



RDG Planning & Design

EntreArchitect

02 March 2016



Influences

Middle Child
Engineer Dad
Music Mom



HS Aptitude testing:

Music, Forestry, Author, Carpenter, Teacher

Strength Finders:

Strategic, Relator, Ideation, Woo, Input



Influences

**“Strive to leave things
better than they were
when you received them”**

Paul Petzhold

*Founder of Outward Bound and
NOLS (National Outdoor Leadership School)*



Influences

**“Don’t lose confidence
in your people when they fail”**

Abraham Lincoln
Lincoln on Leadership



*“You cant hate
someone
whose story
you know”*

Margaret Wheatley

Author, Philosopher, Educator



“Trust Your Instincts”

H. Kennard (Ken) Bussard, FAIA

*Founding CEO of RDG Planning & Design
Mentor, Coach, Friend*



Influences

**“Do it better than you
think I would do it”**

Charles (Chick) Herbert, FAIA

Founder of Charles Herbert and Associates, HLKB



Influences

Walk in like you belong there
Stand up Straight
Square your Shoulders
Hit the first and last notes like you
mean it

A. Loraine Hodgin

My toughest coach, ... my best fan



Influences

**“You have the ability
to provide most of what
these children
pray for every day”**

Conrad Mandsager

Founder, Child Voice International



Influences

**“People are Stranger
Than Anybody...
get used to it”**

Robert “Bud” Lehman

Father in Law



Introduction > RDG Planning & Design



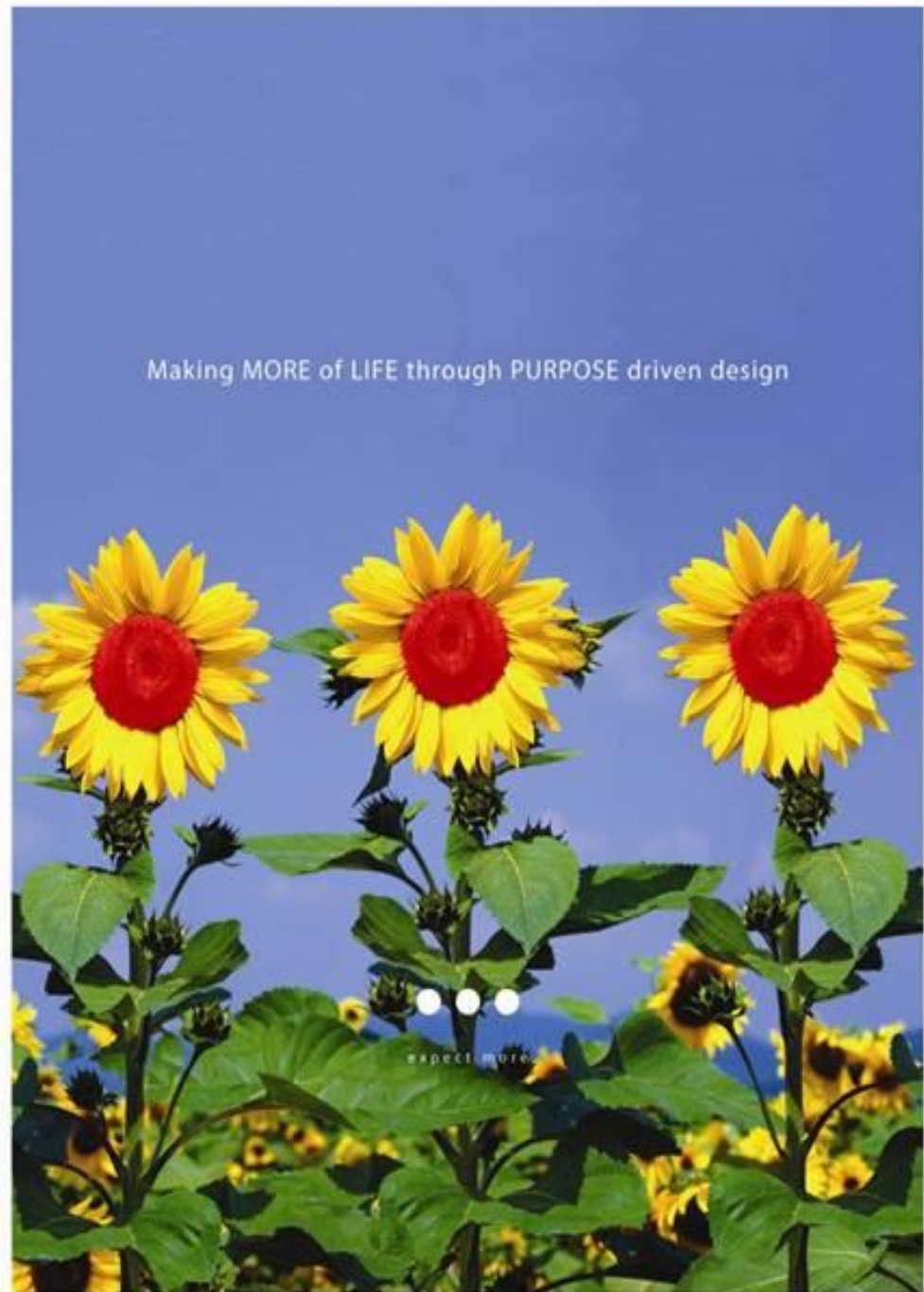
We're a Midwest firm with a **national & international** presence. We love what we do, and it shows in our work every day.

WE ARE A DESIGN FIRM.

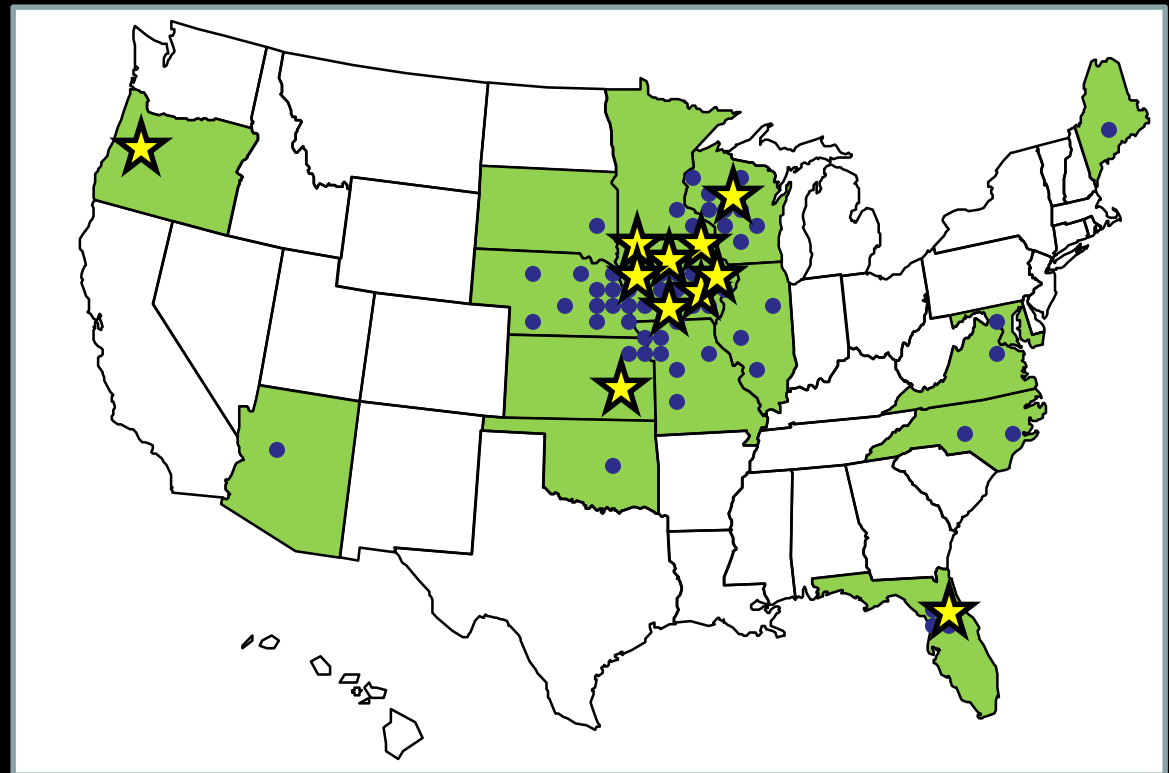


Focused Expertise:

