

HAMMOND



....OUR REPUTATION IS BUILDING



REQUEST FOR QUALIFICATIONS

HUDSON CITY SCHOOLS
DISTRICT-WIDE IMPROVEMENT PLAN

CONSTRUCTION MANAGER
AT RISK SERVICES

12 DECEMBER 2017



Hudson City Schools®





TABLE OF CONTENTS

	Page		Page
A. COVER LETTER	5	K. EMPLOYEE SCREENING / SECURITY PROGRAMS	65
B. FIRM PROFILE	7	L. PRIOR DEFAULTS	67
C. BONDING INSURANCE	10	M. LEGAL COMPLIANCE	67
D. SIMILAR EXPERIENCE	13	N. LIQUIDATED DAMAGES	67
E. PERSONNEL / STAFFING	34	O. PRIOR CONSTRUCTION MANAGEMENT AT RISK EXPERIENCE	68
F. MANAGEMENT SYSTEMS	50	P. SUSTAINABILITY	78
G. SELF-PERFORMED WORK	58	Q. COORDINATING BIDDING WITH GMP PACKAGES	80
H. ESTIMATING & VALUE ENGINEERING	59	R. BUILDING INFORMATION MODELING (BIM)	83
I. SCHEDULING	62		
J. SAFETY PROGRAMS	63		



December 12, 2017



Mr. Derek Cluse, Business Manager
Hudson City Schools
2400 Hudson Aurora Road
Hudson, Ohio 44236

Hammond Construction, Inc.
1278 Park Avenue
Canton, OH 44706
(330) 455-7039 O
(330) 455-9460 F



Re: Qualifications for Hudson City School District
Construction Manager at Risk Services

Dear Mr. Cluse:

Hammond Construction is pleased to present our qualifications for Construction Manager at Risk (CMR) Services for Hudson City Schools' district-wide facilities improvement program.

K-12 EXPERTS

We've had the privilege of managing over \$2.0 billion in Ohio's K-12 school construction projects. Hammond has built both new and renovated facilities for dozens of clients in Northeast Ohio. We were amongst the first contractors in the state to utilize the CMR project delivery method. Our experience and our people are unmatched in the service we can offer our clients.

EXCEEDING EXPECTATIONS

Our best marketing tool is performance. Hammond Construction's business model is built upon exceeding client expectations, and this customer-first approach has consistently earned us repeat business. We are proud of the reputation we have earned in the building industry. The respect of our clients and peers is a clear validation of Hammond's integrity and reliability.

TRUSTWORTHY PARTNER

Building a new school facility is an enormously complex task that requires the talent and skills of hundreds of individuals. We will establish a collaborative team environment focused on building a facility your staff and community will be proud of. We understand that we work for you, and strive to see the project through your eyes. Rather than considering first how an action will affect our firm, we consider how it will affect you and your facility.

On behalf of our entire team, we thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "William A. Schurman", is written over a light blue rectangular background.

William A. Schurman, P.E.
President
Hammond Construction, Inc.
WSchurman@hammondconstruction.com



B. FIRM PROFILE

In business for over 40 years, Hammond Construction is a construction management and general contracting company serving health care, commercial and educational markets throughout the United States.

We are one of the largest professional management and contracting companies in Northeast Ohio, combining the stability of a large, well-established firm with the adaptability of a smaller, more agile organization. We are able to respond intelligently to both changing project requirements as well as the shifting expectations of the construction market at large.

For projects of all sizes, Hammond is sharply focused on providing experienced management and quality construction services. Corporate and financial management, project planning and pre-construction services originate from our business offices in Canton, Ohio. Field offices established at the job site provide our on-site presence, and serve as the control center for day-to-day activities during construction and post-construction.



YOU WILL FIND OUR PERSONNEL TO BE PROFESSIONAL, HIGHLY QUALIFIED AND EAGER TO BE OF SERVICE.

FIRM HISTORY

From our beginning as an interior contractor, Hammond excelled in the installation of plaster systems, drywall and detailed carpentry work. We built a solid reputation that gave us the strong foundation to expand our services, enabling us to grow into our current role as construction manager and full-phase general contractor.

As the complexity of projects has evolved and client expectations have continued to grow, we have relied on our extensive experience in estimating, scheduling, planning and management to increasingly serve as construction managers, providing expert guidance throughout the entire planning, design and construction process.

Over the years, we have expanded the scope of our capabilities while constantly refining our project management skills. Today, Hammond offers a range of capabilities and a level of customer service that ensures a quality project and total customer satisfaction.

SUBMITTED BY:

Hammond Construction, Inc.
1278 Park Avenue SW (Home Office)
Canton, OH 44706
Phone (330) 455-7039
www.hammondconstruction.com

LEGAL FORM OF FIRM:

S-Corporation

YEARS OF EXISTENCE:

44 Years

MOST QUALIFIED

There are many reliable, qualified Construction Managers available, any of which can demonstrate the appropriate skills, experience, and credentials to do your job. Beyond those credentials, you posed the questions of what makes us most qualified.

OWNER ADVOCATE

We believe the most unique aspect of Hammond Construction would be our owner advocacy. We understand that we work for you, and strive to see the project through your eyes. Rather than considering first how an action will affect our firm, we consider how it will affect you and your facility. This customer-first approach has consistently earned us repeat business, and is the perfect example of doing well by doing good.

CONSTRUCTION MANAGER AT RISK EXPERIENCE

Hammond Construction has extensive experience in the private sector acting as a Construction Manager at Risk. Since Ohio passed the Construction Reform law in 2011, Hammond has been involved in twenty-one CMR projects, and seven design-build projects for public entities. This includes fifteen K-12 school districts and projects for The Ohio State University, The Akron Zoo, and Kent State University. We have a thorough understanding of the policies and procedures under these guidelines, and we can apply our lessons learned to best serve your project.

RELEVANT K-12 EXPERIENCE

Not only do we have extensive experience with the CMR process but we also have very relevant project experience managing large building programs that span several years. Hammond has managed construction of many new schools as well as occupied renovations of existing schools. In occupied renovations the importance of coordination, collaboration and communication is a critical component to the project's success. We will apply all of our lessons learned to benefit your schools. We also have a strong track record with building schools in close proximity to existing schools and/or residential homes. We know how to address issues with the neighborhood communications, district operations, bus/parent traffic flow, school activities, critical site utilities, and other potential obstacles that may arise on



a congested site. We also have completed the abatement and demolition of vacated school buildings for dozens of districts. Hammond is very confident in our ability to manage each of these unique aspects as referenced by our included Example Projects found in Section D of this submission.

STUDENT CENTERED LEARNING ENVIRONMENTS

Collaborative learning environments and the utilization of technology are unique to each school district's specific educational vision. While GPD will have the role of designing the specific elements suited to meet Hudson's desires and goals, Hammond has the expertise to provide critical support in this area. The core team members we have included in our proposal have completed schools with similar learning environments for districts including Champion LSD, Madison LSD and Strongsville CSD. We understand the influence these elements may have on a school's interior partitions, casework, furnishings and technology systems and will provide the necessary coordination efforts to make these elements successful.

WORKING RELATIONSHIP WITH GPD ARCHITECTS

Hammond Construction values our strong working relationship with GPD Architects. Hammond and GPD have collaborated on several design and construction projects, notably all of those projects are in the K-12 market. During the last five years, we

have worked together on projects valued in excess of \$200 million including:

- Akron Public Schools, Ellet CLC, \$47.7 M
- Akron Public Schools, Kenmore-Garfield CLC, \$61.2 M
- Lakeview Local Schools, PK-8 School, \$28 M
- Strongsville City Schools, Middle School, \$39 M
- Strongsville City Schools, High School, \$25 M

↪ MAXIMIZING DOLLARS SPENT

We understand the significance of the financial commitment made by the community to enable Hudson City School's capital improvements plan. The primary focus of this program is to promote the long-term educational goals of the District. We understand District Administrators, Board Members and community members want to see their dollars focused towards elements of the program that directly benefit students. As your CMR, Hammond will be Hudson's advocate, protecting bond funds from wasteful spending, and maximizing the dollars that are directed to the facilities and associated infrastructure that most benefit the District's long-term education goals.

↪ TEAM APPROACH TO ESTIMATING

The key to success for any construction project is a strong working relationship between the design team and the builder that fosters trust between both parties as well as develops the owner's confidence in their selected team. Our core team of Estimators, including Frank Mongiardo, Chris Arvin, and Jim Killion have been working together for the last 20 years. Their process is based on communication and collaboration with the design team and owner. Moreover, the relationships they have built in the industry and breadth of knowledge on the construction market is an invaluable resource for our clients.

↪ FINANCIALLY STRONG

At Hammond, we know that it's important for our customers to feel confident in our fiscal responsibilities. We're proud of our strong financial position, and have a credit line of \$2,500,000 with First Commonwealth Bank. We carry no long-term debt; our only current short-term debt is immediate accounts payable. Also, our strong working relationship with Hartford Surety allows

us to be approved for bonding of large aggregate programs, a level that could only be attained by adhering to prudent and sound business practices.

↪ COMMUNITY ENGAGEMENT

Hammond construction takes a holistic approach to every K-12 school client that we serve. We understand that your school buildings impact an entire community. We fully embrace having a consistent, open dialogue with your community members, especially with close proximity neighbors during the course of the project. We are capable of providing written literature and photographic documentation for the district's use. We will attend Board of Education and Community Engagement meetings, and are able to provide monthly updates at these venues. In addition, we would welcome direct interface at community meetings to provide information about the project and field questions or concerns as they may arise. We also recognize the value that a building project can bring to your student population. There are significant, once in a lifetime learning opportunities that arise during the building process. Hammond will implement programs under the guidance of the district that promote student involvement. In the past, we have conducted student tours, classroom learning opportunities, provided job-shadowing opportunities and milestone celebrations. The opportunities are vast.

↪ PERSONAL COMMITMENT

Bill Schurman, President of Hammond Construction, will be personally involved in this project. Bill brings not only a wealth of K-12 construction knowledge to the table, but he is also a 16 year resident of Hudson. He has three children attending schools in the district and is committed to the Hudson City Schools' success. He has first-hand experience utilizing the school buildings and athletic facilities. Most importantly, Bill understands the sentiments of the Hudson parents and their concerns and desires for the district. The importance of this project to the community is not overlooked by Bill and the Hammond team.

C. BONDING / INSURANCE



At Hammond, we know that it's important for our customers to feel confident in our fiscal responsibilities, particularly when working on publicly-funded construction projects. Our firm operates from a strong financial position, with professional liability insurance, substantial bonding capabilities and no long-term debt.

LINE OF CREDIT

We're proud of our strong financial position, and have a credit line of \$2,500,000 with First Commonwealth Bank.

LIABILITY INSURANCE

We have general liability insurance in excess of \$8,000,000 through the Cincinnati Insurance Companies. In addition, we have professional liability insurance in excess of \$3,000,000 with Greenwich Insurance Company. Hammond's certificate of insurance can be found on the following pages.



BONDING

Our strong working relationship with Hartford Surety allows us to be approved for a single building project of \$95,000,000, and aggregate programs that are well in excess of this project — a level that could only be attained by adhering to prudent and sound business practices.

A surety letter from Hartford can be found on the following pages.

Bonding Company Agent

Douglas F. Burgher, Jr.

MI/OH Regional Bond Manager

The Hartford


PO Box 3001

Troy, MI 48007-9951



OUR FIRM OPERATES FROM A STRONG FINANCIAL POSITION,
WITH PROFESSIONAL LIABILITY INSURANCE, SUBSTANTIAL
BONDING CAPABILITIES, AND NO LONG-TERM DEBT.

INSURANCE CERTIFICATE

		CERTIFICATE OF LIABILITY INSURANCE	HAMMCON-01 DSCHULTZ
		DATE (MM/DD/YYYY) 10/06/2017	
<p>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.</p>			
<p>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).</p>			
PRODUCER Schauer Group, Inc. 200 Market Ave. N Suite 100 Canton, OH 44702		CONTACT NAME: PHONE (A/C, No, Ext): (330) 453-7721 FAX (A/C, No): (330) 453-4911 E-MAIL: insure@schauergroup.com	
		INSURER(S) AFFORDING COVERAGE INSURER A : Cincinnati Insurance Companies INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :	
INSURED Hammond Construction, Inc. 1278 Park Ave., S. W. Canton, OH 44706		NAIC # 10677	
COVERAGES		CERTIFICATE NUMBER:	
		REVISION NUMBER:	
<p>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.</p>			
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X X	CPP3661478
			POLICY EFF (MM/DD/YYYY)
			POLICY EXP (MM/DD/YYYY)
			LIMITS
			EACH OCCURRENCE \$ 1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000
			MED EXP (Any one person) \$ 10,000
			PERSONAL & ADV INJURY \$ 1,000,000
			GENERAL AGGREGATE \$ 2,000,000
			PRODUCTS - COM/OP AGG \$ 2,000,000
			\$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> Auto is annual <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	X X	CPP3661478
			POLICY EFF (MM/DD/YYYY)
			POLICY EXP (MM/DD/YYYY)
			LIMITS
			COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
			BODILY INJURY (Per person) \$
			BODILY INJURY (Per accident) \$
			PROPERTY DAMAGE (Per accident) \$
			\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0	X X	CPP3661478
			POLICY EFF (MM/DD/YYYY)
			POLICY EXP (MM/DD/YYYY)
			LIMITS
			EACH OCCURRENCE \$ 8,000,000
			AGGREGATE \$ 8,000,000
			\$
A	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 N/A	X CPP3661478
			POLICY EFF (MM/DD/YYYY)
			POLICY EXP (MM/DD/YYYY)
			LIMITS
			PER STATUTE \$ 1,000,000
			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) Hammond Construction, Inc. and Owner are additional insured on a primary and noncontributory basis (both ongoing and completed operations for General Liability) and waiver of subrogation and 30 day notice of cancellation is provided as required by written contract per the attached policy endorsements and/or policy forms.			
CERTIFICATE HOLDER Hammond Construction, Inc. 1278 Park Ave SW Canton, OH 44706		CANCELLATION 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 <i>David T. Schauer</i>	
ACORD 25 (2016/03)		© 1988-2015 ACORD CORPORATION. All rights reserved. The ACORD name and logo are registered marks of ACORD	

BONDING SURETY LETTER



Brian Mozena
Contract Bond Manager
216-986-6284
brian.mozena@thehartford.com

November 29, 2017

Hudson City School District
2400 Hudson Aurora Road
Hudson, OH 44236

RE: Hammond Construction, Inc.
Hudson Schools: \$81,550,000 Program Budget
Request for Qualifications (CM at Risk Contract)

To Whom It May Concern:

The Hartford, through its various operating entities, has been pleased to act as surety for Hammond Construction, Inc. (Hammond) since 2003. Our experience with Hammond has been excellent and we highly recommend them to you.

