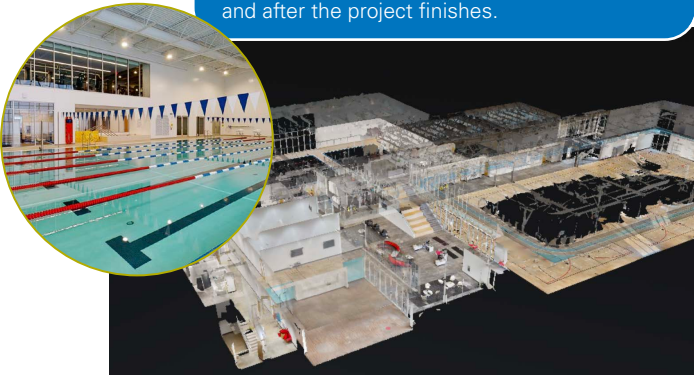
Drones (UAV) | Unmanned Aerial Vehicles (UAV) also known as drones is a reality capture method of documenting projects. Aerial photography combined with Li-DAR technology allows drones to quickly document vegetation, elevation changes, thermal imaging, and high-resolution imagery in lieu of more expensive survey methods.





VIRTUALLY ANYWHERE

With our in-house Matterport technology, we have the ability to allow community members, key stakeholders, and staff to walk through your future community health and wellness facility from anywhere! Our in-house scanning creates easy to navigate, 3D virtual tours to increase engagement and project excitement during and after the project finishes.





5.4.3 STAKEHOLDER COORDINATION

Knutson Construction uses a clear, structured management approach focused on proactive communication and tight coordination with the City of Mankato, airport staff, FAA partners, and the design team. Our long-standing presence in Mankato and experience delivering complex public projects support a smooth, collaborative process built on regular touchpoints, transparent reporting, and predictable decision-making. Local leadership ensures quick responsiveness and consistent stakeholder alignment throughout the project

Our team values relationships above all. We will maintain close coordination with:

- City of Mankato leadership
- Airport operations staff
- EXP (design team)
- FAA Minneapolis Airports District Office
- MnDOT Aeronautics
- University flight program stakeholders
- Local tenants and users

We will act as your conduit between agencies, ensuring clarity, respect, and responsiveness throughout.

THE KNUTSON EXPERIENCE

MAKING SURE EVERYONE ON OUR PROJECTS FEEL ASSURED, INSPIRED + APPRECIATED

This term has grown out of Knutson's long-held, long-practiced beliefs and values and was coined in 2005 following extensive research with clients. Knutson commissioned the research to understand how clients view the construction experience and to ensure that *The Knutson Experience* gives them confidence and peace of mind. This research was expanded to include architects, trade partners and employees to ensure they also feel *assured, inspired and appreciated* at every stage of our journey, together



5.4.4 BEST VALUE DESIGN METHODOLOGY

Knutson and Bolton & Menk will approach best value design conversations with a collaborative, owner-first, and project success mindset. We will evaluate multiple systems and material options with the design team and provide feedback based on cost, durability, performance, lifecycle value, and FAA applicability to ensure each choice supports long-term operational success. Our team provides clear, well-supported recommendations that maintain the project's aesthetic goals and functional requirements. This process will be completed in close coordination with the design team, EXP.

5.4.5 IDENTIFIED CHALLENGES + MITIGATION STRATEGIES

The City of Mankato's Air Traffic Control Tower represents a highly technical project type that has not been delivered within Minnesota in recent decades. As a result, project success depends on assembling a team with not only the technical capability to construct the facility, but the experience and discipline to work collaboratively with the Owner and design team to navigate regulatory requirements, funding conditions, and FAA oversight with confidence.

Knutson brings extensive experience delivering complex projects using the Construction Manager at Risk (CMaR) delivery method, where strict adherence to regulatory, funding, and documentation requirements is essential. Our teams are accustomed to operating in highly governed environments, coordinating across multiple stakeholders, and managing projects with layered funding sources—including projects previously delivered for the City of Mankato.