- Architects
- Landscape Architects
- Artists
- Lighting Designers
- Interior Designers
- Program/Master Planners
- Mech./Electrical Engineering
- Community/Regional Planners
- Building Code Specialist
- Graphic/Animation Artists
- Construction Advisers

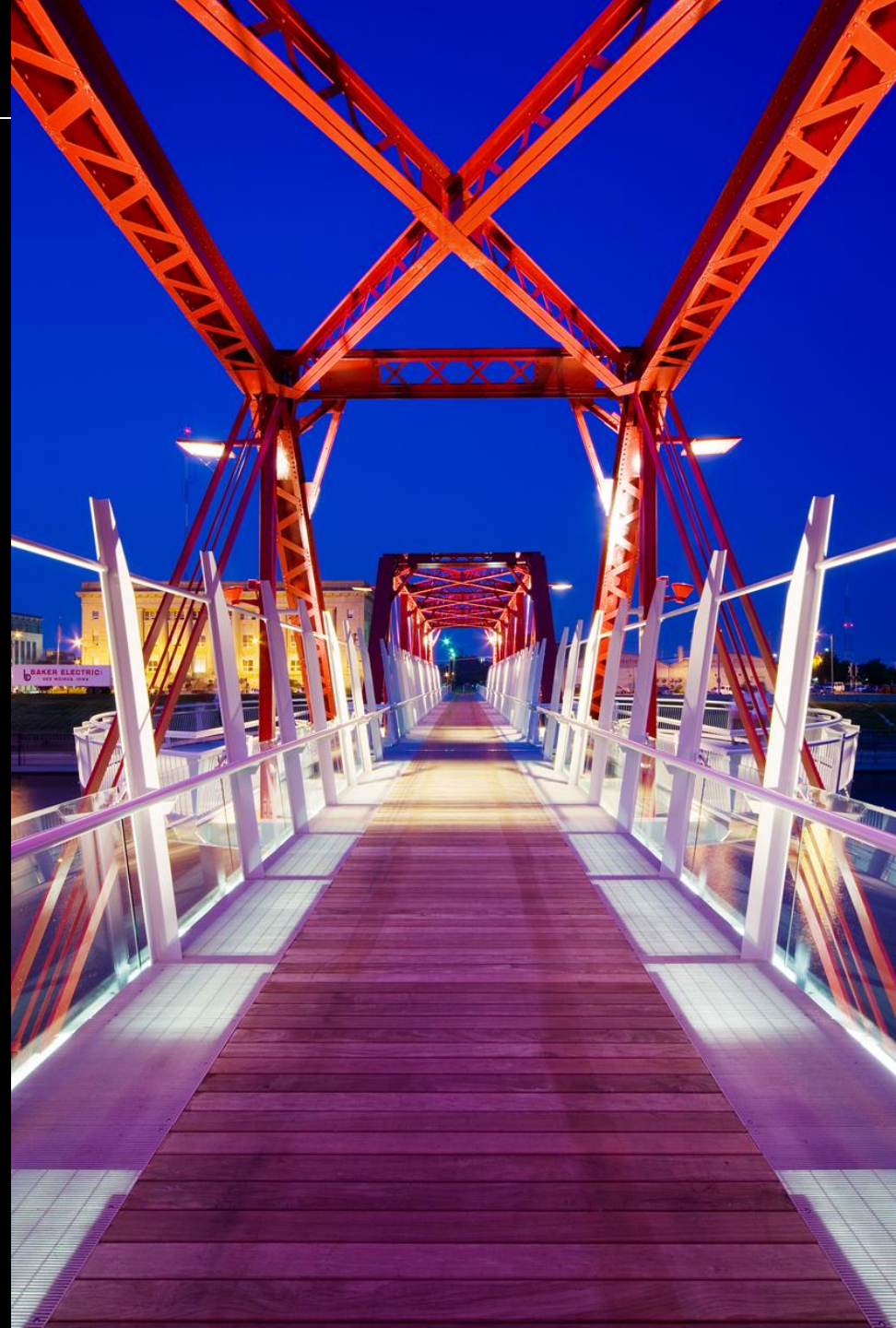


- Sustainability Commitment
- “Beyond LEED”
- AIA 2030 Challenge
- USGBC IA Chapter
 - 75 LEED projects
 - 11 LEED Platinum



Focused Expertise:

- Athletic Fields & Complexes
- Community & Regional Planning
- Corporate
- Fire Safety & Police Training
- Government
- Healthcare
- Higher Education
- K-12 Education
- Museums & Cultural Centers
- Parks & Recreation
- Public Art
- Religious
- Restoration
- Senior Living
- Sports
- Transportation Enhancements
- Urban Design



Operations Structure

CORPORATE	SENIORS	MEDICAL	RESTORATION	RELIGIOUS	URBAN DESIGN	FORESITE	SPORTS	TRANSPORTATION	K-12	PARKS & REC	COLLEGE	GENERAL	
DS	JB	IT	SA	KN	PD	DS	JP	JL	PH	MB	SS	CM	CLIENTS WE SERVE
													FOCUS MARKET LEADER
													Architecture
													Landscape Architecture
													Interior Design
													Engineering
													Lighting
													Multi Media
													Planning
													Art





BUILDING A SHARED VISION

1985-88

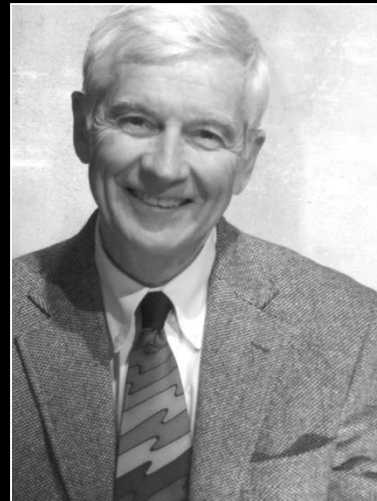
BDA

Bussard Dikis
& Associates
24 FTE

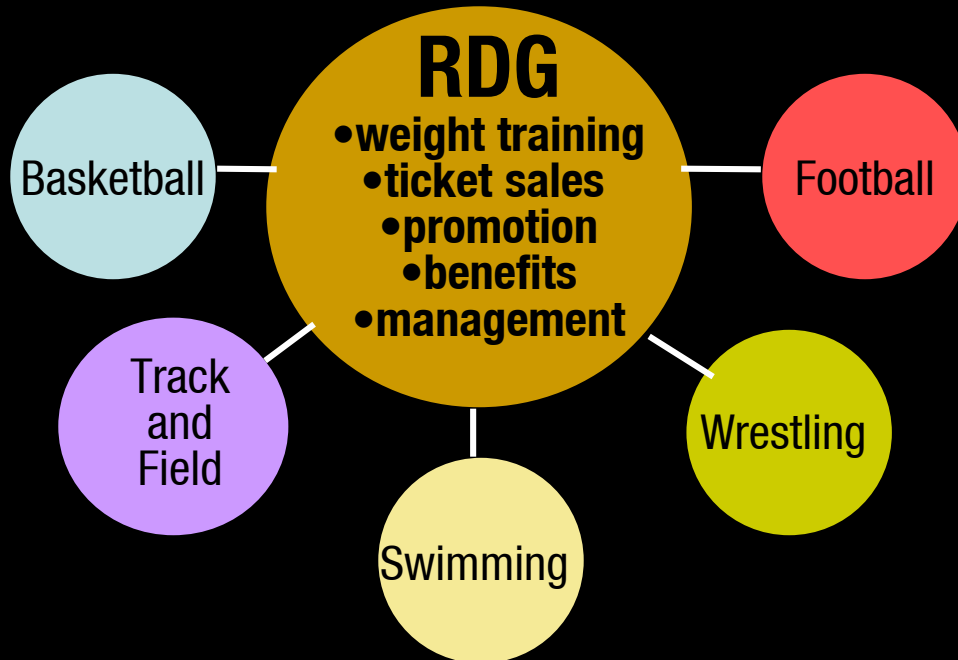


WBA

Wilscam Birge
& Associates
16 FTE



University Athletic Department



Held together by

- common purpose
- ownership
- core values

BD

NOVEMBER 1992 • SIX DOLLARS

ARCHITECTURE™

PRACTICE

Merging Firms

Joining two practices requires an understanding of firm compatibility.

THE SPATE OF DESIGN-FIRM ACQUISITIONS that occurred in the 1980s rivaled the merger mania in business and industry, as architectural practices followed the Wall Street model. Easy money, a booming economy, and a culture of acquisition fueled this activity through the end of the decade. The action was so intense that in 1990, the *Professional Services Management Journal* suspended its index of mergers and acquisitions within the design field because there were too many to track.