We understand the captioned project has a projected program budget of \$81,550,000. The Hartford is prepared to provide payment and performance bonds on behalf of Hammond for the full value of construction, provided a contract is awarded to and executed by Hammond Construction, Inc.

Pre-qualification and approval of bonds must always be conditioned upon acceptable review of contract terms, contract amount, bond forms, and financing for each project as well as other pertinent underwriting information at the time of the request.

The Hartford is listed on the U.S. Treasury Department's Listing of Approved Sureties and is rated "A+ (Superior)", XV by AM Best Company.

Please understand that any arrangement for any bonds is a matter between Hammond Construction, Inc. and The Hartford and we assume no liability to Hudson City School District if for any reason we do not execute such bonds.

Sincerely,



Brian Mozena
Contract Bond Manager
The Hartford

The Hartford
Bond Department
7100 E. Pleasant Valley Rd.
Suite 200
Independence, Ohio 44131

D. SIMILAR EXPERIENCE

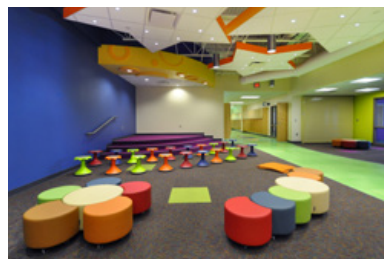
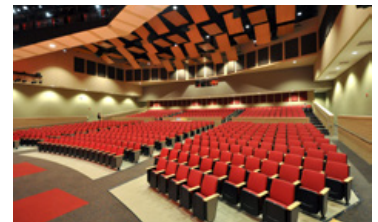
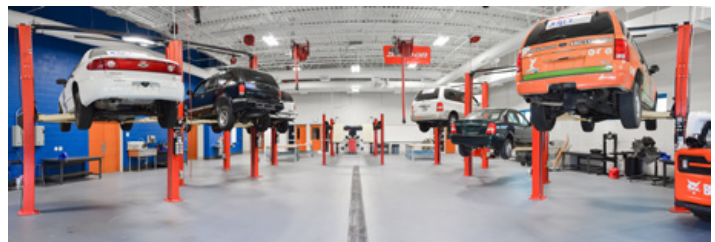


FOCUS ON EDUCATION

While all construction projects share certain common traits, K-12 education projects present some special challenges. These buildings must have the infrastructure to support today's educational techniques, and have the flexibility to adapt to tomorrow's. Over the last decades, we've demonstrated that we are up to meeting those challenges.

Clients have relied on Hammond for relatively small renovations of facilities, and we've also served as the construction manager for large-scale new construction projects. Regardless of the scope, our K-12 education clients appreciate Hammond's ability to stay on schedule and within the budget, successfully completing projects while maintaining the school schedule with little or no disruption.

While we take pride in every project, it is especially gratifying to be part of a new or renovated facility that improves the quality of education for the students and for the members of communities in the area where we live and do business. The following projects provide some insight into the scope of our K-12 education construction.



WHILE WE TAKE PRIDE IN EVERY PROJECT, IT IS ESPECIALLY GRATIFYING TO BE PART OF A NEW OR RENOVATED FACILITY THAT IMPROVES THE QUALITY OF EDUCATION FOR THE STUDENTS AND FOR THE MEMBERS OF COMMUNITIES...



North Olmsted City Schools New 6-12 School and Stadium Complex

North Olmsted, Ohio

Hammond was selected as the construction manager at risk by North Olmsted City Schools and the OFCC to build a transformational new campus in the heart of the city's historical district. The site of the new 6-12 building is located on the existing Middle School site, in close proximity to many neighbors and the existing high school campus. The new high school and middle school will have separate entrances, but will have shared resources, including the kitchen and library. A performing arts center and new athletic stadium will also be included in the design.

COST	\$75,400,000	315,280	SF	6-12
------	--------------	---------	----	------

PROJECT DURATION: August 2016 - July 2018

HIGHLIGHTS/FEATURES:

- New 6-12 school with shared media center and kitchen
- State-of-the-art Performing Arts Center
- 21st Century Learning Environments
- New Stadium, tennis courts, baseball and other athletic fields
- Demolition of two existing schools

OWNER CONTACT: Dr. Michael Zalar, Superintendent, 440-779-3576



Lake Local Schools New 2-6 School, Renovations to Middle/High School and Uniontown Elementary *Hartville, Ohio*

Hammond Construction is the construction manager at risk for a district-wide improvement plan for Lake Local Schools. All three of the projects will be constructed on an occupied school site, with the subsequent demolition of two existing schools.

COST	\$8,000,000	9,549	SF	PK-1
COST	\$25,866,000	135,827	SF	2-6
COST	\$27,700,000	171,354	SF	7-12

PROJECT DURATION: September 2016 - July 2018 (2-6 School)
January 2017 - December 2019 (7-12 School)

HIGHLIGHTS/FEATURES:

- Renovation and Addition to the high school for grades 7-12
- New 2-6 Lake Elementary constructed on an occupied site
- Expanded Uniontown Elementary for grades PK-1
- 21st century flexible learning spaces
- Demolition of two existing schools

OWNER CONTACT: Mr. Kevin Tobin, Superintendent, 330-877-9383



Beaver Local Schools New K-12 School

Lisbon, Ohio

Hammond Construction was the construction manager at risk for Beaver Local Schools for the construction of a new K–12 combination school. The new K–12 building infuses the ideals of the 21st century learning skills into a state-of-the-art school facility. The school features student center learning, as well as project based learning experiences, through the full utilization of extended learning areas departing from typical classroom settings.

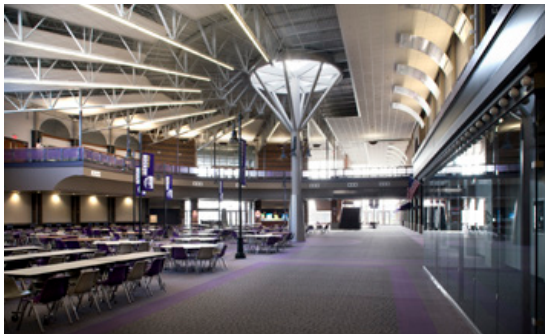
COST	\$47,300,000	246,000	SF	PK-12
------	--------------	---------	----	-------

PROJECT DURATION: March 2014 - August 2015 (early site August 2013)

HIGHLIGHTS/FEATURES:

- Three distinct wings for Elementary, Middle and High Schools
- Two cafeterias, arts & music wing, shared auditorium, and three gymnasiums
- 21st century learning based design
- ODOT improvements to allow better access to new school
- Demolition of five existing school buildings

OWNER CONTACT: Mr. Eric Lowe, Superintendent, 330-386-8700



Jackson Local Schools High School Addition & Renovation

Massillon, Ohio

Hammond Construction was selected as the construction manager by Jackson Local Schools to complete a large addition and renovation to the high school while occupied. Through a series of 16 detailed construction phases, the school remained fully operational through 34 months of construction. Designed with a collegiate influence, the new 150,000 sq. ft. addition is linked to the existing building by a two-story student commons and media center creating a combined 419,000 sq. ft. space. The addition consists of a new kitchen, cafeteria, commons space, band and choir rooms, lecture hall, family and consumer science classrooms, new receiving dock, restaurant, library/media center, and general classroom space.

COST	\$47,500,000	419,000	SF	9-12
------	--------------	---------	----	------

PROJECT DURATION: May 2005 - December 2007

HIGHLIGHTS/FEATURES:

- Open cafeteria/common space/media center
- Lecture Hall, Classrooms
- Scene shop for theater set building
- Band/choir Rooms

OWNER CONTACT: Mr. Barry Mason, Asst. Superintendent,
330-830-8000



Strongsville City Schools New 6–8 Middle School, High School Renovations

Strongsville, Ohio

As construction manager at risk, Hammond partnered with Strongsville City Schools to build a new 6–8 middle school and complete extensive renovations to Strongsville High School. The new middle school features community based learning environments. Each community includes a central collaborative space, classrooms, labs and art rooms. The project was constructed on a site directly adjacent to the existing middle school and Board of Education building. Careful planning was established and executed due to the adjacencies of many Strongsville residential homes. Hammond assumed a leadership role in the preparation of community meetings to keep residents informed.

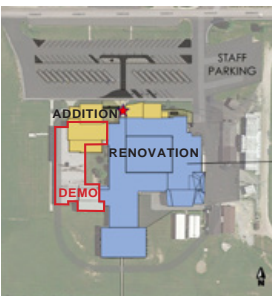
COST	\$39,328,000	192,554	SF	6-8
COST	\$25,000,000	339,000	SF	9-12

PROJECT DURATION: May 2014 - August 2016 (MS)
September 2014 - December 2016 (HS)

HIGHLIGHTS/FEATURES:

- New 6–8 middle school
- Extensive renovations to Strongsville High School
- Extensive site work on operating middle school campus

OWNER CONTACT: Mr. Cameron Ryba, Superintendent, 440-572-7010



Streetsboro City Schools New 9-12 School and Stadium Complex Renovations to Streetsboro ES and Streetsboro MS *Streetsboro, Ohio*

Hammond is the construction manager at risk for Streetsboro City Schools to construct a new 9–12 High School, Stadium Complex, and additions and renovations to three other existing school facilities. The Streetsboro Elementary addition and renovation was particularly challenging as it was occupied and remained operational throughout construction. Hammond’s team developed a phasing and logistics plans to meet the prescribed schedule deadlines without compromising student and staff safety and operations during construction. The final project in the building program is an unoccupied addition, renovation and selective demolition of the old high school to hold grades 7-8.

COST	\$26,387,000	117,467	SF	9-12
COST	\$12,833,000	74,282	SF	7-8
COST	\$13,700,000	76,917	SF	PK-3

HIGHLIGHTS/FEATURES:

- Certified LEED Silver (ES) and LEED Gold (HS)
- Athletic fields and new Stadium Complex
- 21st Century Learning based design elements

OWNER CONTACT: Mike Daulbaugh, Superintendent, 330-626-4900



Green Local Schools New K-12 School

Smithville, Ohio

Green Local Schools teamed with Hammond Construction for their Ohio Facilities Construction Commission sponsored building project. The school decided to consolidate its facilities from four buildings to one consolidated campus.

COST	\$26,860,000	151,000	SF	K-12
------	--------------	---------	----	------

PROJECT DURATION: May 2012 - July 2014

HIGHLIGHTS/FEATURES:

- New combination school features an elementary wing and high school/middle school wing
- Common spaces include a cafetorium and two gymnasiums
- The school features 21st Century design elements including HPLE and configurable spaces with moveable partitions
- Chilled Beam HVAC System

OWNER CONTACT: Ms. Judy Robinson, Superintendent, 330-669-3921



Lakeview Local Schools New PK-8 School

Cortland, Ohio

Hammond Construction is the construction manager at risk for Lakeview Local Schools' new PK-8 building. The new school will be constructed on the existing site of Lakeview Middle School. Careful planning and consideration of operational impacts will be utilized to minimize disruptions to the school and adjacent neighbors. The program also includes improvements to the high school stadium complex.

COST	\$28,000,000	130,000	SF	PK-8
------	--------------	---------	----	------

PROJECT DURATION: May 2016 - September 2016 (Stadium)
October 2016 - August 2018 (PK-8)

HIGHLIGHTS/FEATURES:

- New PK-8 School
- Two distinct wings for Elementary and Middle Schools
- Building on an occupied site
- 21st century learning based design
- New turf, restrooms and bleachers for the stadium
- Demolition of existing elementary school

OWNER CONTACT: Mr. Bob Wilson, Superintendent, 330-637-8741



Austintown Local Schools New PK-2 School and 3-5 Intermediate School

Austintown, Ohio

Hammond Construction served as the construction manager for two new schools in the Austintown Local School District. As part of a consolidation program, Hammond demolished six existing school buildings and concurrently constructed a new PK-2 Elementary School and a new 3-5 Intermediate school. The construction site was directly adjacent to Austintown's existing central campus, so site restraints required coordination and sensitivity to ongoing school operations was imperative.

COST	\$20,631,155	120,108	SF	PK-2
COST	\$21,526,766	122,883	SF	3-5

PROJECT DURATION: June 2011 - September 2013

HIGHLIGHTS/FEATURES:

- Tight site restraints on an active campus with two existing elementary schools, bus garage, high school and stadium complex
- Abatement and demolition of two existing buildings
- 2 LEED Silver Certified buildings

OWNER CONTACT: Mr. Vince Colaluca, Superintendent, 330-797-3900



Brown Local Schools New Malvern K-12 School

Malvern, Ohio

Hammond Construction has had a long working relationship with Brown Local Schools, starting with the facility master planning. Hammond provided the building assessment for their current facility and assisted with the site selection and annexation process for the green site needed for the new K-12 school. As construction manager at risk, we successfully worked through three GMP phases with the district, returning all bid day savings to the owner.

COST	\$21,135,450	113,324	SF	PK-12
------	--------------	---------	----	-------

PROJECT DURATION: October 2014 - August 2016

HIGHLIGHTS/FEATURES:

- New combination school features a 2-story academic wing
- Common spaces include a cafetorium, media center and two gymnasiums
- 21st Century design elements including HPLE and configurable spaces with moveable partitions
- Full playground and athletic practice fields
- LEED Silver Certification

OWNER CONTACT: Mr. Scott Bowling, Superintendent, 330-863-1170



Eastwood Local Schools New K-5 Elementary School

Pemberville, Ohio

As construction manager at risk for the Eastwood Local School District, Hammond recently constructed a new K-5 building. The new school is located on the existing campus with the district's high school and middle school. The school design was created for a potential Phase 2 if the district leaders would like to expand, allowing the building to be converted into a PK-8.