We understand that success on a project of this nature requires disciplined processes, proactive coordination, and a true partnership approach. Knutson welcomes the opportunity to serve as a trusted local partner to the City and is committed to delivering the same level of professionalism, transparency, and execution excellence that defines The Knutson Experience.

Our **work** stands the test of time.
Our **relationships** do, too.

DEMONSTRATED EXPERIENCE

5.5 DEMONSTRATED EXPERIENCE

5.5.1 DESCRIBE YOUR FIRM’S RECENT RELEVANT EXPERIENCE AND QUALIFICATIONS TO PROVIDE THE SERVICES REQUESTED, SPECIFICALLY CONSTRUCTION MANAGER AT RISK SERVICES

CM@R DELIVERY + SB2030/B3	SB2030/B3 + OTHER DELIVERY	CM@R + BUILD AMERICA, BUY AMERICA
University of Minnesota Offsite Collection Facility	University of Minnesota Masonic Institute of the Developing Brain - <i>Design/Build</i>	City of Luverne Kids Rock! Daycare Center
University of Minnesota Shepherd Labs	Hennepin County Medical Examiner - <i>Best Value</i>	
University of Minnesota Campbell Hall		
University of Minnesota Microbial Cell Production Facility		
State of Minnesota - MDA/MDH Infrastructure Upgrades		
State of Minnesota - Veteran Homes, Montevideo		
State of Minnesota - Veteran Homes, Preston		

5.5.2 PROVIDE FIVE (5) PREVIOUS PROJECTS COMPLETED BY YOUR FIRM OR ARE CURRENTLY IN PROGRESS THAT ARE SIMILAR IN SCOPE TO THIS PROPOSED PROJECT (WITH 3 COMPLETED WITHIN THE LAST 5 YEARS), OR THAT GIVE YOUR FIRM THE REQUIRED EXPERIENCE NEEDED FOR THIS PROJECT

See the following list of projects.

MSP T1 VERTICAL CIRCULATION PHASE I & II



LOCATION
Fort Snelling, MN

OWNER
Metropolitan Airports Commission

OWNER CONTACT
Alan Howell, Senior Airport Architect
Metropolitan Airports Commission
612.726.8132

FIRM'S ROLE
Primary GC

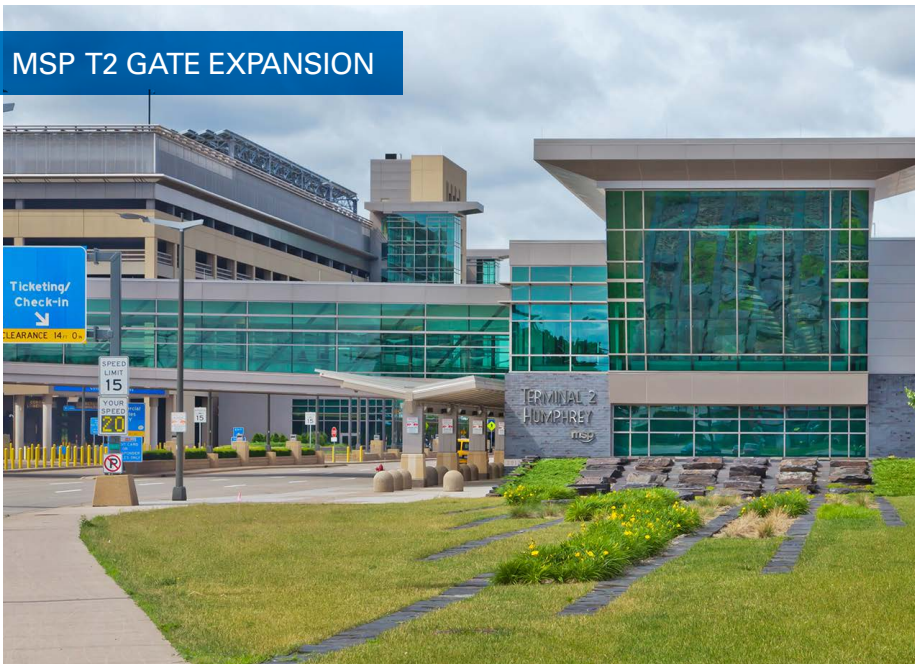
PROJECT DELIVERY METHOD
Design-Bid-Build