Now that easy sources of financing have vanished, firms looking for acquisitions must draw on their own financial resources, and because of the slow economy, fewer firms have sufficient funds. This lack of ready cash has caused a change in the conditions of acquisition: where once the seller could receive payment quickly, the typical terms today involve a small initial cash settlement with future payments tied to the profitability of the new firm. As a result, mergers and acquisitions are still proceeding, but it is a buyer's market. Frank Stasiowski, publisher of the *Professional Services Management Journal*, reports that firm values have declined as much as 50 percent since 1990. During that same period, the average price of a firm has declined 20 to 40 percent.

Most of the current activity centers on larger firms taking over medium-

sized firms in an effort to extend their geographic reach or enter new markets. Small firms that want to sell are finding the market for their wares very limited.

Buy-and-sell challenges

MERGERS AND ACQUISITIONS INVOLVE THE joining of two firms. In an acquisition, one firm purchases another outright, and the owners of the acquired firm have a limited role in the new firm. In a merger, the relationship between the two firms is equal and ownership is shared among the new partners.

Acquisitions and mergers pose challenges for both buyer and seller. According to Hugh Hochberg, Seattle-based principal of the Cox Group management consultants, 80 percent of potential mergers won't work. To have the greatest chance of success, Hochberg maintains, the acquisition must fit the clear strategic purposes of both buyer and seller.

NBBJ, the 460-person architectural firm based in Seattle, Washington, has acquired seven firms in the past 15 years. The key to their success, says NBBJ's CEO for Western operations James Jonassen, is "having a very clear idea of why you want to merge." NBBJ's recent acquisition of Wyatt & Associates, a Seattle interior architecture firm, for example, was based on the need for strong leadership in interiors. For Scott Wyatt, the change was prompted by the conditions of the marketplace and the fact that his small, independent firm could be more cost-effective and competitive as a studio in a larger practice.

Other acquisitions are based on market expansion. Einhorn Yaffee Prescott, a 120-

person architectural-engineering firm in Albany, New York, for example, wanted to move to a new geographic area that offered opportunities in its principal market of historic restoration, renovation, and adaptive reuse. Its acquisition in 1989 of Kennitzer Reid & Haffler, an established 12-person office in Washington, D.C., enabled the architects to move into that market more quickly than they would have by starting from scratch. Managers of the acquired firm, too, had spe-



cific purposes in mind: they wanted to be able to compete for more substantial projects, and they wanted to integrate mechanical and electrical engineering into their practice but lacked the expertise to do so.

Merging for the wrong reasons decreases the odds for success. Frederick White, senior vice president of the consulting firm Mark Zweig & Associates, says that the most common wrong reason is desperation. Practices in distress make poor candidates for acquisition; no one wants to buy problems. Firms often want to sell when their principals have reached the limits of their ability and energy after 15 or 20 years. But such offices are unattractive precisely for the reason they want to sell—they haven't groomed a new generation of entrepreneurial leaders. Another bad reason is the desire to take advantage of a

short-term market opportunity, especially in an unrelated discipline, which usually results in poorly considered arrangements between firms that have little in common.

Acquisitions based on purely financial considerations also have a high failure probability. Historically, such economically driven growth has motivated purchases of architectural firms by unrelated businesses. These unions are notorious for failure because the parent firm usually lacks the knowledge or understanding of, or sensitivity toward, the values and processes that are essential to the success of an architectural practice.

Once the reasons for the merger are clear, the next steps are to develop specific criteria for candidates and research the available practices. Firms get together in many ways—through word-of-mouth, discussions among long-time collaborators, recommendations by clients and consultants, and the services of brokers. However firms learn of one another, Frederick White advises, "Do your shopping before you buy. Remember the criteria for selection, and don't get caught up in the hunt."

NBBJ, for example, considered more than 20 potential candidates in the Los Angeles area, examining a variety of factors including project type and size, client list, design philosophy and approach, standards of quality and service, and culture of the firm before focusing on Irvine-based LPA's Los Angeles office.

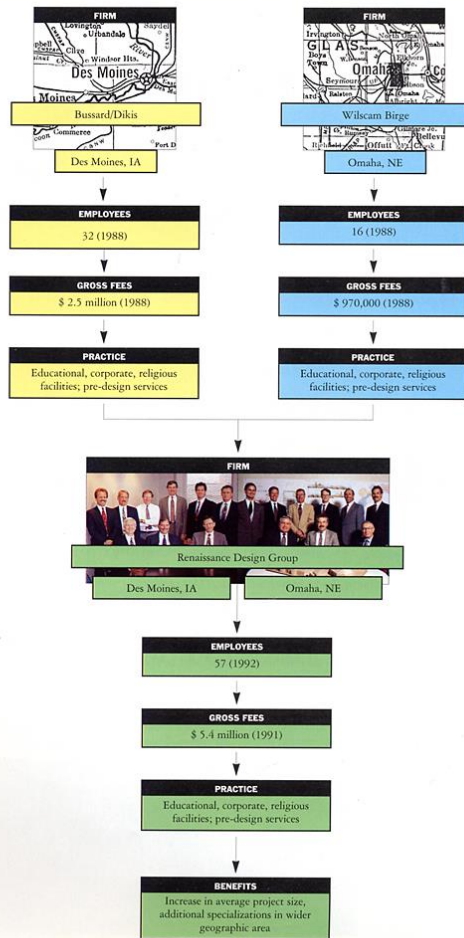
Similarly, Einhorn Yaffee Prescott began its search for an acquisition in Washington, D.C., by asking potential clients for suggestions of firms whose work on older buildings was respected. The firm generated a list of 15 potential candidates, and thoroughly investigated each before focusing on Kennitzer Reid & Haffler.

Matching corporate cultures

THE SINGLE-MOST CRITICAL FACTOR IN THE success of an acquisition is the compatibility of the cultures of the two firms. Lowell Getz, a Houston-based financial consultant and one of the design industry's foremost valuation experts, explains that people make a merger a success.

"If the cultures of the two firms don't fit together, there is no sense in going any further," Getz maintains. "If they do fit, the deal is halfway there, and the mechanics usually fall into place."

An assessment of firm culture begins after an extensive discussion among principals of their respective visions, values, and philosophy of architecture and design. Other areas for exploration include personal and profes-