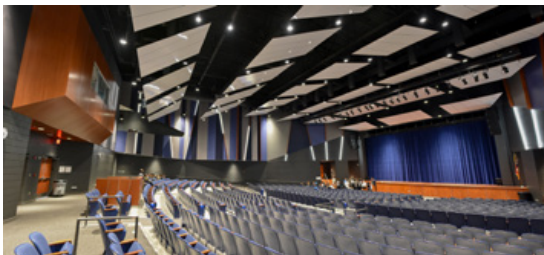
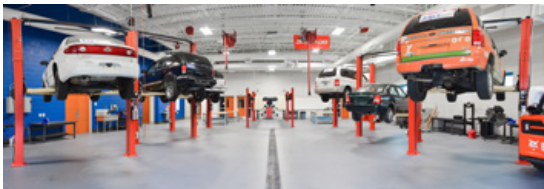
COST	\$19,450,000	88,811	SF	K-5
------	--------------	--------	----	-----

PROJECT DURATION: March 2016 - July 2017

HIGHLIGHTS/FEATURES:

- Academic wing features "pods" designed for five sections of students per grade for extended learning areas (ELA)
- Registered LEED Silver
- Expanded gymnasium and corridor connecting the new elementary with adjacent middle school
- Constructed on active school site with existing high school, stadium and athletic fields

OWNER CONTACT: Mr. Brent Welker, Superintendent, 419-833-6411



Lorain City Schools New Lorain High School

Lorain, Ohio

Hammond Construction has been managing Lorain's district-wide OFCC co-funded project, with the construction of new schools and associated infrastructure on urban sites since 2008. The high school project was unique since the district currently had two neighborhood high schools that were both in need of improvements. There was some trepidation from the community and district to combine those two populations into a single facility. Hammond worked diligently to demonstrate how a single campus high school would enable the students to have more square footage and increased facility amenities in lieu of having two small neighborhood schools. The single campus was received positively by the district and community and is currently under construction.

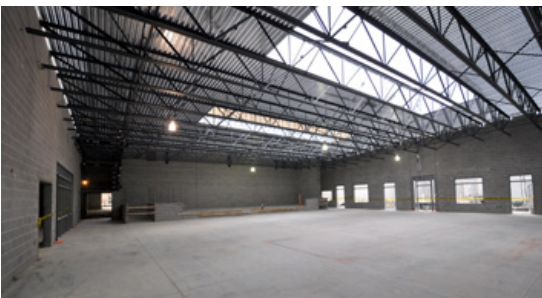
COST	\$64,415,000	330,000	SF	9-12
------	--------------	---------	----	------

PROJECT DURATION: October 2014 - July 2016

HIGHLIGHTS/FEATURES:

- Innovative, 21st century learning environment; designed to look and feel like a college campus
- 800-seat auditorium funded through an LFI
- Career Tech spaces

OWNER CONTACT: Mr. Jeffrey Hawks, Dir. of Operations, 440-233-2252



Champion Local Schools New PK-8 School

Cortland, Ohio

Hammond Construction is the construction manager at risk for Champion Local Schools' new PK-8 building. The new school is being constructed on a site directly adjacent to the existing Champion High School. The PK-8 school will embrace a new style of learning for the district, with each grade level clustered around extended learning areas.

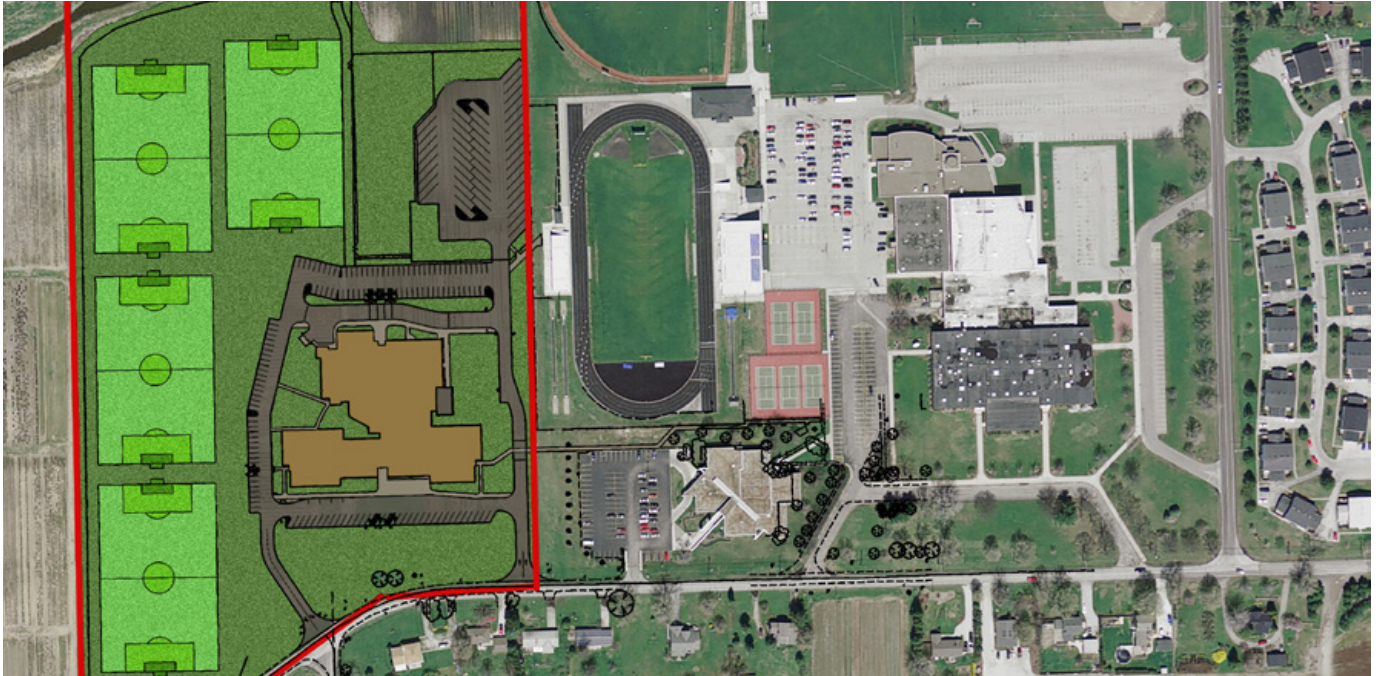
COST	\$23,730,000	127,000	SF	PK-8
------	--------------	---------	----	------

PROJECT DURATION: September 2016 - August 2018

HIGHLIGHTS/FEATURES:

- New PK-8 School
- Building on site directly adjacent to existing high school
- 21st century learning based design
- New athletic fields
- Demolition of existing elementary and middle school

OWNER CONTACT: Mrs. Pam Hood, Superintendent, 330-847-2330x2



Madison Local Schools New PK-5 Elementary and 6-8 Middle School

Madison, Ohio

Hammond Construction was the construction manager for two new buildings for Madison Local Schools. The new 6–8 middle school is located directly adjacent to the existing high school campus. With both schools on one campus, the busing configuration can run more smoothly and combine middle and high school trips. The new PK-5 school is also located on a green site behind the existing elementary school; therefore, segregation of construction and operational impacts were of great importance during the building project.

COST	\$16,338,000	85,544	SF	PK-5
COST	\$18,654,000	104,481	SF	3-5

PROJECT DURATION: September 2011 - July 2013

HIGHLIGHTS/FEATURES:

- New Elementary and Middle School buildings
- Abatement and demolition of 3 existing buildings
- Chilled beam HVAC system
- Two Certified LEED Silver buildings

OWNER CONTACT: Mr. Michael Vaccariello, Treasurer, 440-428-9322



Hudson City Schools Malson Athletic Center

Hudson, Ohio

Hammond Construction and Hasenstab Architects provided Design-Build services for Hudson City School District. This new facility is a two-story addition to the existing Hudson Memorial Stadium complex.

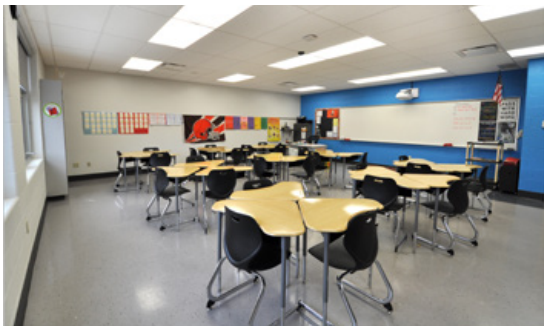
COST	\$2,100,000	9,400	SF	ATHLETIC
------	-------------	-------	----	----------

PROJECT DURATION: March 2014 - September 2014

HIGHLIGHTS/FEATURES:

- Phase II of athletic master plan
- Locally funded
- Locker rooms and athletic training room
- Hall of fame donor area
- Community room overlooking the field

OWNER CONTACT: Derek Cluse, Business Manager, 330-653-1366



James A. Garfield Schools Elementary School Addition (Design-Build)

Garrettsville, Ohio

Hammond Construction provided design-build services for a classroom addition to the district's existing elementary school.

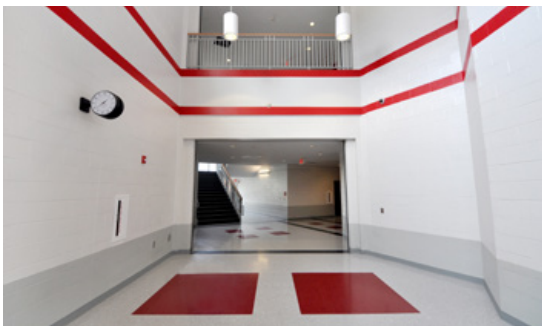
COST	\$3,800,000	17,000	SF	PK-4
------	-------------	--------	----	------

PROJECT DURATION: May 2014 - September 2014

HIGHLIGHTS/FEATURES:

- Addition of 8 classrooms and 2 science labs
- Special Education rooms
- Administrative office renovation
- Professional Development Center
- Cafeteria and serving line improvements

OWNER CONTACT: Mr. Ted Lysiak, Superintendent, 330-527-4336



Toronto City Schools New Middle/High School

Toronto, Ohio

Toronto City Schools selected Hammond for the construction of a new 6–12 junior/senior high school. The project experienced performance issues on behalf of the general trades' contractor, and therefore Hammond stepped in to mitigate both the schedule issues and resultant contractor claims. Hammond's negotiation skills and staunch advocacy of the district's needs allowed the project to complete on time and within budget.

COST	\$15,715,000	84,496	SF	6-12
------	--------------	--------	----	------

PROJECT DURATION: May 2012 - September 2013

HIGHLIGHTS/FEATURES:

- New Middle/High School
- Certified LEED Silver
- Single campus concept
- Hammond Construction developed tight project controls to accommodate the new school's close proximity to the district's current elementary school operations, so as to ensure against potential operational impacts.

OWNER CONTACT: Mrs. Maureen Taggart, Superintendent,
740-537-2456



Mayfield City Schools Mayfield High School Addition/Renovation

Mayfield Heights, Ohio

As construction manager, Hammond worked with Mayfield City Schools to make improvements at six of their existing facilities. One of the largest projects in the improvement program was extensive renovations and an addition to Mayfield High School and the adjacent sports complex. The High school project spanned two years of construction to maintain occupancy of the building.

COST	\$13,872,000	160,000	SF	9-12
------	--------------	---------	----	------

PROJECT DURATION: June 2010 - February 2013

HIGHLIGHTS/FEATURES:

- New main entrance
- New media center
- New band room
- Classroom and cafeteria renovations
- Field house and natatorium renovations
- HVAC and building automation improvements

OWNER CONTACT: Mr. Scott Snyder, Treasurer, 440-995-6800



Weathersfield Local Schools Seaborn Elementary & Mineral Ridge High School Additions and Renovations

Mineral Ridge, Ohio

Hammond Construction was selected as the Construction Manager at Risk for Weathersfield's \$25M improvement project. The plan included renovations/additions and selective demolition to Seaborn K-6 Elementary and an extensive renovation of Mineral Ridge High School. Both buildings were constructed simultaneously.

COST	\$11,229,800	60,249	SF	K-6
COST	\$14,000,200	89,039	SF	9-12

PROJECT DURATION: May 2013 - August 2014

HIGHLIGHTS/FEATURES:

- New classrooms, gymnasium, administrative space, student dining and serving line
- Renovated auditorium and media center
- Occupied renovations of both buildings
- Demolition and abatement of existing middle school
- Consolidating district from three buildings to two buildings

OWNER CONTACT: Mr. Damon Dohar, Superintendent, 330-652-0287

NATATORIUM EXPERIENCE

Selected Natatorium Experience:

Hammond has managed the renovation or new construction of several natatoriums including the following:

University of Mount Union - Hammond managed an extensive renovation to McPherson Hall to improve their student wellness center amenities, which included restoration of their existing natatorium.



Mayfield City Schools - Hammond was the CM for a \$14 million improvement program to their existing high school. This included interior finish upgrades, pool deep-scape and paint and an improved ventilation system in the natatorium.



Warren City Schools, Warren G. Harding High School -

Hammond managed construction of this new \$47 million High School which included a brand new natatorium featuring an 8-lane competition pool.



Paul & Carol David YMCA - Hammond worked with the YMCA of Central Stark County to manage the construction of a new 42,500 square foot YMCA. This new facility features a six-lane swimming and diving pool.



Other natatorium projects include:

- Euclid City Schools Natatorium improvements
- Kent State University Recreation Center

E. PERSONNEL / STAFFING



TALENTED & DEDICATED PROFESSIONALS

It takes a team to do the job right. Many skills and multiple talents must come together to create successful project teams. You will find our personnel to be professional, highly qualified and eager to be of service. The skills of our construction and business professionals are easily apparent when reviewing their credentials and experience.

We are very selective of the people who work for Hammond and are proud of the professionals we have on staff. With over 60 managers, administrative support staff and supervisory field personnel, we can provide a deep pool of resources that can be called on to manage routine project issues or quickly resolve the unexpected problems that invariably occur. Whatever the project and whatever the need, one of our experts has the experience to address it.

For each building project, we consider the specific needs of the customer and then form a team of individuals who offer the right combination of skills and knowledge. Each of the individuals we propose is supported by a resume highlighting their training, project responsibilities and relevant experience. In some cases, we offer multiple individuals for team positions, giving you some flexibility while demonstrating the depth of resources we have.

Because of our size and stature in the industry, we are able to attract the most skilled craftsmen and quality sub-contractors who share our commitment to quality and on-time delivery. We are gratified to have a solid reputation that encourages other top-notch professionals and suppliers to work with us.



FOR EACH BUILDING PROJECT, WE CONSIDER THE SPECIFIC NEEDS OF THE CUSTOMER AND THEN FORM A TEAM OF INDIVIDUALS WHO OFFER THE RIGHT COMBINATION OF SKILLS AND KNOWLEDGE.