PROPOSED BUDGET VS. ACTUAL
VC1 – start \$27,368,434 finished at \$29,002,945
VC2 – start \$32,594,863 finished at \$34,244,526

PROPOSED SCHEDULES VS. ACTUAL
Contracted schedule dates achieved

This multi-phased project created additional interior space closer to the roadway and redesigned the escalator and elevator options for smoother traffic flow and more intuitive wayfinding for travelers. Modernized features of the project included installing an exterior wall of electrochromic glass near the security checkpoint to automatically adjust the sun's glare and specialized telecoils installed under the terrazzo floor that allows for hearing aids to get better signal. Completed while the airport was fully operational, disruptions had to be kept to a minimum. The project team focused on the safety and security of airport guests, working tirelessly on clear and concise wayfinding around any temp walls and barricades.

MSP T2 GATE EXPANSION



LOCATION
Fort Snelling, MN

OWNER
Metropolitan Airports Commission

OWNER CONTACT
Alan Howell, Senior Airport Architect
Metropolitan Airports Commission
612.726.8132

FIRM'S ROLE
Primary GC

PROJECT DELIVERY METHOD
Design-Bid-Build

PROPOSED BUDGET VS. ACTUAL
Started \$25,966,648 finished at \$27,489,772

PROPOSED SCHEDULES VS. ACTUAL
Contracted schedule dates achieved

The MSP Airport Terminal II Gate Expansion project included the addition of four new gates, expanding to 14 total gates for departure and arrival points for travelers. The project required new curtainwall and metal panel installation along the west elevation. The expansion also included "The Node" which consisted of cutting a 40' diameter hole in the existing concrete roof in the middle of an occupied concourse to create a clerestory that allows for natural light. This project also included green roof wedge planters, made of Virginia slate with traces of iron ore, placed above the baggage handling area, viewable adjacent to the waiting area. The planters were filled with locally grown plants and include a stormwater treatment and storage area.

MSP T2 CHECKED BAGGAGE INSPECTION SYSTEM



LOCATION
Fort Snelling, MN

OWNER
Metropolitan Airports Commission

OWNER CONTACT
Alan Howell, Senior Airport Architect
Metropolitan Airports Commission
612.726.8132

FIRM'S ROLE
Primary GC

PROJECT DELIVERY METHOD
Design-Bid-Build

PROPOSED BUDGET VS. ACTUAL
Started \$23,072,432 finished at
\$23,969,109

PROPOSED SCHEDULES VS. ACTUAL
Contracted schedule dates achieved

This project included the expansion of T2 baggage area to provide room for new inspection systems as well as a future gate expansion above. In addition, the project also included the remodeling of the Southwest Airline offices, upgrading the ticket lobby, and new landscaping and site features.

MSP T1 DELTA CARGO + PARKING MANAGEMENT BUILDINGS



LOCATION
Fort Snelling, MN

OWNER
Metropolitan Airports Commission

OWNER CONTACT
Alan Howell, Senior Airport Architect
Metropolitan Airports Commission
612.726.8132

FIRM'S ROLE
Primary GC

PROJECT DELIVERY METHOD
Design-Bid-Build

PROPOSED BUDGET VS. ACTUAL
T1 cargo started \$6,070,350 finished
\$6,477,025
PMB started \$13,932,224 finished
\$14,521,075

PROPOSED SCHEDULES VS. ACTUAL
Contracted schedule dates achieved

Parking Management Buildings (PMB)

The PMB project included the replacement of the old facility on MSP grounds for the parking management staff, which was part of the master plan for all new exit roads from existing parking ramps. The project also included all new exit kiosks and a new perforated metal canopy.