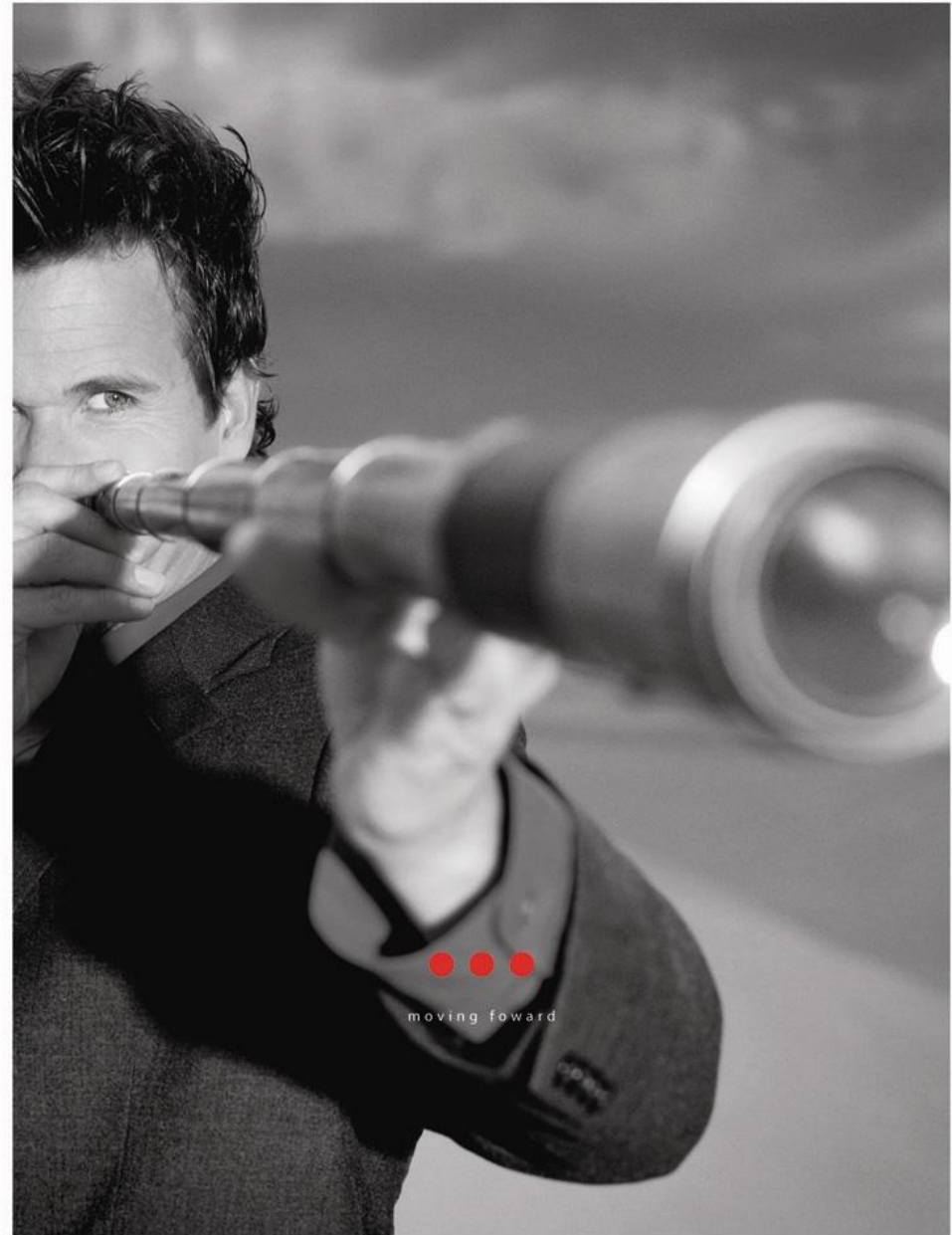


Why?

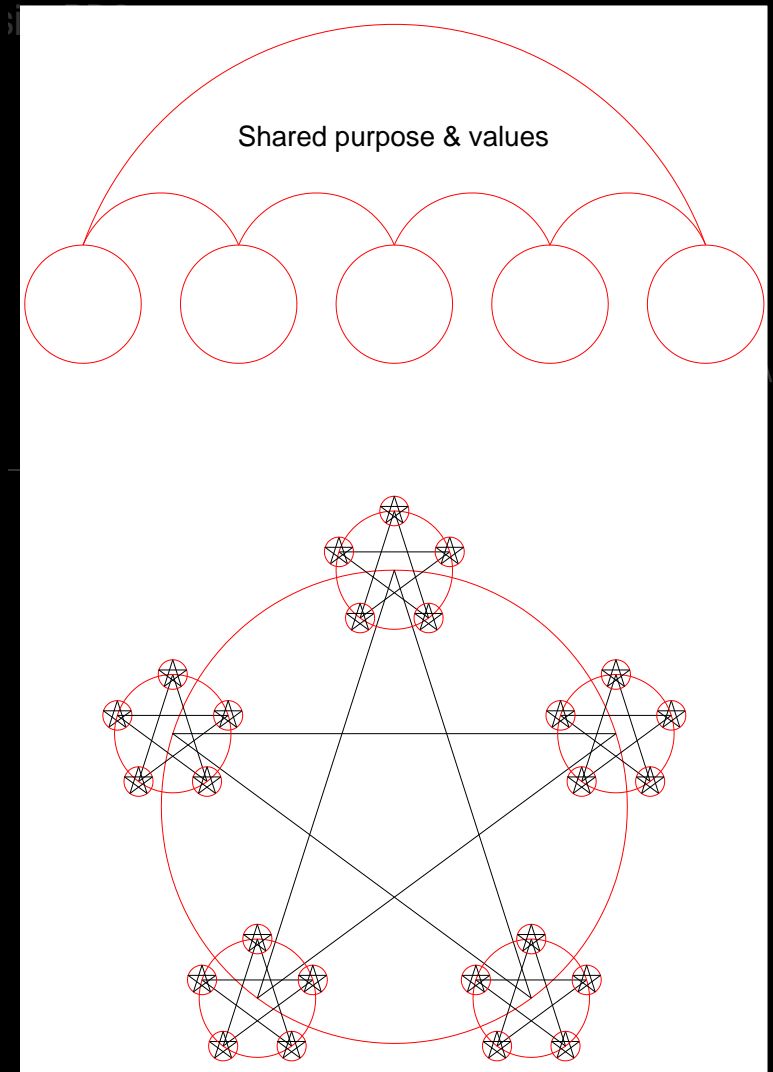
A Family of Design Disciplines with Unique Personalities & Talents to:

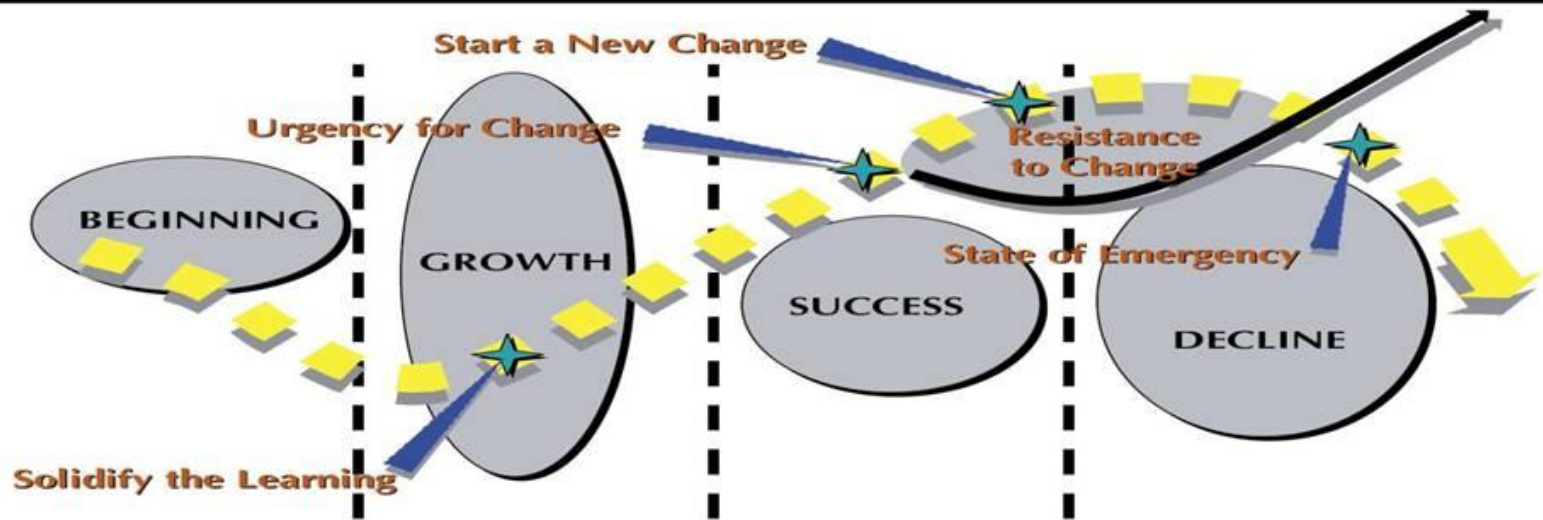
- Produce & Provide Design Excellence
- Provide Career Opportunities/Growth
- To Collaborate & Cross Market
- Provide Professional Gratification
- Attract & Retain Talent
- Share Risk, Resources, Knowledge
- Assure Leadership Transition
- Assure Ownership Transition
- Reward investment & Commitment