EXECUTIVE OVERSIGHT

BILL SCHURMAN, P.E.
JOHN KIRKPATRICK

PROJECT MANAGER, MS

SCOTT NEILL

- Lead management role
- Master schedule
- GMP submission
- Program compliance
- Planning & site logistics

PROJECT MANAGER, ADD/RENO

KYLE WILBURN

- Lead management role
- Master schedule
- GMP submission
- Program compliance
- Planning & site logistics

ESTIMATORS

FRANK MONGIARDO AND CHRIS ARVIN, LEED AP

- Cost estimating and budgeting
- Value engineering
- GMP documents
- Constructability reviews
- Program compliance

PROJECT ADMINISTRATOR

KELLY GRAENING

- Coordinate phase submission documents
- Bidder pre-qualification
- Prep front-end documents

CONSULTANT


CTL ENGINEERING
Roofing Consultant / Building Envelope

SUPERINTENDENT, MS

JIM BIHLMAN

- Contractor field coordination
- Safety compliance
- Quality control inspections
- Punchlist support

SUPERINTENDENT, ADD/RENO

CHRIS RIGHTNOUR

- Contractor field coordination
- Safety compliance
- Quality control inspections
- Punchlist support

SUPERINTENDENT, ADD/RENO

TOM MASSEY

- Contractor field coordination
- Safety compliance
- Quality control inspections
- Punchlist support

PROJECT ACCOUNTING

KIM LARGE

- Assist with Pay Apps
- Closeout Calculator
- Cost reports and monthly reconciliation
- Cash flow projections

COMMUNITY ENGAGEMENT

KIM ADAMS

- Community outreach
- Provide presentation and printed materials
- Educational opportunities
- Press releases

DIRECTOR OF SAFETY

RYAN NICHOLSON, CSP

- Safety policies & procedures
- Monthly jobsite safety audits

PROJECT ENGINEER

JARED SCOTT

- Scheduling
- Maintain record dwgs & project logs
- Process submittals & RFIs

PROJECT ENGINEER

DAVID HOWD, JR.

- Scheduling
- Maintain record dwgs & project logs
- Process submittals & RFIs



TIME COMMITMENT

Preconstruction 10%
Construction 10%

William Schurman, PE

EXECUTIVE OVERSIGHT

BACKGROUND

Bill Schurman is President of Hammond Construction Inc., a position to which he was named in 2012.

In 2001, Bill joined Hammond Construction as a project manager for public school projects in Ohio. He was quickly promoted to the position of Vice President of Construction Management where his primary focus was oversight of all of Hammond's K-12 school projects.

In 2008, Bill accepted the position of Executive Vice President over the Company's Construction Management Services for all types of projects, and he now leads the company as a part-owner and President.

In the early years of his career, Bill held various positions in the construction industry. He was a project engineer involved in the design and construction of the Ted Williams Tunnel under Boston Harbor. He worked on public projects as project manager for the public transportation entity in Pittsburgh. He managed multiple concurrent school renovation and building projects for Pittsburgh Public Schools. Additionally, while he pursued his MS in Civil Engineering, he provided research and teaching assistance for upper level construction management courses for Carnegie Mellon University.

Bill holds Master of Science and Bachelor of Science Degrees in Civil Engineering from Carnegie Mellon University. He is a licensed professional engineer in Ohio and Pennsylvania.



John Kirkpatrick

EXECUTIVE OVERSIGHT

BACKGROUND

John Kirkpatrick is Vice President of Hammond Construction Inc., a position to which he was named in 2012. He is the second generation in his family to provide leadership for the Company.

John started working for the Company in 1996 as a general laborer and worked as a college intern while attending The University of Akron.

John has held many positions during his years at Hammond. After completing his education, he became a project engineer on job sites, expanding his hands-on experience in construction processes and procedures. He later held positions in pre-construction management, estimating and project management. John currently focuses on general project management oversight and business development.

John holds a Bachelor of Science Degree in Construction from the University of Akron. He is a member of the Construction Management Association of America.

TIME COMMITMENT

Preconstruction 10%
Construction 10%



TIME COMMITMENT

Preconstruction 20%
Construction 100%

Scott Neill

PROJECT MANAGER, MIDDLE SCHOOL, ADD/RENO

BACKGROUND

Scott Neill started his career in the construction industry in 2003 as a project administrator. Since that time he has worked as a project manager and civil engineer overseeing construction of numerous, large K-12 and public projects. Scott is an effective communicator and mediator, maintaining good client/contractor relationships. His experience and acquired skills are valuable assets to Hammond Construction.

RESPONSIBILITIES

The project manager (PM) is responsible for managing the project in compliance with budgetary, schedule and quality expectations. The PM primarily interfaces with the owner, the architect and the trade contractors. He works closely with our estimators, providing additional input relevant to constructability, project schedule and phasing matters. The project manager also develops the project master schedule with input from the design team and generates the monthly project summary reports.

EDUCATION / CERTIFICATIONS

Allegheny College
Bachelor of Arts, Economics

SELECT PROJECT EXPERIENCE

- Champion Local Schools, new PK-8 School
- Lorain City Schools, new Lorain 9-12 High School
- Warren City Schools, Elementary Additions/Renovations
- Madison Local Schools, new Middle School
- Madison Local Schools, new Elementary School
- Ashtabula Area City Schools
- Lorain County Justice Center
- LaBrae Local Schools



Kyle Wilburn

PROJECT MANAGER, ADDITIONS/RENOVATIONS

BACKGROUND

Kyle joined Hammond's management team with a diverse background including his service in the US Marine Corps. He started as a project engineer and has since been promoted to project manager. Kyle has been a key team member on several OFCC/K-12 school projects including Strongsville Middle School (CMR), Strongsville High School (CMR), Akron Ellet High School (CMR) and Streetsboro High School (CMR). Kyle's strengths include scheduling to achieve on-time completion dates, resolving on-site design problems and providing outstanding customer satisfaction.

RESPONSIBILITIES

The project manager (PM) is responsible for managing the project in compliance with budgetary, schedule and quality expectations. The PM primarily interfaces with the owner, the architect and the trade contractors. He works closely with our estimators, providing additional input relevant to constructability, project schedule and phasing matters. The project manager also develops the project master schedule with input from the design team and generates the monthly project summary reports.

EDUCATION / CERTIFICATIONS

The University of Akron

Bachelor of Science, Construction Engineering Technology

SELECT PROJECT EXPERIENCE

- Strongsville City Schools, new 6-8 Middle Schools
- Strongsville City Schools, High School additions/renovations
- Akron Public Schools, new Ellet CLC
- Akron Public Schools, new Kenmore-Garfield CLC
- Streetsboro City Schools, new High School
- University of Mount Union, Gallaher Hall
- University of Mount Union, Giese Center for Performing Arts

TIME COMMITMENT

Preconstruction 20%

Construction 100%



TIME COMMITMENT

Preconstruction 0%
Construction 100%

Jim Bihlman

PROJECT SUPERINTENDENT, MIDDLE SCHOOL

BACKGROUND

Jim Bihlman joined Hammond Construction in 1997 after working in both commercial and industrial construction for eight years. His diverse experience as a carpenter, foreman, and superintendent has contributed to enhancing his skills and made him a valuable asset to the Hammond management team. He has successfully motivated and supervised multiple subcontractors and our in-house workforce on his projects while maintaining close communication with the project manager.

RESPONSIBILITIES

The project superintendent is responsible for on-site coordination of contractors and suppliers while maintaining rigorous safety standards and quality control. He also manages the day-to-day scheduling of equipment, manpower and materials.

EDUCATION / CERTIFICATIONS

Union Carpenter Apprenticeship Program
Union Journeyman Carpenter
OSHA 30-hour Training

SELECT PROJECT EXPERIENCE

- North Olmsted City Schools, new 6-12 Middle/High School
- Beaver Local Schools, new PK-12 School
- Louisville City Schools, new Middle School
- University of Mount Union, Multi-unit Housing
- University of Mount Union, Wilson/Tolerton Hall Renovations
- University of Mount Union, Gartner Welcome Center
- Aultman Hospital, Center for Education
- Wooster Community Hospital Renovation



TIME COMMITMENT

Preconstruction 0%
Construction 100%

Chris Rightnour

PROJECT SUPERINTENDENT, ADDITIONS/RENOVATIONS

BACKGROUND

Chris Rightnour started working in the construction industry in 1989 as a carpenter in a family-owned contracting business for over 20 years. When the family business closed, Chris moved on to work for other large scale contractors, acting as a foreman and superintendent for several multi-million dollar construction projects. His 28 years of construction industry experience has provided him great depth of knowledge in commercial, healthcare and K-12 school projects. He has proven himself to be very hardworking and reliable and, as a superintendent, has developed good working relationships with many tradesmen and business clients.

RESPONSIBILITIES

The project superintendent is responsible for on-site coordination of contractors and suppliers while maintaining rigorous safety standards and quality control. He also manages the day-to-day scheduling of equipment, manpower and materials.

EDUCATION / CERTIFICATIONS

Union Carpenter Apprenticeship Program
Union Journeyman Carpenter
OSHA 30-hour Training
United States Navy

SELECT PROJECT EXPERIENCE

- North Olmsted City Schools, new 6-12 Middle/High School
- Akron Public Schools, new Firestone High School
- Streetsboro City Schools, Middle School Addition & Renovation
- Strongsville City Schools, new Middle School
- Crocker Park Retail Center
- Cleveland Clinic
- University Hospital



TIME COMMITMENT

Preconstruction 0%
Construction 100%

Tom Massey

PROJECT SUPERINTENDENT, ADDITIONS/RENOVATIONS

BACKGROUND

In 1984, Tom began his career in the construction field and joined Hammond in 2007. He started his career as a carpenter and quickly developed the skills necessary to become a project superintendent. In addition to healthcare projects, he has worked on many educational and commercial projects. Besides working well with people, Tom thoroughly understands all aspects and requirements of the various trades and is adept at looking ahead to avoid possible complications or problems.

RESPONSIBILITIES

The project superintendent is responsible for on-site coordination of contractors and suppliers while maintaining rigorous safety standards and quality control. He also manages the day-to-day scheduling of equipment, manpower and materials.

EDUCATION / CERTIFICATIONS

Union Carpenter Apprenticeship Program
Union Journeyman Carpenter
OSHA 30-hour Training

SELECT PROJECT EXPERIENCE

- Streetsboro City Schools, Middle School Renovation
- Weathersfield Local Schools, Mineral Ridge High School
- Hudson City Schools, Malson Athletic Center
- Niles City Schools Local Schools, new 3-5
- Summa Health System, Barberton Hospital Emergency Department Renovation
- University of Mount Union Bracy Hall
- University of Mount Union Fine Arts
- University of Mount Union Press Box



TIME COMMITMENT

Preconstruction 10%
Construction 100%

David Howd, Jr.

PROJECT ENGINEER

BACKGROUND

David joined Hammond's management team with a diverse background including his service in the US Marine Corps. His past experience includes work as a field manager, project manager and project engineer for other local architectural and construction management firms. Since joining Hammond, David has been committed to serving our K-12 school clients. He primarily manages the on-site monitoring and documentation of the construction process and is a valued addition to Hammond's construction team.

RESPONSIBILITIES

The project engineer reports to the project manager. He assists the project manager in developing the project schedule and generates the monthly schedule updates. He maintains all project logs, processes contractor submittals and requests for information, records correspondence, documents disputed issues and tracks bulletins and field directives.

EDUCATION / CERTIFICATIONS

The University of Akron

Bachelor of Science, Construction Engineering Technology

United States Marine Corps

SELECT PROJECT EXPERIENCE

- Lake Local Schools, new 2-6
- Lake Local Schools, High School Addition & Renovation
- Euclid City Schools, Athletic Complex
- Streetsboro City Schools, Middle School Renovations



Jared Scott

PROJECT ENGINEER

BACKGROUND

Jared joined Hammond in 2016 as a college intern while completing his degree in Construction Engineering Technology at Kent State University. Since graduation, Jared has joined Hammond full-time and has been involved as a project engineer and assists with Hammond's closeout process. As a project engineer, Jared primarily manages the on-site monitoring and documentation of the construction process and is a valued addition to Hammond's construction team.

RESPONSIBILITIES

The project engineer reports to the project manager. He assists the project manager in developing the project schedule and generates the monthly schedule updates. He maintains all project logs, processes contractor submittals and requests for information, records correspondence, documents disputed issues and tracks bulletins and field directives.

EDUCATION / CERTIFICATIONS

Kent State University

B.S. Construction Engineering Technology

SELECT PROJECT EXPERIENCE

- Lake Local Schools, new 2-6
- Lake Local Schools, High School Addition & Renovation
- Streetsboro City Schools, Stadium Improvements
- Harrison Hills City Schools, new PK-12
- The Ohio State University, Newark Adena Hall

TIME COMMITMENT

Preconstruction 10%

Construction 100%



TIME COMMITMENT

Preconstruction 10%
Construction 10%

Kim Large

PROJECT ACCOUNTING

BACKGROUND

Kim Large started her career in accounting in 1986, construction accounting in 1991, and joined Hammond Construction in 1993. She has extensive experience in billing, payroll, receivables, and payables, and a thorough understanding of all aspects of construction cost accounting. Kim has learned the importance of attention to detail and has gained the ability to meet deadlines and multi-task. With her continued training, Kim excels in her technology skills, plus her good communication skills with clients have made Kim a valued member of our construction management group.

RESPONSIBILITIES

The project accountant is responsible for compiling and generating the project cost reports that compare committed and anticipated costs to the project budget. She also reconciles the accounting statements with the project cost reports, ensuring costs and interest revenue have been assigned to the appropriate funds. All contractor progress payment applications and change orders are reviewed by the project accountant as a quality assurance task to ensure accuracy.

EDUCATION / CERTIFICATIONS

Stark Technical College
Accounting, General Business, Economics

SELECT PROJECT EXPERIENCE

- Lake Local Schools, 2-6
- Strongsville City Schools, 6-8 and 9-12
- Eastwood Local Schools, K-5
- Toronto City Schools, 6-12
- Green Local Schools, K-12
- Jackson Local Schools, 9-12
- South Range Local Schools, K-12



TIME COMMITMENT

Preconstruction 25%
Construction 0%

Frank Mongiardo

LEAD ESTIMATOR

BACKGROUND

Frank Mongiardo has worked as a project estimator since 1992 and started with Hammond Construction in 1995. Frank is highly competent in the development of estimates and budgets, monitoring cost trends, assisting in bid reviews, evaluating building component systems, and analyzing alternate systems. He has been instrumental in reviewing documents for their constructability, then generating value engineering and cost-saving ideas.

RESPONSIBILITIES

The lead estimator provides the construction cost estimates, constructability analyses, compliance reviews, and value engineering suggestions that are included with the design phase submission reviews. He also works in conjunction with the design team and project manager to develop the Guaranteed Maximum Price (GMP).