T1 Delta Cargo Building

This new facility was built from the ground up, to completion, in six months. The finished building houses airline parts to supply all hangars and engine shops, while the other half is for short term cargo storage for flights – anything from pets, to packages, to medicine is stored here during layovers until its next flight.

PERRY MUNICIPAL AIRPORT - RUNWAY 14/32 RECONSTRUCTION



LOCATION

Perry, IA

OWNER

The Airport Commission of Perry

FIRM'S ROLE

Subcontractor

PROJECT DELIVERY METHOD

Design-Build

PROPOSED BUDGET VS. ACTUAL

N/A

PROPOSED SCHEDULES VS. ACTUAL

Contracted schedule dates achieved

Existing Runway 14/32 measured 4,000 feet in length and 75 feet in width, which was insufficient to support the operational needs of local business users. Bolton & Menk worked closely with these stakeholders to justify to the FAA that Perry required a runway length of 5,500 feet and a width of 100 feet. To accommodate future construction of a parallel taxiway, Runway 14/32 was relocated 400 feet to the west. Bolton & Menk provided comprehensive engineering services to complete the project. Services began with environmental and cultural resource assessments to ensure the land required for the new runway would not have significant impacts. Once the FAA approved the project environmentally, the land needed for the longer and wider runway was acquired. Following land acquisition by Perry, Bolton & Menk initiated design services for construction of the new runway. Design for the project included a comprehensive analysis of site grading and drainage, pavement section design to accommodate the aircraft expected to use the runway, and a new high-intensity LED edge lighting system. The lighting system featured LED high-intensity runway edge lights, high-intensity runway threshold lights, guidance signs, runway end identifier lights, precision approach path indicators, a beacon, windcone, and upgraded electrical equipment housed inside a new electrical vault building.

Construction was phased to maintain access to existing Runway 14/32 throughout the project, ensuring minimal disruption to airport operations. Bolton & Menk worked closely with the FAA to secure multi-year funding necessary to complete the improvements. Construction began in September 2022 and was successfully completed in October 2024-on schedule and within budget.

5.5.3 LIST AND DESCRIBE ANY CURRENT OR ONGOING LITIGATION, ARBITRATION AND/OR CLAIMS FILED BY YOUR FIRM AGAINST ANY PROJECT OWNER BECAUSE OF A CONTRACT DISPUTE

Knutson Construction does not have any current or ongoing litigation, arbitration and/or claims with, or against, any Owner Knutson Construction works with. In concert with Knutson's core values, we proactively manage our client relationships and openly communicate to avoid circumstances that could lead to legal issues. We believe that the strength of a contractual relationship depends on the strength of the personal relationship of the involved parties.

5.5.4 LIST AND DESCRIBE ANY CURRENT OR ONGOING LITIGATION, ARBITRATION AND/OR CLAIMS FILED AGAINST YOUR FIRM

Knutson Construction does not have any current or ongoing litigation, arbitration and/or claims filed against it. In concert with Knutson's core values, we proactively manage our client relationships and openly communicate to avoid circumstances that could lead to legal issues. We believe that the strength of a contractual relationship depends on the strength of the personal relationship of the involved parties.

5.5.5 LIST AND DESCRIBE TERMINATION FROM AND PROJECTS OR CANCELLED MASTER AGREEMENTS PRIOR TO ORIGINAL CONTRACT END DATE IN THE LAST TEN YEARS

Knutson Construction has not been terminated or fired from a project contract in the last 10 years.

REFERENCES



Clients and design partners **create the vision** – Knutson’s role is to provide confidence. From there, our construction leaders and trade partners **bring it to life**. Success is not achieved solely by the result, but by the experience throughout.



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