Position a Design Service Corporation for the Future

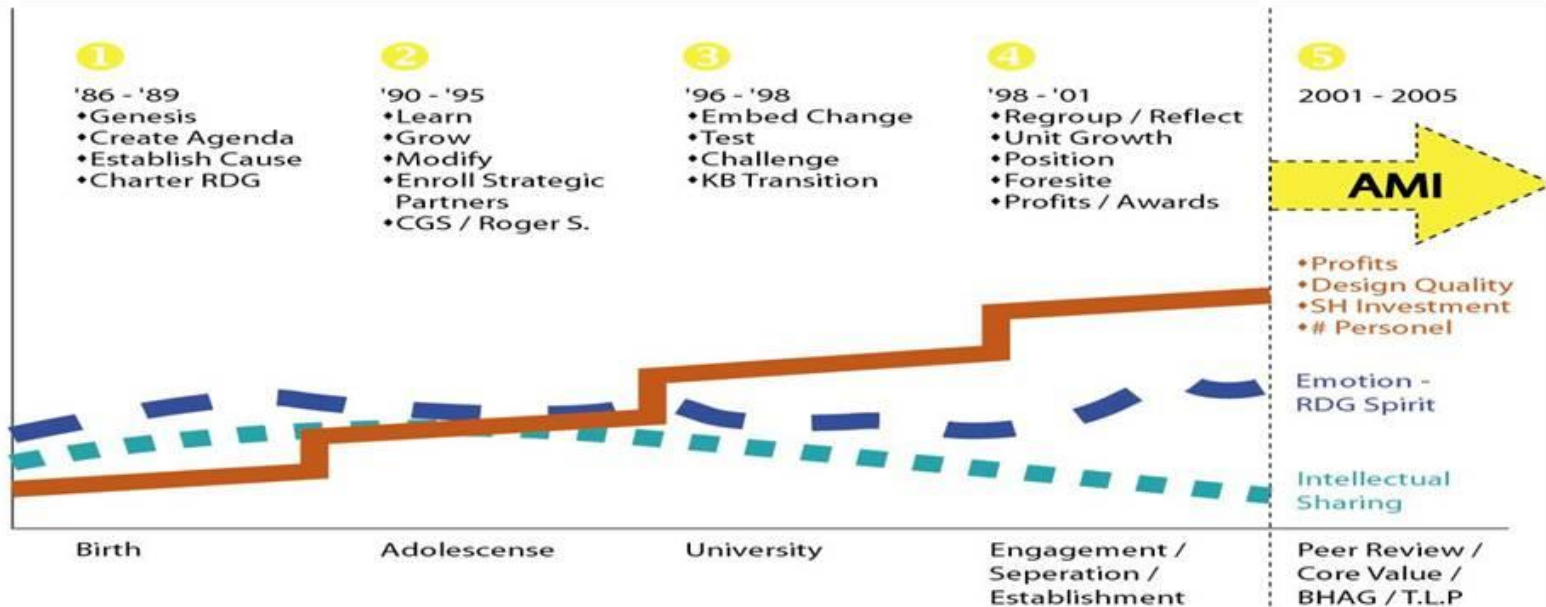


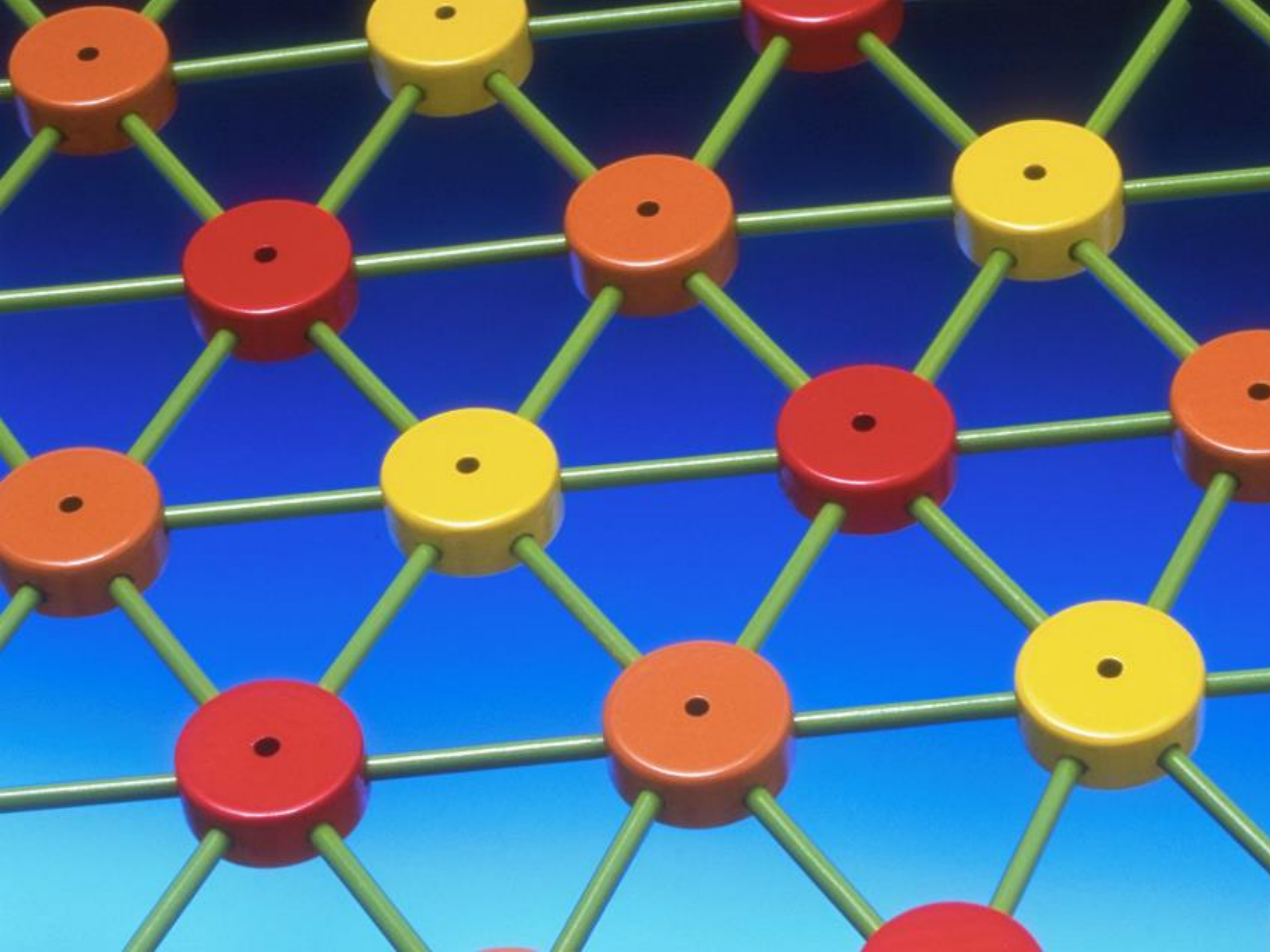
- **AMI Discovery A/E** Value Redesigned
- **GDA** Global Design Alliance
- **Coxe Group Round Table**
- **GDMLI** Transformation Leadership Academy
- **SoL** Society of Organizational Learners