EDUCATION / CERTIFICATIONS

Stark Technical College
Associate of Science, Civil Engineering

SELECT PROJECT EXPERIENCE

- Champion Local Schools, PK-8
- Lake Local Schools, 2-6 and 9-12
- Hudson Local Schools, Malson Athletic Center
- Weathersfield Local Schools, K-6 and 9-12
- Mayfield City Schools, Mayfield High School
- Green Local Schools, K-12
- Beaver Local Schools, K-12
- Hubbard Exempted Village Local Schools, PK-12
- James A. Garfield Local Schools, Renovation
- Jackson Local Schools, 9-12



Chris Arvin

ESTIMATOR / DOCUMENT REVIEW

BACKGROUND

Chris Arvin started his career in construction when he was employed by Hammond Construction in 1997. His strengths are estimating and constructability reviews. Chris held positions as a project engineer, project estimator and project manager before becoming a full-time member of our estimating staff.

RESPONSIBILITIES

The estimator/document reviewer provides the construction cost estimates, constructability analyses, compliance reviews, and value engineering suggestions that are included with the design phase submission reviews.

EDUCATION / CERTIFICATIONS

The University of Akron
Bachelor of Science, Construction Technology
Associate Degree, Construction Technology

SELECT PROJECT EXPERIENCE

- Brown Local Schools, K-12
- Beaver Local Schools, K-12
- Strongsville City Schools, 6-8 and 9-12
- Streetsboro City Schools, PK-3 and 9-12
- Lake Local Schools, 2-6 and 7-12
- Lakeview Local Schools, PK-8
- Weathersfield Local Schools, K-6 and 9-12
- Green Local Schools, K-12
- Austintown Local Schools, K-2 and 3-5
- Jackson Local Schools, 9-12

TIME COMMITMENT

Preconstruction 25%
Construction 0%



Ryan Nicholson, CSP

DIRECTOR OF SAFETY

BACKGROUND

Ryan joined Hammond in 2014 as our new Director of Safety. He is an experience safety professional with 24 years experience in the construction industry. His background in safety includes heavy highway, commercial and industrial projects and he is also a part-time police officer for the West Salem police department. Ryan leads Hammond's safety management, implementing policies and training for our entire staff. His attention to detail and foresight for planning and coordination as well as his excellent communication skills have made Ryan a valued member of the Hammond team.

RESPONSIBILITIES

The Director of Safety is focused on implementing safety policies and training for our entire staff. He will perform monthly and/or weekly safety audits of our job sites and ensure compliance with Hammond's Drug Free Workplace and Conduct Policies.

EDUCATION / CERTIFICATIONS

Cleveland State University
B.A. Environmental Management

SELECT PROJECT EXPERIENCE

- North Olmsted City Schools, new 6-12 & stadium
- Streetsboro City Schools, PK-3, 6-8 and 9-12
- Champion Local Schools, PK-8
- Lake Local Schools, 2-6 and 7-12
- Dover City Schools, new 9-12
- Brown Local Schools, K-12
- Beaver Local Schools, K-12
- Eastwood Local Schools, new K-5
- Strongsville City Schools, 6-8 and 9-12

TIME COMMITMENT

Preconstruction 0%
Construction 10%



Kim Adams

COMMUNICATIONS COORDINATOR

BACKGROUND

Kim started her career in the industry in 2002, providing photography, design and marketing for a large architectural firm in Indiana. Since joining Hammond in 2009, Kim has held positions as Marketing Manager, Director of Business Development and Communications Coordinator for our K-12 school clients. In her current role, Kim is focused on finding opportunities for our K-12 clients to positively impact their students and their communities during the course of the building project. Kim is goal-oriented, organized, a team player, and excellent communicator.

RESPONSIBILITIES

As Communications Coordinator, Kim supports the district's communication and outreach efforts. She provides graphic design, photography, press releases and planning for groundbreaking, beam signing and ribbon cutting ceremonies. She also helps to facilitate educational opportunities during the construction period for students.

EDUCATION / CERTIFICATIONS

Northern Kentucky University
Bachelor of Arts, Graphic Design
Miami University
Bachelor of Science, Biology

SELECT PROJECT EXPERIENCE

- Hudson Local Schools, Malson Athletic Center
- Champion Local Schools, PK-8
- Lake Local Schools, 2-6 and 7-12
- Harrison Hills City Schools, new PK-12 School
- Brown Local Schools, K-12
- Strongsville City Schools, 6-8 and 9-12
- Streetsboro City Schools, PK-3 and 9-12
- Lakeview Local Schools, PK-8
- North Olmsted City Schools, 6-12

TIME COMMITMENT

Preconstruction 15%
Construction 15%



TIME COMMITMENT

Preconstruction 10%
Construction 10%

Kelly Graening

PROJECT ADMINISTRATOR

BACKGROUND

Kelly joined Hammond Construction in 2001 as a high school co-op student while Hammond was working at her school campus. Following graduation from college in 2006, Kelly joined Hammond full-time as a project administrator. She is a vital part of our preconstruction phase services, phase submissions and bidder qualification processes for CM at risk jobs. Her expertise and excellent communications skills have made her a valued team member.

RESPONSIBILITIES

The project administrator reports to the project manager and provides support for the project engineer and project superintendent. She works with our estimators and the project manager to develop the SD, DD, CD and GMP phase submissions. She also manages the bidder pre-qualification process and preps Hammond's front end documents.

EDUCATION / CERTIFICATIONS

The University of Akron

Graduate of 2-year program; science emphasis

SELECT PROJECT EXPERIENCE

- Champion Local Schools, PK-8
- Eastwood Local Schools, new K-5
- Strongsville City Schools, 6-8 and 9-12
- Beaver Local Schools, K-12
- Streetsboro City Schools, PK-3 and 9-12
- Lakeview Local Schools, PK-8
- North Olmsted City Schools, 6-12
- Austintown Local Schools, K-2 and 3-5
- Weathersfield Local Schools, K-6 and 9-12

F. MANAGEMENT SYSTEMS



We don't just manage construction—we manage the entire process. Three major factors drive every project: schedule, quality and price. As your construction manager at risk, we consistently make decisions based on these factors, providing owners with a great facility that meets their timeline and budget. Hammond has never missed a project completion date. We believe that our record of completing projects on time can be credited to our scheduling process.

MASTER SCHEDULE

The first step in our scheduling process is to kick-off the project with a scheduling conference involving the design team and owners. While this conference is primarily a data-gathering activity for us, we also provide our input based on past projects. Drawing on our experience, we offer insights and suggestions to compress the schedule to the greatest degree possible, moving towards a timely completion. This is also our opportunity to ensure that the expectations of all parties are aligned. Through early, open discussion, we come to a shared understanding of the project timing, pace, and planned completion date.

Based on the information gathered from the schedule conference, we draft the project sequence and establish a schedule template. We then meet again with the project team to review specific activity durations for all critical activities and gather additional detail from the design team to break single activities into more detailed and readily monitored tasks. Using this initial document to guide us, we solidify the desired construction sequence and expected completion date. During this process, we consider the impact on the owner, timing

of property-related transactions, seasonal weather, and site logistics. Once this process is complete, the project's Master Schedule is born.

CONSTRUCTION SCHEDULE

Once the master schedule has been established, Hammond will expand the actual construction schedule with increased detail. This effort begins during the design phase.

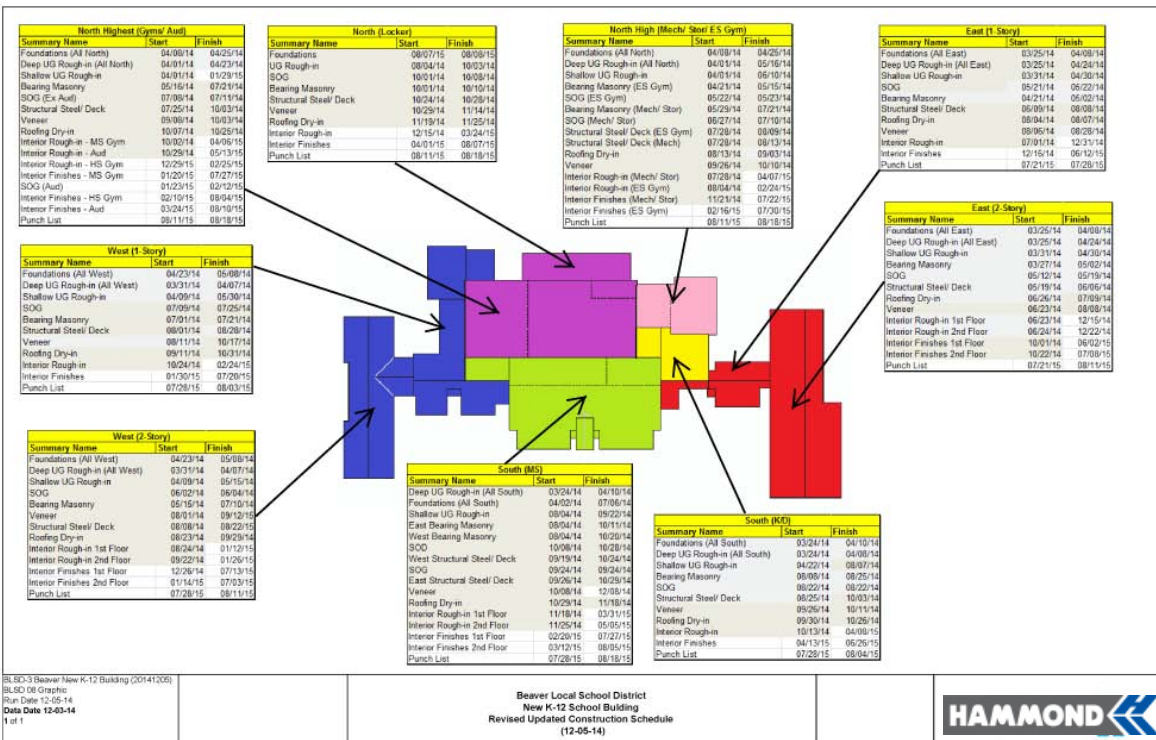
Hammond will include the appropriate phasing so as to enable early construction activities to commence while remaining design work is being completed. We identify all long-lead equipment and materials and develop a procurement approach integrated with the design activities that will enable these items to hit the job site when needed to maintain the overall schedule. We will incorporate reasonable weather impacts into the baseline construction schedule for specific activities based upon historical information. Prior to commencing any construction activities, we develop contingency plans with the project team to overcome potential schedule threats that could occur. The importance of our planning efforts cannot be overstated.

This schedule is provided to all bidders in the form of a published bid summary schedule within the front-end specifications so that they are fully aware of the expectations and have made all necessary accommodations as part of their bid proposal. Hammond will document the commitment of all contractors to the construction schedule by obtaining their signatures on the baseline schedule. We will monitor progress against the baseline schedule and update it on a regular basis.



[illegible]

Detailed Master Schedule with Target Start/Finish Dates



Primavera (P6) Schedule

BUDGET MANAGEMENT

We understand that part of our role includes keeping close tabs on where and how our money is being spent.

Hammond has completed a large number of successful school-related projects which has given us a clear understanding of the relevant standards. We conscientiously apply these standards during the budgeting process, ensuring a well-planned financial outline for the project. On projects where we were able to create savings, the districts have typically applied the funds to enhance or expand their planned facility.

Throughout the project, we provide monthly accounting reports to the owner. Once the project is underway, we ensure that money is being spent appropriately by relying on our Project Cost Report (see sample on following page). A report of this quality and detail is provided by no other construction manager that we are aware of. It provides a high-level overview of planned vs. actual spending, with drill-downs to detailed information by facility or area.



ON PROJECTS WHERE WE WERE ABLE TO CREATE SAVINGS, THE DISTRICTS HAVE TYPICALLY APPLIED THE FUNDS TO ENHANCE OR EXPAND THEIR PLANNED FACILITY.

COST REPORTING

Hammond Construction has the ability and experience to track the total project costs, including “soft costs” such as design fees and direct Hudson CSD expenses outside of the CMR costs. We have provided this service at no additional cost to our clients on numerous CMR K-12 projects, and are willing to do the same on this project if desired by Hudson CSD.

We will work closely with your financial officer to ensure that our accounting forms, reports, and procedures are satisfactory and meet your needs. Project tracking and reports of up-to-the-minute costs are accomplished through Primavera, a leading software utilizing a single-entry system, so that data entered in the various modules immediately populates the job cost module—providing us with real-time job costing capabilities. It also features a report design module, allowing us to create any report at any time. Data and reports can be readily customized, enabling us to export project financial data in a way that matches the format needed by the owner to integrate with your

systems and reports. With ready access to up-to-the-minute financial data, both Hammond and the owner have an accurate, current financial picture of the project, can quickly identify any area where budget and costs aren’t tracking and take needed corrective action. The sample cost report shown on the following page of this document is a reporting format we have successfully used for the purpose of tracking total project costs.

Additionally, we will track and fully disclose all of our CMR costs. At every Owner/Architect/CMR meeting (typically held twice per month) we will distribute a report that itemizes approved expenses and remaining balances on our CMR contingency and allowances within our GMP’s. A recent published report for the APS Ellet CLC CMR project is included herein as an example of our CMR cost reporting.