The Learning Curve



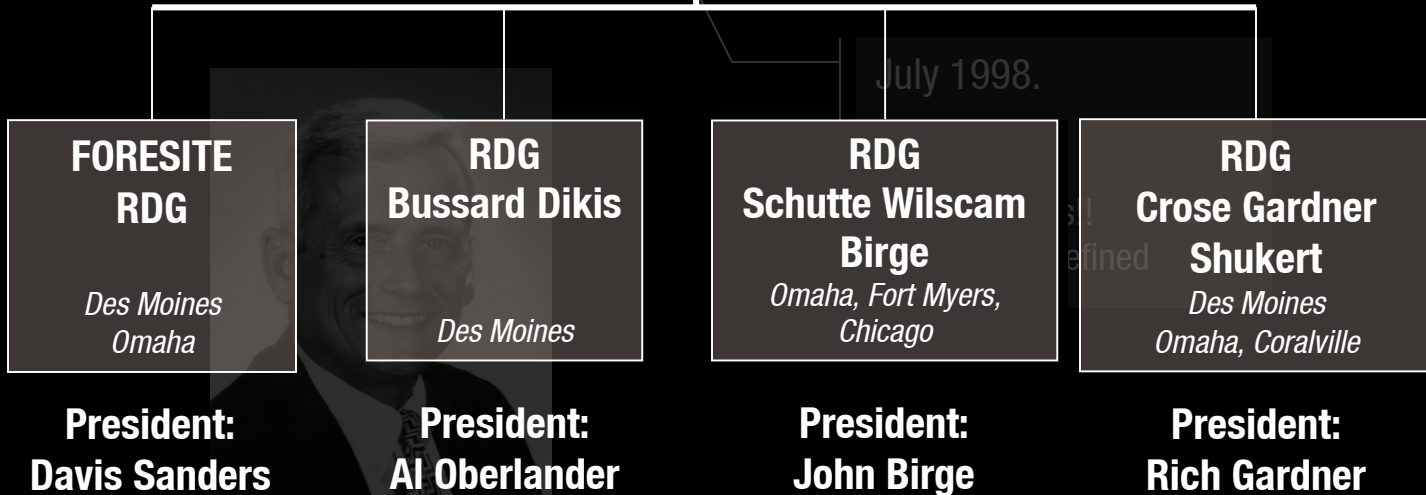


1998

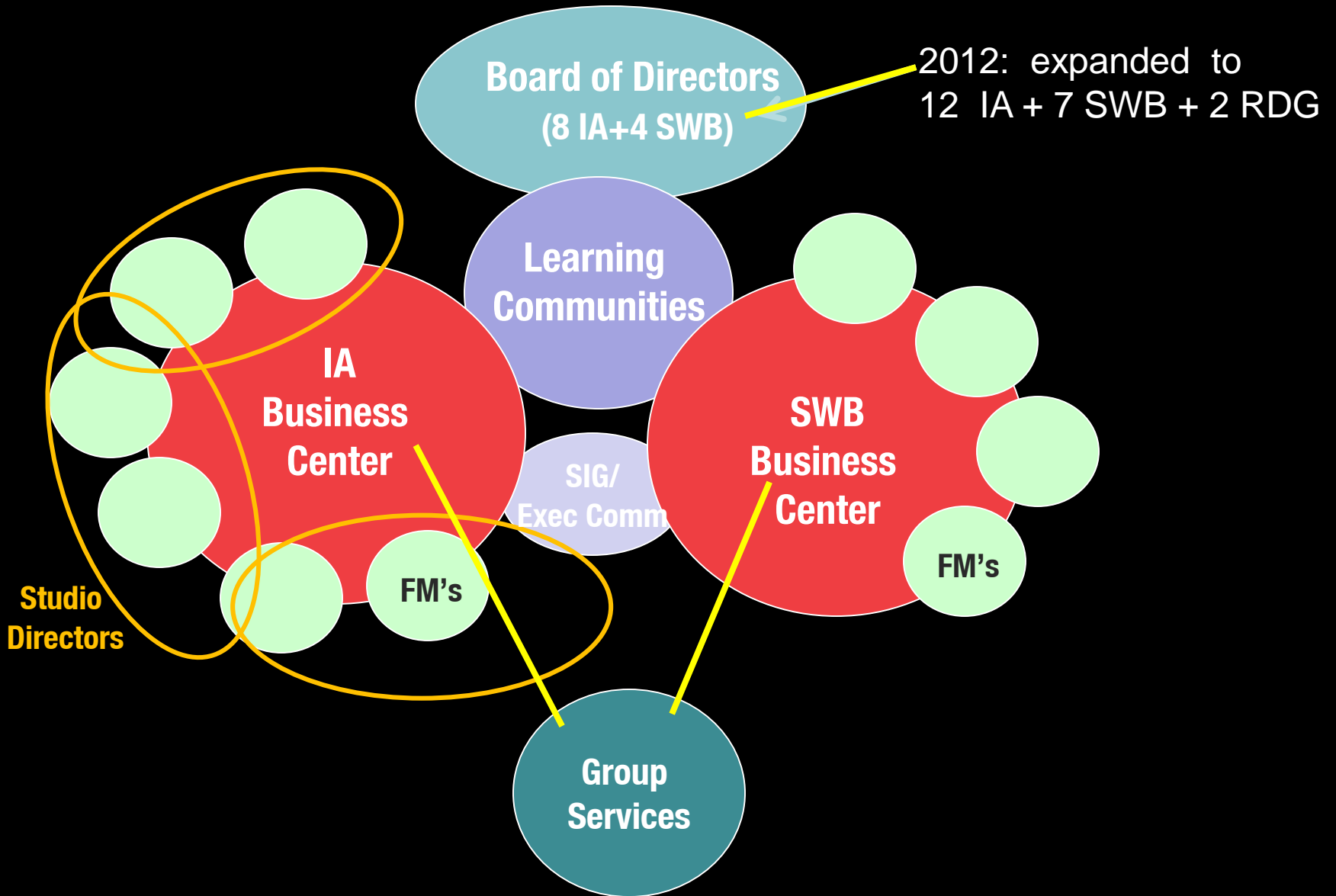
Renaissance Design Group

Combined office staff of
75 total employees
35 with Ownership

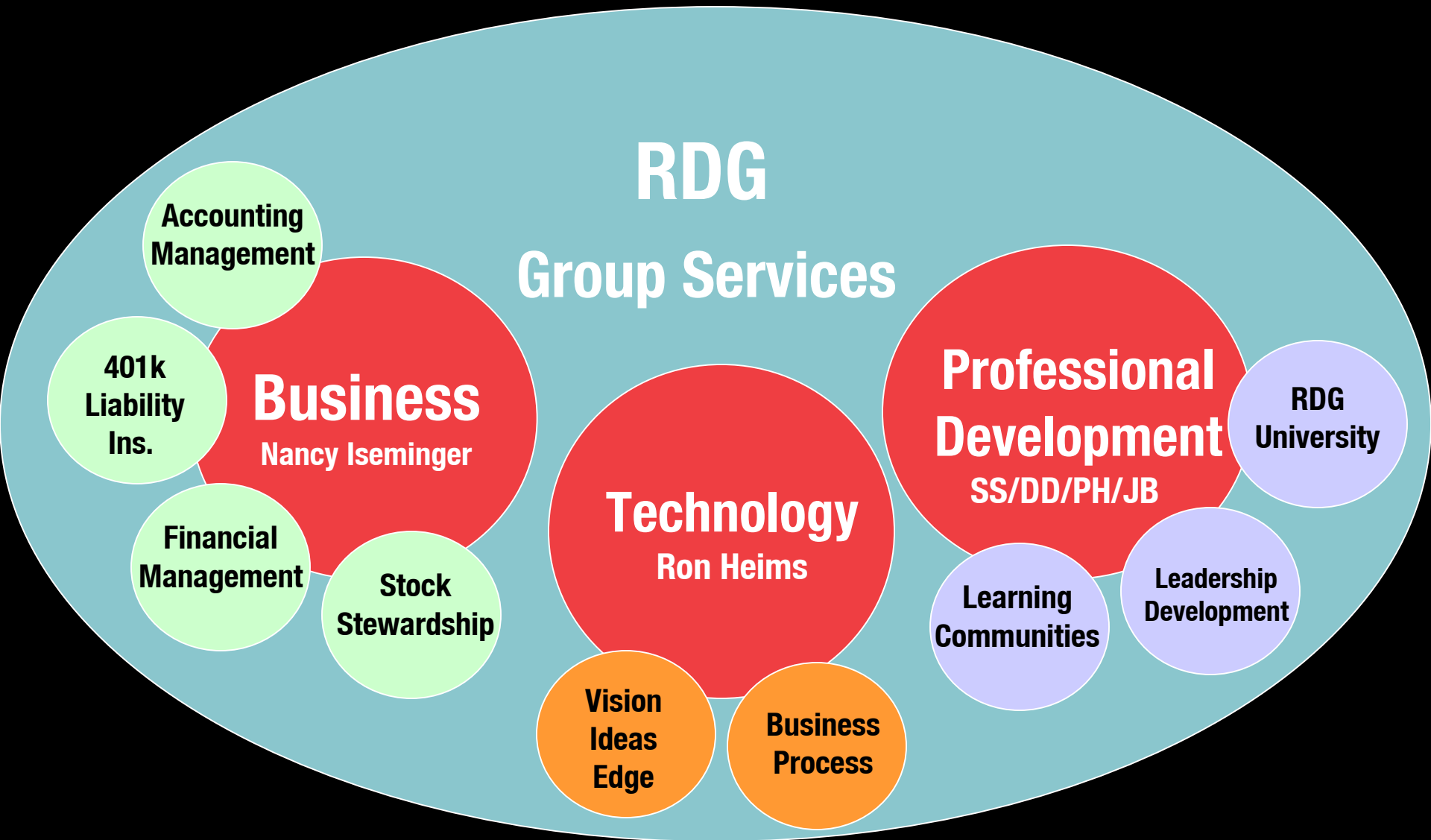
CEO: Phil Hodgin
COO: John Birge
BOD: Elected Unit Principals



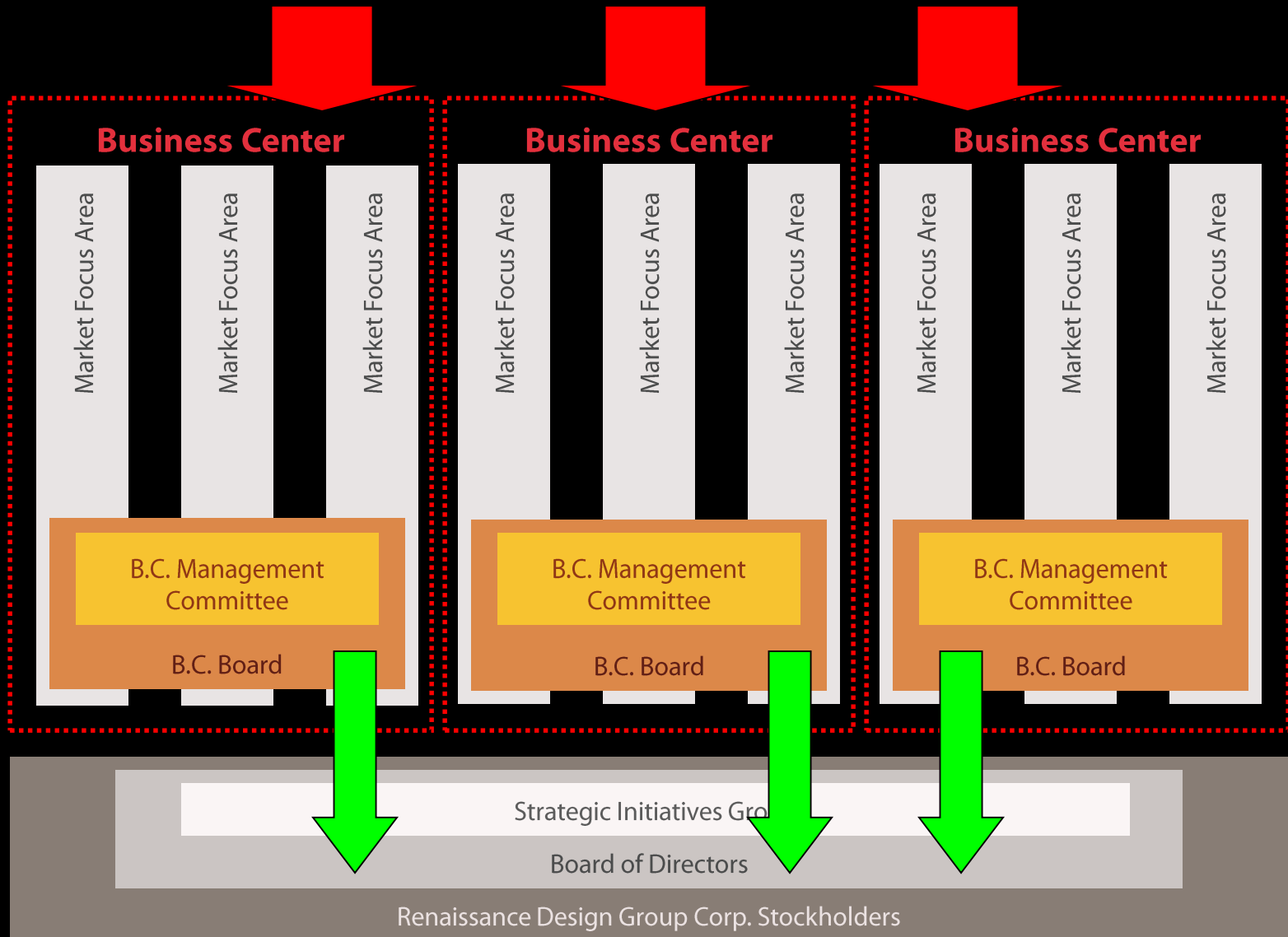
Leadership and Management and Influencers



Investment in Key RDG Operational Platforms

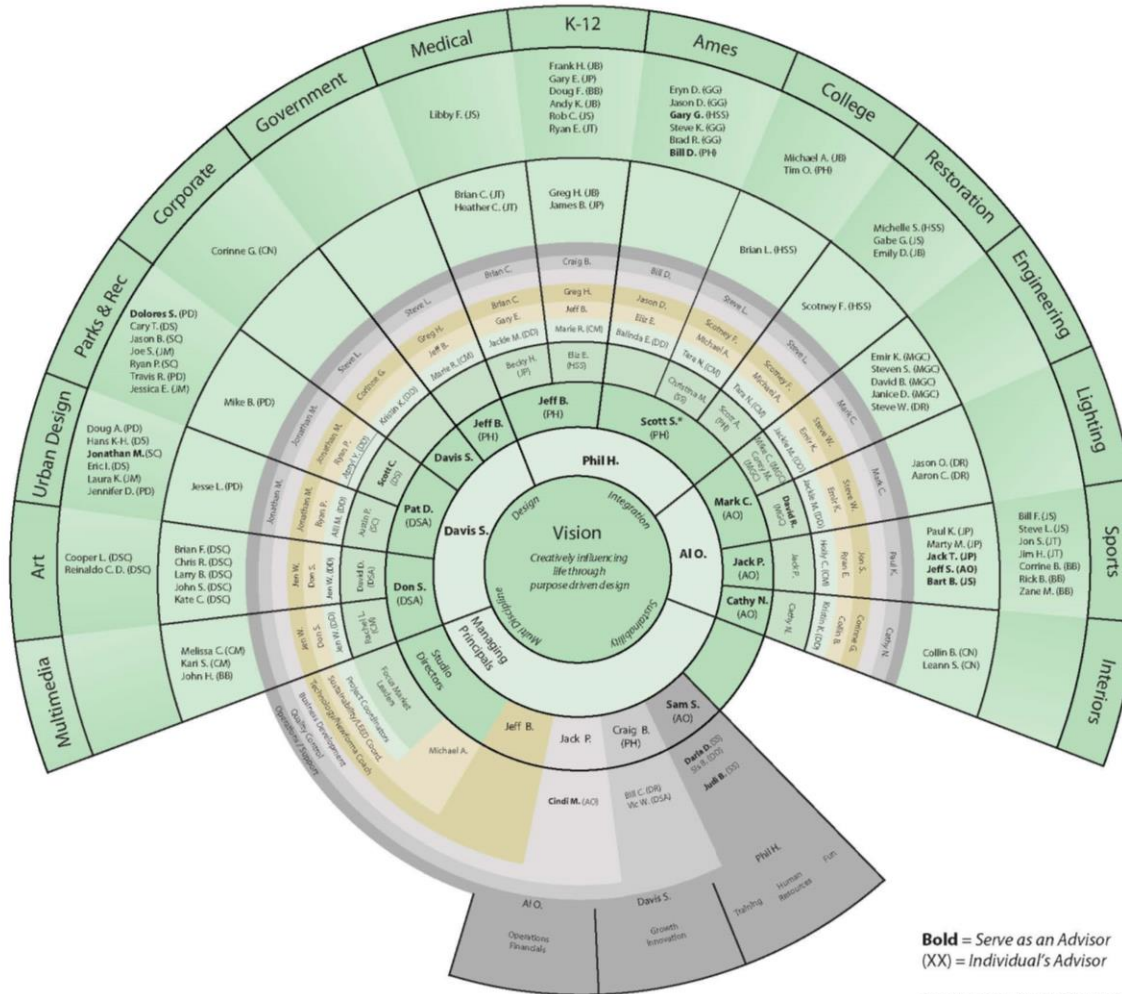


“Clients & Projects First” Mantra



Organization of an Integrated Living Practice

March 2008 (updated September 15, 2010)



- Learning Communities
 - Design
 - Sustainable
 - Innovations/Technology
 - Marketing
 - Risk Management

- The KNOW (Intranet)

- ZEBRA

- Strength Finders

- Monthly 1 hour BOD meetings



collaborative discovery, consensus, exploration, and refinement



staying tight & together is a big part of the RDG process



expect more

Have a submission for **THE KNOW?** contribute here



THE KNOW

Search The Know...

25°



Light Snow

THE MARKETS ... as of 01:40pm CDT ... DOW 16,815.80 +299.30 (▲1.81%) ... S&P 500 1,970.31 +38.08 (▲1.97%) ... Nasdaq 4,666.33 +108.38 (▲2.38%) ☆ SECTIONS ☆

Sign Out

Egress Links

- [Deltek](#)
- [SharePoint](#)
- [RDG Calendars](#)
- [IT Help Desk](#)
- [Zoom Video Conferencing](#)
- [RDG Web mail](#)
- [Simply Well](#)
- [Buy RDG Apparel](#)
- [ADP iPay Statements](#)
- [TASC Online](#)
- [RDG Benefits](#)
- [Mass Mutual](#)
- [Global Design Alliance](#)

VIZUALIZATION WAREHOUSE



A BRIEF HISTORY OF RDG



Birthdays: [Liana LaMastra](#)
Anniversaries: [Al Oberlander](#)

RDG IN THE NEWS

Walnut Creek plan calls for erosion controls, limiting floodplain development

[RDG] JAN 18
The Walnut Creek Watershed is one of the most quickly urbanizing watersheds in Iowa, encompassing 52,643 acres in Dallas and Polk County. About 60% of the watershed's land area falls within the incorporated boundaries of Dallas Center.