Streetsboro New High School

PROJECT COST REPORT



Project No: 7042A

Date: 05/31/2017 11:44 AM

Page: 1 of 2

	Budgeted Costs	Committed Costs					Balance	Actuals	
	Master Plan Budget	Original Commitment	Approved/Pending Changes	Revised Commitment	Potential Costs	Projected Total Costs	Projected Balance	Costs to Date	Percent Complete
	A	B	C	D (B + C)	E	F (D + E)	G (A - F)	H	I (H / F)
Non-Construction Costs									
District Costs									
Builders Risk Insurance	\$51,266.69	\$21,708.00	\$0.00	\$21,708.00	\$0.00	\$21,708.00	\$29,558.69	\$21,708.00	100%
Commissioning	\$76,900.03	\$55,598.60	\$0.00	\$55,598.60	\$0.00	\$55,598.60	\$21,301.43	\$27,881.82	50%
Soft Cost Contingency	\$0.00	\$36,165.88	\$0.00	\$36,165.88	\$36,480.00	\$72,645.88	(\$72,645.88)	\$36,165.88	50%
Subtotal:	\$128,166.72	\$113,472.48	\$0.00	\$113,472.48	\$36,480.00	\$149,952.48	(\$21,785.76)	\$85,755.70	57%
Professional Design Fees									
AE Design Services	\$1,784,719.00	\$1,784,719.00	\$0.00	\$1,784,719.00	\$0.00	\$1,784,719.00	\$0.00	\$1,710,663.70	96%
Subtotal:	\$1,784,719.00	\$1,784,719.00	\$0.00	\$1,784,719.00	\$0.00	\$1,784,719.00	\$0.00	\$1,710,663.70	96%
Construction Management Fees									
CMR Preconstruction Compensation	\$56,775.93	\$58,077.00	\$0.00	\$58,077.00	\$0.00	\$58,077.00	(\$1,301.07)	\$57,025.99	98%
Subtotal:	\$56,775.93	\$58,077.00	\$0.00	\$58,077.00	\$0.00	\$58,077.00	(\$1,301.07)	\$57,025.99	98%
Non-Construction Costs Total:	\$1,969,661.65	\$1,956,268.48	\$0.00	\$1,956,268.48	\$36,480.00	\$1,992,748.48	(\$23,086.83)	\$1,853,445.39	93%
Construction Costs									
Basic Building Construction									
Site Work	\$2,400,000.00	\$3,486,962.76	\$46,446.20	\$3,533,408.96	\$0.00	\$3,533,408.96	(\$1,133,408.96)	\$3,533,208.96	100%
Basic Building Construction	\$19,625,810.19	\$18,346,144.70	\$478,362.64	\$18,824,507.34	\$0.00	\$18,824,507.34	\$801,302.85	\$18,795,680.63	100%
Subtotal:	\$22,025,810.19	\$21,833,107.46	\$524,808.84	\$22,357,916.30	\$0.00	\$22,357,916.30	(\$332,106.11)	\$22,328,889.59	100%
Loose Furnishings									
Loose Furnishings	\$850,000.00	\$720,929.09	\$0.00	\$720,929.09	\$0.00	\$720,929.09	\$129,070.91	\$720,929.09	100%
Subtotal:	\$850,000.00	\$720,929.09	\$0.00	\$720,929.09	\$0.00	\$720,929.09	\$129,070.91	\$720,929.09	100%
Technology									
Technology	\$1,000,000.00	\$1,248,550.74	(\$250,633.74)	\$997,917.00	\$0.00	\$997,917.00	\$2,083.00	\$997,917.00	100%
Subtotal:	\$1,000,000.00	\$1,248,550.74	(\$250,633.74)	\$997,917.00	\$0.00	\$997,917.00	\$2,083.00	\$997,917.00	100%

2 of 2

Percent Complete
I (H / F)

Construction Costs

Construction Contingency

Owner's Reserve Contingency	\$699,091.16	\$0.00	\$174,169.12	\$174,169.12	\$177,257.81	\$351,426.93	\$347,664.23	\$188,497.67	54%
Subtotal:	\$699,091.16	\$0.00	\$174,169.12	\$174,169.12	\$177,257.81	\$351,426.93	\$347,664.23	\$188,497.67	54%
Construction Costs Total:	\$24,674,901.35	\$23,802,587.29	\$448,344.22	\$24,250,931.51	\$177,257.81	\$24,428,189.32	\$146,712.03	\$24,236,233.35	99%

LFI Costs

Auditorium

LFI AE Design Services	\$263,200.00	\$263,200.00	\$0.00	\$263,200.00	\$0.00	\$263,200.00	\$0.00	\$247,029.09	94%
LFI CMR Preconstruction Comp.	\$5,971.39	\$6,240.00	\$0.00	\$6,240.00	\$0.00	\$6,240.00	(\$268.61)	\$6,240.00	100%
LFI Soft Cost Contingency	\$13,479.88	\$2,360.79	\$0.00	\$2,360.79	\$0.00	\$2,360.79	\$11,119.09	\$2,360.79	100%
LFI Basic Building Construction	\$2,511,128.34	\$2,133,838.00	\$346,698.28	\$2,480,536.28	\$0.00	\$2,480,536.28	\$30,592.06	\$2,480,536.27	100%
LFI Owner's Reserve Contingency	\$73,526.62	\$0.00	\$15,773.44	\$15,773.44	\$15,917.66	\$31,691.10	\$41,835.52	\$16,939.69	53%
Subtotal:	\$2,867,306.23	\$2,405,638.79	\$362,471.72	\$2,768,110.51	\$15,917.66	\$2,784,028.17	\$83,278.06	\$2,753,105.84	99%
LFI Construction Costs Total:	\$2,867,306.23	\$2,405,638.79	\$362,471.72	\$2,768,110.51	\$15,917.66	\$2,784,028.17	\$83,278.06	\$2,753,105.84	99%

Project Totals: \$29,411,869.23 \$28,164,494.56 \$810,815.94 \$28,975,310.50 \$229,655.47 \$29,204,965.97 \$206,903.26 \$28,842,784.58 99%

Expenditure

Report R_CW_00_hoi_new

Sample Cost Report

Hammond Construction, Inc.

Allowance and Contingency Log

Akron - Ellet CLC

Job No: 7271

Date: 10/11/2017

Page: 1 of 2

Note Pad	Item No.	Ball in Court	Notes	
00001 Permits & Tap Fees Allowance				
2/20/2017	00001		Initial Balance	\$20,000.00
3/8/2017	00002		Summit County Building Permit	(\$12,045.85)
3/8/2017	00003		City of Akron Zoning Permits: - 4" Domestic & 5/8" Fire Detector Water Meters = \$1,930.00 - Right-of-Way for Sidewalk, Drive Apron, & Curb Cut/Restoration on Berne St, Paxton Ave, & Stevenson Ave = \$1,144.00 - Right-of-Way for Communication Service Connection = \$308.00 - Right-of-Way for Water Service Connections (Hydrant Relocations) at Paxton Ave & Stevenson Ave = \$660.00 - Right-of-Way for Storm Sewer Connection on Berne St = \$352.00	(\$4,394.00)
3/20/2017	00004		City of Akron Sewer Permit	(\$2,180.00)
			Total	\$1,380.15
00002 Loose Furnishings Allowance				
2/20/2017	00001		Initial Balance	\$1,275,882.00
			Total	\$1,275,882.00
00003 Unsuitable Soils Allowance				
2/20/2017	00001		Initial Balance for 1,000 CY at \$35/CY	\$35,000.00
			Total	\$35,000.00
00004 Base Asphalt Replacement (Full Depth) Allowance				
2/20/2017	00001		Initial Balance for 400 SY at \$45/SY	\$18,000.00
			Total	\$18,000.00
00005 Utility Consumption Allowance				
2/20/2017	00001		Initial Balance for Temporary Power, Water & Gas	\$389,275.00
			Total	\$389,275.00
00006 CM-R Contingency				
2/20/2017	00001		Initial Balance	\$918,005.00
2/20/2017	00002		Straw Removal on Building Pad from Phase 2 Construction	(\$16,200.00)
2/20/2017	00003		Building Pad Layout, Stabilization, & Grading	(\$162,432.60)
5/9/2017	00004		Add temporary access openings via double bond beams for both main & aux gyms.	(\$6,765.69)
5/9/2017	00005		Misc RGS Items: 1 - Mock-up wall foundation. 2 - 1/3 of auditorium wing wall relocation due to layout issues 3 - Water service trucking prior to full time water truck on-site	(\$4,151.38)
5/23/2017	00006		Move scaffold to accelerate bearing walls at main gym ahead of scheduled steel lintel delivery.	(\$2,431.05)
7/3/2017	00007		Add plate to relocate deck support & pour stop angle as authorized via RFI 04A-023. This work is being performed in order to accelerate south CMU bearing wall in Room 233.	(\$575.00)
7/3/2017	00008		Add concrete pad in mechanical yard enclosure to accommodate Ohio Edison's splice box.	(\$952.00)
7/18/2017	00009		Fence repair at contractor parking lot.	(\$1,334.00)
7/25/2017	00010		Skidsteer & broom attachment rental for full time service through Spring of 2019 due to excessive mud & tracking caused by extensive dust suppression operation.	(\$12,500.00)
7/27/2017	00011		Supply, maintain and remove concrete slab protection prior to polishing concrete.	(\$26,774.65)
10/11/2017	00012		Overtime premium costs to work masonry crew Saturday 9/23/2017 & 9/30/2017.	(\$11,318.60)
			Total	\$672,570.03
00007 Bid Day Savings Contingency				
5/1/2017	00001		Balance per Owner Buy-Out Log dated 5/1/2017.	\$1,946,240.50
9/6/2017	00002		Returned bid day savings per Buy-Out Log dated 5/1/2017, plus bond and fee.	(\$1,946,240.50)
			Total	\$0.00

Expedition ®

Report: R_NP_01_hcol

Akron - Ellet CLC
nd Contingency Log
Date: 10/11/2017
Page: 2 of 2

Submission dated 4/27/2017.	\$196,590.41
	(\$11,411.09)
	(\$12,627.54)
	(\$13,744.98)
	(\$19,569.14)
	(\$16,989.96)
Total	\$121,247.68

CMR Contingency Logs

Expedition ®

Report: R_NP_01_hcol

QUALITY CONTROL

Quality control is at the core of Hammond's construction management services. We have a proactive, uncompromising approach when it comes to quality control measures because our reputation depends upon it. As such, our past clients are consistently satisfied with their new facilities. We have comprehensive procedures in place to ensure quality construction from start to finish.

DESIGN STAGE (PRECONSTRUCTION):

- Constructability Reviews**
 With each design phase submission, we will perform a detailed review of the documents. We will provide suggestions to the design team based upon our construction expertise in an effort to improve quality and add value to the end product. We'll focus on construction details and materials.
- Value Engineering**
 We will review progress design submissions and offer for consideration proposed modifications that add value to the building. In many cases the added value will come in part due to reduced initial construction costs. However, in some cases, the anticipated value comes in the form of reduced maintenance costs over the life of a particular building component or piece of equipment.
- Post-Bid Evaluations**
 We will evaluate the bidders prior to issuing each subcontract. The evaluation will entail checking references on each of the low bidders and conducting post-bid interviews with these firms. The interviews will confirm the apparent low bidders understand the contract scope and have appropriately reflected the scope in their bid submissions.



during the design phase of the project is critically important to enable us to provide an accurate, useful estimate and schedule for our GMP. We will closely interface with the district and the Design Team in order to fully understand the design direction so that we can identify and account for elements of the design not yet complete as part of our GMP submission.

Our GMP submission will include a detailed cost estimate, a construction schedule which incorporates the phasing plan we will develop in conjunction with Hudson CSD and the Design Team, a detailed listing of the assumptions we have made regarding design details not yet fully developed, and identification of contingencies and any allowances. This complete transparency of information is vital to the success of the project.

ESTIMATING AND SCHEDULING (GMP):

Hammond is accustomed to providing a GMP prior to completion of the construction documents. Our involvement

CONSTRUCTION STAGE:

• *Pre-Installation Meetings*

We will conduct pre-installation meetings with our subcontractors targeted at specific building components prior to their installation. The primary purpose of these meetings will be to review quality expectations and compliance with the contract documents, including specific testing requirements in advance of the work being performed. Typically, pre-installation meetings will be conducted for concrete, masonry, structural steel, curtain wall systems, roofing systems, flooring (by type), equipment (by type), casework, elevator, and technology systems (by type). This list may be expanded as necessary.

• *Contractor Submittals*





Hammond will maintain a complete log of all required contractor submittals. Upon receipt of each submittal, we will review the information for compliance with the contract specifications prior to forwarding the submission to the design team.

• *On-Site Inspections / Materials Testing / Non-Conformance Notices*

Hammond's project superintendents will have the primary responsibility of inspecting work in place for compliance with the contract provisions. Should substandard work be detected, applicable notice(s) will be promptly issued, and corrective action enforced. We will work closely with the independent testing agency to ensure compliance with all material testing contract provisions. Hammond will receive, review and distribute all testing reports. In the event that any test result fails to comply with the contract requirements, we will provide prompt notice to the applicable subcontractor(s) in the form of a non-conforming work notice. Hammond will maintain a log of all non-conforming work notices with documentation confirming satisfactory resolution.

• *Punch List Inspections*

We will perform final inspections and compile a single, comprehensive punch list. The detailed punch list, sorted by area and room, will be distributed to every subcontractor. We will manage the satisfactory completion of all items on the punch list.

Strongsville City Schools
New Middle School Project

Masonry
Pre-Installation Meeting Agenda
September 2, 2014
Hammond Field Office

Attended	Name	Company
X	Derrick Semilla	Hammond Construction
X	Joe Daugherty	Hammond Construction
X	Aaron Rodebaugh	GPD Group
X	Brian Morse	Brewer-Garrett
X	Nathan Byler	Lencyk Masonry
X	Ron Cormell	Lencyk Masonry
X	Jim Kaminski	Eneftech Electrical

I. SAFETY

- Safety Resources will be onsite periodically to perform safety audit of job site. **Tom requested that Lencyk have opportunity to repair/fix any safety issues at time of the inspection.**
- All work to be in accordance with OSHA 1926 Subpart P – Excavations, while the excavations are open for foundations and footers, excavation must be protected and supported necessary to safeguard employees.
- All work to be in accordance with OSHA 1926 Subpart Q – Concrete & Masonry Construction.
- All work to be in accordance with OSHA 1926 Subpart L – Scaffolding: Who is Lencyk's competent person responsible to daily scaffold inspections? How will these inspections be documented? **Mark Wait is Lencyk's competent person. Tom will include inspection data on daily reports.**
- Rebar caps are required and shall be maintained at all times.
- Bracing – Anything over 8 feet in height must be braced per OSHA item 1926.706.
- Personal Protective Equipment shall be worn at all times while on site and through duration of work.

II. SUBMITTALS

- Need to submit Area A, B, C, & E rebar and control joint layout shop drawings.
- Need to submit waterproofing, fire-rated expansion joint, and caulking submittals.
- Need ground face CMU resubmitted? **Waiting on RFI 04A-008 response.**
- Per the Signed Post-Bid Interview, all submittals were to be in by mid-August. When will remaining submittals be provided? **Nathan advises that remaining should be in by end of September 2014. Lencyk is waiting on suppliers.**

III. SCHEDULE

- Review Signed Schedule dated 8/27/2014. **Area D masonry bearing complete by 10/6/2014, moving to Area E.**
- The week of September 2, 2014 is for mobilization and layout. Foundation block in Area D to be underway no later than September 8, 2014.