ON THE BOARDS



Cowles Commons [read more...](#)

posted AUG 25
by ERIC IVERSON 2 of 5

OFFICE NEWS

IA 2016 February Staff Meeting

[IA] 5 DAYS AGO
The February IA Staff Meeting included introductions to our newest employees, Wendy Hansen in Accounting and Jessica Quinn at the Art Studio; information on the 'Fast Break' open house taking place in the Des Moines office on March 17; an... [more...](#)

▶ SWB 2016 January Staff Meeting

[SWB] FEB 8

TECHNOLOGY NEWS

Deltek Mobile Time Sheets

[Mobile Apps] JAN 18
Today we are formally launching Deltek Mobile Time Sheets. This will allow you to fill out your time sheet from your mobile device. This app is available on both Android and iOS. There are 2 videos below. The first one... [more...](#)

▶ Using StrengthsFinder To Create Better Teams

[RDG] NOV 23

▶ Training on How to Keep

LEARNING COMMUNITY NEWS

Design News St. Mary's Catholic Church and School Wins PCI's 2015 Best K-12 School Award

[RDG] FEB 8
In the spring of 2011, an EF-5 tornado swept through Joplin, Missouri, destroying all facilities of the St. Mary's Catholic Church campus. The church's greatest wish was to rebuild as quickly as possible to be ready for returning students and... [more...](#)

BIM News Revit Support

[Revit] JAN 29
For those of you working in the Omaha or Florida offices, we now have a easier way to reach Bob Beckerbauer and the other Revit Coaches. Instead of emailing Bob Beckerbauer



Introduction > RDG Planning & Design

MORE THAN (8) AVAILABLE HOURS	(13)
BALANCED BETWEEN (8) AND 32	12
MORE THAN 32 HOURS OVER SCHEDULED	37

Emp. No.	Emp: Name	Mar	Apr	May	Jun	Jul	Aug
Available Work Days		22	21	21	22	20	23
Available Work Hours		185	176	176	185	168	193
6161	Baeder, Deborah	(52)	(86)	(138)	(153)	(151)	(173)
5027	Barnes, Collin R4	28	(5)	(62)	(64)	(100)	(137)
4036	Blosser, Jeffrey	39	(33)	(48)	(76)	(22)	(77)
7033	Brightwell, David R3	(13)	(86)	(150)	(128)	(146)	(171)
4004	Bullis, Craig	(99)	(65)	(10)	(66)	(60)	(82)
4048	Chambers, Michael	88	93	(41)	18	(96)	(125)
7030	DuBois, Janice R1	9	(49)	(115)	(103)	(137)	(161)
4107	Einhorn, Eric	46	41	(18)	(21)	(116)	(133)
4087	Enerson, Gary R1	109	(44)	(53)	(62)	(1)	(1)
6130	Engelhardt, Curtis	56	59	(101)	(119)	(108)	(137)
4086	Fenton, Scotney R2	(26)	(6)	(52)	3	(50)	(95)
6149	Fors, Matthew	186	24	(5)	39	(7)	(64)
6091	Funke, Elizabeth R4	79	93	(23)	(63)	(100)	(115)



Our Culture





2015 RDG Design Residency

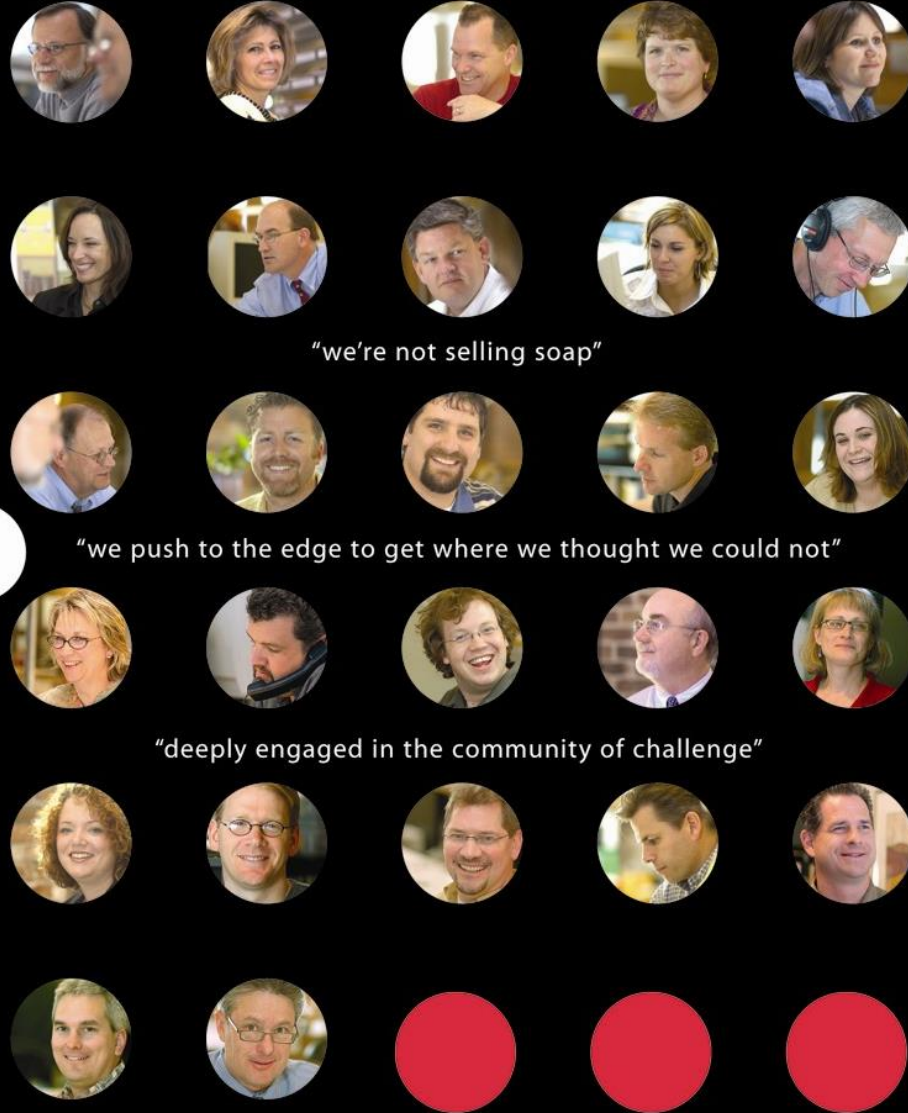
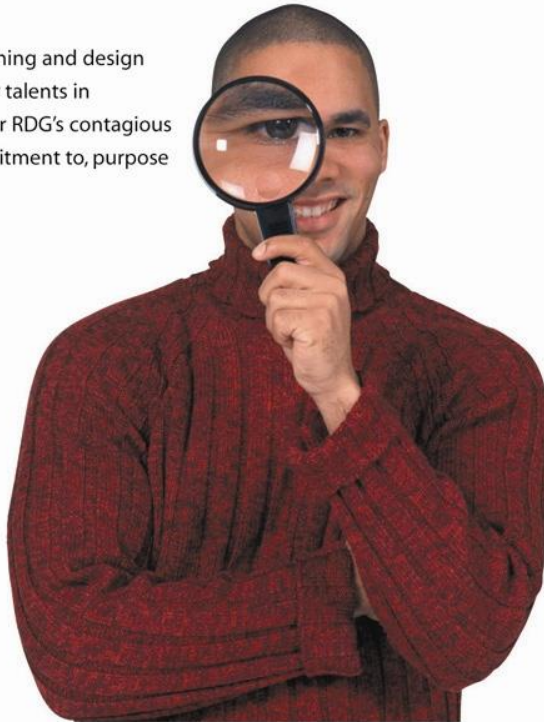


group of individuals

We are a diverse network of planning and design professionals, united to apply our talents in extraordinary ways. Watch out for RDG's contagious energy for, and passionate commitment to, purpose driven design.

people

RDG's team of unique designers and problem solvers offer a wide range of expertise. You'll find that we often provide support that goes far beyond the traditional scope of design, because we are passionate, dedicated, and always innovative. Integrity, respect, trust and high ethical standards are the cornerstones of every client interaction.



"we're not selling soap"

"we push to the edge to get where we thought we could not"

"deeply engaged in the community of challenge"