Strongsville Middle School
Pre-Install Meeting – Masonry
September 2, 2014



Streetsboro
City Schools

Daily Construction Report

PROJECT NAME Streetsboro High School Streetsboro, Ohio		DATE 08/08/16	
PROJECT NO. 7042A		DAY Monday	
REPORT BY... Name Alex Grossman Signature		WEATHER AM Temp. 77 PM Temp. 86	
VISITORS		<u>Conditions from Past Weather</u> Dry, Sunny, Slight breeze. <u>Affect on the Work</u> Dust clouds would form. Consistently watered the sight.	
TESTING AGENCY ACTIVITY			
MAJOR DELIVERIES Dumpster delivered and placed in the East entrance.			
QUALITY CONTROL ISSUES			
PROBLEMS / DELAYS South entrance grading was halted due to discrepancy of the elevations in the plans. If followed the top of the footer would be visible. DiPietro broke a 90 on the grease interceptor outside south entrance. Conti replaced it in little time.			
OTHER			



G. SELF-PERFORMED WORK



Hammond Construction has over four decades of construction experience and a track record of excellent performance in management of construction projects for both public and private owners. We encourage prospective clients to get first-hand feedback from past and current Hammond clients listed as references. The more diligently you investigate our performance, the more evident our capabilities become.

We have the capabilities and experience to potentially self-perform the following work scopes:

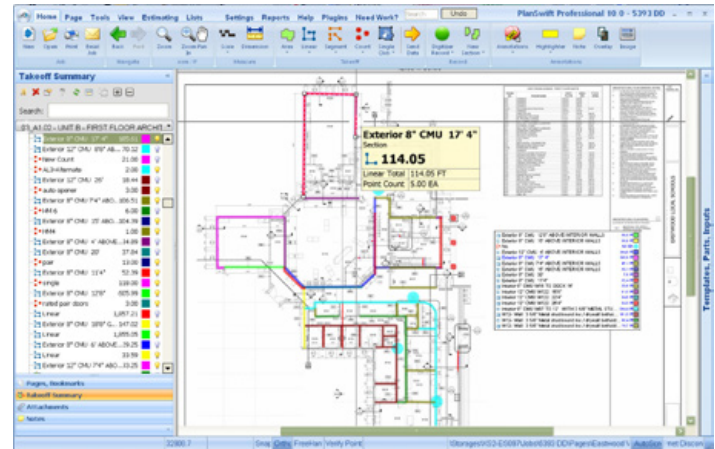
- Rough carpentry
- Finish carpentry
- Gym Flooring
- Selective demolition
- Acoustic Ceilings
- Casework Installation
- Metal studs & drywall
- Doors, frames & hardware installation

We will fully comply with the CMR Agreement in the event we desire to self-perform any work on this project. We will seek permission from Hudson City Schools to self-perform the desired specific scopes. If permitted, we will provide our sealed bid directly to the District for the applicable bid packages we desire to self-perform. This will be done in advance of receiving any subcontractor bids for the same work scope. We have historically followed a similar procedure on our private-sector CMR projects. Because we have consistently awarded our subcontracts based upon a best value scenario, our subcontractors feel confident in providing bids for work scopes we may potentially self-perform. We have a track record of awarding work to subcontractors in lieu of self-performing that work scope if doing so provides the best value to the project.

H. ESTIMATING & VALUE ENGINEERING

The key to success for any construction project is a strong working relationship between the design team and the builder that fosters trust between both parties as well as develops the owner's confidence in their selected team. This is nowhere more evident than during the estimating process of our pre-construction services. Most construction projects begin with the design team working hard to create the best facility to meet all of the programmatic needs of the owner while also providing the best quality possible. Typically, the builder is reviewing the design only at certain phases and then reporting to the design team and the owner that the project is over budget.

At Hammond, we believe in a more collaborative approach for our projects. Hammond's approach involves our in-house estimators and pre-construction manager interfacing with the designers throughout the design process. We concurrently provide pricing input to aid the owners and designers in keeping the design on budget and on track with the schedule. It should never be a surprise that the design is over budget; rather the designers should feel confident that the design choices they are selecting are within the budget. We at Hammond are confident this process will lead to success.

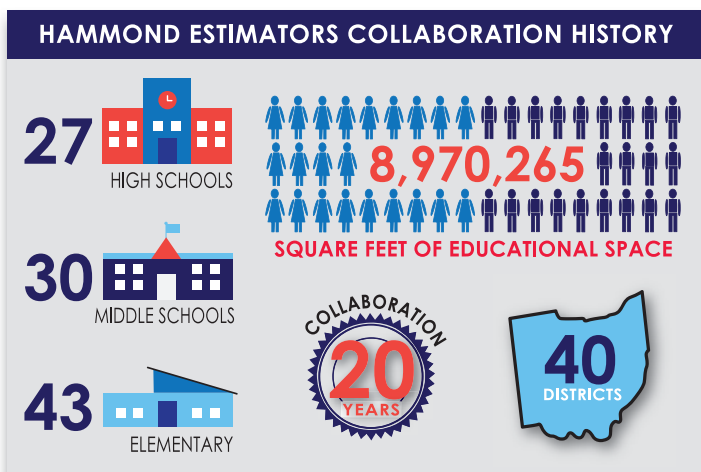


... WE HAVE RELIED ON OUR EXTENSIVE EXPERIENCE IN ESTIMATING, SCHEDULING, PLANNING AND MANAGEMENT TO PROVIDE EXPERT GUIDANCE THROUGHOUT THE DESIGN AND CONSTRUCTION PROCESS

Along with the above described process, Hammond's estimators will provide detailed cost estimates, for the team to review, at the completion of the following design phases:

- ☒ Estimate at schematic design phase (30% complete drawings)
- ☒ Estimate at design development phase (60% complete drawings)
- ☒ Estimate of construction documents phase (95% complete drawings)

Hammond's estimators use PlanSwift, an on-screen digitizing and take-off software program. The estimators are able to load the design team's floor plan into the program for accurate quantities of items such as finishes, building materials, and mechanical equipment. The program allows our team to quickly and accurately provide precise values that are then plugged into



ESTIMATING ACCURACY

Project	GMP / Estimate	Low Bid	%	Median Bid	%
Lake LSD (7-12)	\$ 23,056,017	\$ 21,782,368	5.5%	\$ 24,118,741	-4.6%
Lake LSD (new 2-6)	\$ 21,364,909	\$ 19,245,493	9.9%	\$ 20,919,169	2.1%
North Olmsted CSD (6-12)	\$ 53,370,345	\$ 48,179,656	9.7%	\$ 51,340,530	3.8%
Lorain CSD (New 9-12)	\$ 60,506,539	\$ 57,420,176	5.1%	\$ 61,453,178	-1.6%
Eastwood LSD (new PK-5)	\$ 13,105,325	\$ 12,915,539	1.4%	\$ 13,808,400	-5.4%
Madison LSD	\$ 33,579,804	\$ 33,233,378	1.0%	\$ 34,605,664	-3.1%
Green LSD (new K-12)	\$ 24,770,862	\$ 25,260,627	-2.0%	\$ 26,784,666	-8.1%
Austintown CSD	\$ 42,955,402	\$ 38,292,775	10.9%	\$ 40,938,876	4.7%
Toronto CSD (New 6-12)	\$ 14,890,610	\$ 14,846,122	0.3%	\$ 16,299,407	-9.5%
Weathersfield LSD	\$ 19,164,549	\$ 18,009,013	6.0%	\$ 19,525,624	-1.9%
Strongsville CSD (New 6-8)	\$ 36,894,226	\$ 32,102,406	13.0%	\$ 36,616,640	0.8%
Streetsboro CSD (New 9-12)	\$ 24,781,072	\$ 25,016,747	-1.0%	\$ 26,001,657	-4.9%
Streetsboro CSD (PK-3)	\$ 12,774,486	\$ 11,835,510	7.4%	\$ 12,295,999	3.7%
Union Hospital	\$ 15,179,859	\$ 14,385,632	5.2%	\$ 14,954,678	1.5%
Brown LSD (New K-12)	\$ 22,249,081	\$ 21,642,345	2.7%	\$ 23,261,147	-4.5%
Total	\$ 418,643,086	\$ 394,167,787	5.8%	\$ 422,924,376	-1.0%

Above you will find a table comparing Hammond's GMP / Estimate with the low and median bids submitted for various K-12 and commercial projects. You can see that Hammond's GMP was within 0.3% of the median bids received, exemplifying the quality of our precise estimates and K-12 market expertise.

our detailed cost estimates. PlanSwift is not only an estimating tool, but also a graphic means to communicate changes in the building plan throughout the phases of design. As a result, the Owner, architect and construction management team have a mutual understanding of design changes and their budget implications.

Our extensive experience in general contracting and bidding helps our estimators stay current on market pricing for our projects, ensuring that you will pay fair market costs for materials and services. Also, when appropriate we employ trusted consultants to supplement our estimating expertise with regards to specialized materials or systems.

All estimates include a variance report that highlights changes made since the last estimate, along with a list of assumptions made for the purpose of the estimate. The design team regularly meets throughout the design and estimating process to discuss changes based on the project estimates and budget.

Our core team of estimators, including Frank Mongiardo, Chris Arvin, and Jim Killion, has been working together for the past 20 years. The relationships they have built in the industry and breadth of knowledge on the construction market is an invaluable resource for our clients.

VALUE ENGINEERING

The basic principle of construction is that the project design determines the project costs, but we know that it is always possible to control cost by making adjustments to the project design. That's why we use the concept of value engineering to provide optimum value to our clients while maintaining the integrity of the original design concept. We consider value engineering one of the most important services we can perform for a client.

Value engineering is a three-stage process that includes:

- Familiarization stage. All critical team members become familiar with the concept and design specifications early in the process. Each component of construction is analyzed and reviewed by the team.
- Options stage. Team members present alternative ideas and designs. Associated costs and benefits of the most feasible options are compared to the costs and benefits of the original design.
- Confirmation stage. Designs and specification are revised to include any additions, deletions or changes.

Value engineering typically results in lower project cost, sometimes dramatically lower. But the real focus is on delivering greater value to the client.

In some cases we will suggest something that may actually require additional spending, but that additional investment will leverage increased value in the form of higher quality construction techniques, expanded facility function, enhanced aesthetics or improved structural integrity. In the end, our value engineering approach will result in a better finished project.

Toronto City Schools Toronto New Middle & High School Lesko Associates Drawing Date: 7/8/11 Estimate Date: 8/2/11					
<div> <div>HAMMOND</div> <div>Revision Date: _____</div> </div>					
Value Engineering Toronto New Middle & High School					
Item	Description	Quantity	Unit	Unit Cost	Extended
1	Delete courtyard sidewalks				(\$9,245)
.1	Various width sidewalk	(2,845)	SF	\$3.25	(\$9,244.81)
2	Delete Operable Partition at Gym/Student Dining				(\$46,097)
.1	Delete Operable Partition	(1,191)	SF	\$40.00	(\$47,640.00)
.2	Delete Operable Partition Support Steel	(8)	TON	\$2,600.00	(\$20,800.00)
.3	Add Concrete Foundation	12	CY	\$210.00	\$2,520.00
.4	Add Foundation Excavation	60	LF	\$7.00	\$420.00
.5	Add 12" CMU Wall	1,191	SF	\$13.00	\$15,483.00
.6	Add 2 Pairs of Double Doors	2	EA	\$1,600.00	\$3,200.00
.7	Add Gymnasium Wall Pads	72	SF	\$10.00	\$720.00
3	Provide VET in lieu of Porcelain Tile at Student Dining				(\$28,994)
.1	Delete Porcelain Tile	(4,142)	SF	\$11.00	(\$45,562.00)
.2	Add VET	4,142	SF	\$4.00	\$16,568.00
4	Provide VET in lieu of Rubber Tile at Miscellaneous Storage/Support Rms				(\$8,000)
.1	Delete Rubber Tile	(2,000)	SF	\$8.00	(\$16,000.00)
.2	Add VET	2,000	SF	\$4.00	\$8,000.00
5	Display cases to become an alternate				(\$18,000)
.1	Display Case	(3)	EA	\$6,000.00	(\$18,000.00)
6	Use markerboards in lieu of projection screens at projector locations				(\$7,250)
.1	Projection Screens	(29)	EA	\$250.00	(\$7,250.00)
7	Gym Divider Curtain becomes an alternate				(\$18,000)
.1	Divider Curtain	(1)	EA	\$18,000.00	(\$18,000.00)
8	Wrestling Mat Hoist & Mat becomes an alternate				(\$12,000)
.1	Wrestling Mat Hoist & Mat	(1)	EA	\$12,000.00	(\$12,000.00)
10	Provide Aluminum Screenwall in lieu of Masonry @ Mech. Yard				(\$8,134)
.1	Delete Foundation	(65)	CY	\$210.00	(\$13,650.00)
.2	Delete Foundation Excavation	(110)	LF	\$9.00	(\$990.00)
.3	Delete 4" CMU	(1,216)	SF	\$10.00	(\$12,160.00)
.4	Delete Brick Veneer	(1,216)	SF	\$14.65	(\$17,814.40)
.5	Add Aluminum Screenwall	1,216	SF	\$30.00	\$36,480.00
11	Provide Stained Concrete in lieu of VET at Art Rooms				(\$6,904)
.1	Delete VET	(2,227)	SF	\$4.00	(\$8,908.00)
.2	Add CCF	2,227	SF	\$0.90	\$2,003.89
12	Delete Vacuum Air System at all rooms except Chemistry				(\$12,000)
.1	Vacuum System Downsizing	(1)	LS	\$12,000.00	(\$12,000.00)
13	Reduce Curtainwall at Classrooms				(\$27,599)
.1	Delete Curtainwall	(1,688)	SF	\$42.00	(\$70,896.00)
.2	Add 10" CMU	1,688	SF	\$11.00	\$18,568.00
.3	Add Brick Veneer	1,688	SF	\$14.65	\$24,729.20
14	Provide single wall duct in lieu of double wall duct at Gym				(\$10,000)
.1	Single Duct in lieu of Double Duct	(1)	LS	\$10,000.00	(\$10,000.00)
15	Reduce Quantity of Bleachers in Gymnasium				(\$14,915)
.1	Reduce Number of Seats	(157)	EA	\$95.00	(\$14,915.00)
Sub Total					(\$290,968)
Design Contingency 3.0%					(\$14,548)
Estimate of Cost Reductions					(\$305,517)

I. SCHEDULING



SCHEDULE PERFORMANCE

We strive to complete every project as smoothly as possible and to maximize cost savings to the owner. One of the greatest challenges for a construction manager is coordinating the timing of the many activities that must occur on a precise schedule. Some activities may complement each other and can even be cost- or time-savers if completed concurrently. Other times, activities may interfere with one another and slow down work progress. As a major contractor with more than 40 years experience, we know how to manage a schedule with multiple activities to save time and maximize the budget.

We understand the importance of maintaining the project completion date, both in terms of facilitating the district's operations and maintaining trust within the community. Hammond has never missed a project completion date. We believe that our record of completing projects on time can be credited to our scheduling process.

To see additional information on Hammond's scheduling process and ability to maintain project completion dates, please refer to Section F "Management Systems" (p. 50) of this submission.

		BUDGET		SCHEDULE		CONCLUSION
PROJECT DESCRIPTION		INITIAL	FINAL	PROJECTED	ACTUAL	
<i>Austintown Local Schools</i> New K-2 and 3-5 School Austintown, Ohio		\$42,688,996	\$42,157,921	September 2013	August 2013 (15 months)	Ahead of Schedule Under Budget
<i>Beaver Local Schools</i> New K-12 School Lisbon, Ohio		\$54,559,771	\$52,490,155	August 2015	August 2015 (17 months)	On Schedule Under Budget
<i>Green Local Schools</i> New PK-12 School Smithville, Ohio		\$27,525,861	\$27,043,156	August 2014	August 2014 (27 months)	On Schedule Under Budget
<i>Weathersfield Local Schools</i> K-5 and HS Renovations Mineral Ridge, Ohio		\$23,986,144	\$23,998,144	August 2014	August 2014 (26 months)	On Schedule On Budget
<i>Strongsville City Schools</i> Strongsville Middle School Strongsville, Ohio		\$41,251,817	\$40,033,610	June 2016	June 2016 (27 months)	On Schedule Under Budget
<i>Streetsboro City Schools</i> New 9-12 High School Streetsboro, Ohio		\$27,159,556	\$25,936,426	May 2015	December 2016 (19 months)	On Schedule Under Budget
<i>Western Reserve Local</i> New PK-12 School New Berlin, Ohio		\$20,837,799	\$20,790,062	December 2011	December 2011 (17 months)	On Schedule On Budget

J. SAFETY PROGRAMS



SAFETY PLAN

Hammond Construction, Inc. is committed to providing a healthy and safe job site work environment for the entire construction team including employees, contractors and visitors. By managing a safe and healthy workplace, we maintain team safety while avoiding potential project disruption and liability. To support our safety efforts, Hammond has developed a comprehensive safety policies and procedures manual that is utilized as a foundation for developing a culture of safety on each project. Hammond strives to build involvement in the safety program and get those on the job site actively engaged through proactive site-specific safety collaboration and discussions. When we can promote safety to everyone around us this will help ensure everyone returns home safely at the end of each work day.

SAFETY EDUCATION



Hammond's Director of Safety, Ryan Nicholson, is an experienced safety professional that is fully dedicated to the positive growth of Hammond's safety culture. Ryan leads Hammond's safety management is focused on implementing policies and training for our entire staff to promote an awareness of potential hazards and risks before an accident or incident occurs on a project. We expect project teams to be proactive toward safety by utilizing a Job Hazard Assessment (JHA) that will assist in planning safety into upcoming major activities. To supplement and support these efforts, Hammond contracts with Safety Resources Company of Ohio (SRCO) to provide assistance in OSHA compliance and safety and health training for construction in the education, health care, corporate, manufacturing, and specialty fields.

HAMMOND CONSTRUCTION, INC. IS COMMITTED TO PROVIDING A HEALTHY AND SAFE JOB SITE WORK ENVIRONMENT FOR THE ENTIRE CONSTRUCTION TEAM INCLUDING EMPLOYEES, CONTRACTORS AND VISITORS.

OSHA COMPLIANCE CONSULTATION, AUDITING AND CONTRACT TRAINING

Hammond performs frequent comprehensive program and site safety audits to help maintain a workplace free of “recognized hazards”. Additional random audits are performed by professional SRCO staff to ensure Hammond’s workplace and safety programs are in compliance with OSHA and State of Ohio regulations. OSHA regulations are the minimum level of compliance and a worker can still be injured if they follow all of the rules and regulations. Hammond recognizes that we must go above-and-beyond the minimum in order to keep the project team safe. SRCO assists us in accomplishing this by offering useful recommendations for improvements through additional training, hazard abatement, and concise audit reports. SRCO performs a project safety audit on all of Hammond’s projects several times per month, in addition to our internal audits.

CUSTOMIZED WRITTEN POLICIES & PROCEDURES

Given the multidisciplinary nature of Hammond’s projects, it is imperative to establish a strategic site safety approach at the front-end of a project. We are committed to developing a robust safety strategy specific to the needs of a particular project. This sets a high standard of workplace safety for all employees, as evidenced by fewer hazards, reduced exposures, and fewer injuries and illnesses. The safety policies and procedures listed below are an example of programs that will assist us in implementing and maintaining the required OSHA and state safety and health standards:

- Accident investigations
- Hearing conservation
- Blood-borne pathogens
- Industrial forklifts
- Confined space entry
- Lockout/Tagout
- Control of hazardous energy
- Motor vehicle
- Drug testing and policy
- Record keeping
- Emergency evacuation
- Respiratory protection
- Ergonomics
- Fall protection
- Fire safety
- First aid/CPR
- Hazardous material first responder
- Hazardous communications
- Personal protective equipment



K. EMPLOYEE SCREENING / SECURITY PROGRAMS



EMPLOYEE SCREENING

Hammond is committed to hiring and retaining top-notch employees; this is accomplished through the following company-based programs:

- ***Pre-Employment Background Checks***
- ***Drug-Free Workplace Policy***
- ***Safety Policies and Procedures Compliance***
- ***Employee Conduct Standards***

PRE-EMPLOYMENT BACKGROUND CHECK

Retaining quality staff members starts with making intelligent hiring decisions. At Hammond, every potential employee is subject to a full, fingerprint background check as a contingency of employment.

The background check is performed through the Ohio WebCheck Fingerprint System. The Ohio Attorney General's Office, Bureau of Criminal Identification and Investigation (BCI) and/or the Federal Bureau of Investigation (FBI) complete such background checks by comparing fingerprints received against a database of criminal fingerprints to determine if there is a criminal record. The process uses state-of-the-art equipment and securely submits digital fingerprint images to the BCI or FBI, making the process virtually error-free.

DRUG-FREE WORKPLACE POLICY

Hammond Construction believes that it is very important to provide a safe workplace for all of its employees and has adopted a Drug-Free Workplace Policy. We have taken steps to address the problem of substance use that negatively affects every workplace. We cannot condone and will not tolerate behaviors on the part of employees that relate to substance use, such as:

- Use of illegal drugs;
- Misuse of alcohol;
- Sale, purchase, transfer, trafficking, use or possession of any illegal drugs;



HAMMOND IS COMMITTED TO HIRING AND RETAINING TOP-NOTCH EMPLOYEES; THIS IS ACCOMPLISHED THROUGH SEVERAL COMPANY BASED PROGRAMS...

- Arrival or return to work under the influence of any drug (legal or illegal) or alcohol.

Hammond is fully committed to our Drug-Free Workplace Policy, which establishes clear guidelines for acceptable and unacceptable employee behavior for everyone in the workplace. We will not tolerate substance use in violation of this policy and intend to hold everyone reasonably responsible for supporting the policy.

All employees are educated in the content of the policy and have the opportunity to ask questions. In addition, Hammond provides a two hour substance abuse awareness seminar every year that all employees are required to attend. Random drug testing is also conducted for all employees, as well as for all contract workers, and occurs on an unannounced basis.

SAFETY POLICIES & PROCEDURES COMPLIANCE

Hammond Construction is committed to providing safe and healthful working conditions for its employees, contractors, and visitors. We conduct all operations and activities in a manner that protects human health, safety, and quality of life.

- All employees of Hammond Construction are expected to comply with the Company's safety policies and procedures.
- We strive to create an environment where a genuine concern for safety is accomplished through example, involvement, training, equipment, and employee recognition.
- Hammond accomplishes 'safety in the workplace' by constantly evaluating the work site, employee training, and its daily operating procedures. In order to ensure safety of its employees, visitors, and contractors, management will control any changes that may affect these issues and individuals.
- We establish, implement and seek to continuously improve sound occupational health and safety policies and programs that comply with or exceed all applicable health and safety laws and regulations. Where existing laws and regulations are deemed inadequate, we adopt our own health and safety standards.

We believe that most accidents can be avoided by sound work practices and personal initiative. Supervisors in charge of each operation teach and guide employees unfamiliar with safe conditions and practices. Each employee is responsible for his/her performance and adhering to our safety rules.

EMPLOYEE CONDUCT STANDARDS

Hammond Construction holds each of its employees to certain work rules and standards of conduct through implementation of an Employee Handbook. When an employee deviates from these rules and standards, corrective action will be taken.

Disciplinary action may include a verbal warning, written warning, suspension without pay and/or discharge. The appropriate disciplinary action will be imposed at the discretion of Hammond. We do not guarantee that one form of disciplinary action will necessarily precede another.

In accordance with the employment-at-will relationship between the Company and the employees, dismissal or termination is within the sole discretion of the Company and may be at any time for any or no reason, with or without notice.



HAMMOND CONSTRUCTION HOLDS EACH OF ITS EMPLOYEES TO CERTAIN WORK RULES AND STANDARDS OF CONDUCT.

L. PRIOR DEFAULTS



Hammond Construction has never been declared in default in any public or private construction project in 44 years of existence.

M. LEGAL COMPLIANCE



Hammond has worked diligently to increase our standards of safety procedures and monitoring. We are striving to create a culture focused on hazard recognition and mitigation in order to protect the safety and health of all involved. The prevention of employee injuries/illnesses is of the utmost importance to Hammond Construction, Inc., and a key ingredient to the continued success and growth of the company. We urge all our employees to join with us to make our company the safest possible place to work.

Over the last 10 years, Hammond has had 5 OSHA inspections, resulting in no citations being issued. For more information on our safety practices please see the "Safety" section of this qualification statement.

N. LIQUIDATED DAMAGES



Hammond Construction is accustomed to liquidated damages clauses in the CMR Agreement. We do not take exception to their inclusion. Liquidated damages have never been assessed on Hammond Construction.



HAMMOND CONSTRUCTION HAS NEVER BEEN DECLARED IN DEFAULT IN ANY PUBLIC OR PRIVATE CONSTRUCTION PROJECT IN 44 YEARS OF EXISTENCE.

O. PRIOR CONSTRUCTION MANAGEMENT AT RISK EXPERIENCE



Hammond has had the privilege of performing the following CMR projects over the last 12 years (see table below). Consider the qualifications of Hammond's team of construction and business professionals, and you understand why we have developed a reputation as a reliable construction partner who

can be counted on to do the job and do it right. We encourage prospective clients to get first-hand feedback from past and current Hammond clients. On the following pages you will find testimonials from some of our most recent K-12 clients.

AKRON PUBLIC SCHOOLS (ELLET)	New 9-12 School & Career Tech	2019	\$47,750,000
AKRON PUBLIC SCHOOLS (K-G)	New 9-12 School & Career Tech	2021	\$61,280,000
BEAVER LOCAL SCHOOLS	New K-12 School	2015	\$47,500,000
BROWN LOCAL SCHOOLS	New K-12 School	2016	\$22,700,800
CHAMPION LOCAL SCHOOLS	New PK-8 School	2018	\$26,630,700
DOVER CITY SCHOOLS	New 9-12 School	2020	\$35,146,000
EASTWOOD LOCAL SCHOOLS	New PK-5 School	2017	\$16,193,000
EUCLID CITY SCHOOLS	New/Ren 6-12 School & Stadium	2020	\$95,000,000
HARRISON HILLS CITY SCHOOLS	New PK-12 School	2019	\$46,327,000
LAKE LOCAL SCHOOLS	New 2-6 School, HS & ES Ren/Add	2018	\$63,466,200
LAKEVIEW LOCAL SCHOOLS	New PK-8 School & Stadium Reno.	2018	\$27,982,000
N. OLMSTED CITY SCHOOLS	New 6-12 School & Stadium	2018	\$72,637,000
N. ROYALTON CITY SCHOOLS	New PK-4, HS & MS Renovations	2021	\$80,000,000
STREETSBORO CITY SCHOOLS	New 9-12 & Stadium, ES & MS Reno.	2017	\$55,000,000
STRONGSVILLE CITY SCHOOLS	New 6-8, HS Renovations	2016	\$65,340,000
WEATHERSFIELD LOCAL SCHOOLS	New PK-5 School, HS Renovations	2014	\$25,525,000
THE OHIO STATE UNIVERSITY	Newark Adena Hall Renovation	2016	\$3,135,000
THE OHIO STATE UNIVERSITY	OARDC Ag Lab/Research Building	2014	\$10,500,000
KENT STATE UNIVERSITY	CAEST Lab/Research & Aeronautics	2014	\$14,500,000
UNIVERSITY OF MOUNT UNION	Gallaher Nursing & Science Labs	2014	\$10,000,000
UNIVERSITY OF MOUNT UNION	Giese Center for Performing Arts	2015	\$10,753,000
UNIVERSITY OF MOUNT UNION	Apartment Housing	2008	\$8,722,000
UNIVERSITY OF MOUNT UNION	McPherson Academic & Athletics	2009	\$15,100,000
BOWLING GREEN STATE UNIV.	Firelands Campus Add/Renovation	2015	\$11,700,000
AKRON ZOOLOGICAL PARK	New Exhibits & Sitework	2013	\$10,500,000
UNION HOSPITAL	Emergency Department	2016	\$15,700,000
SUMMA HEALTH SYSTEM	Rehab Hospital	2012	\$16,011,000
FAITH FAMILY CHURCH	Worship Center	2010	\$20,450,000

TOTAL CONSTRUCTION DOLLARS IN CMR:

\$935,548,700

Strongsville City Schools

ADMINISTRATIVE OFFICES

Cameron M. Ryba, Superintendent
cryba@scsmustangs.org

George K. Anagnostou, Treasurer
ganagnostou@scsmustangs.org



18199 Cook Avenue • Strongsville, Ohio 44136

Phone 440.572.7000 • Fax 440.238.7242

www.strongnet.org

October 28, 2016

To Whom It May Concern:

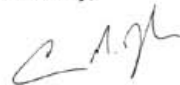
It is with great pleasure that I write this letter of recommendation on behalf of Hammond Construction. From their first day on the job to the last day on the project, Hammond has been a valued partner to Strongsville City Schools. Since 2013, Hammond has been working with us to redefine our district footprint through the construction of a state-of-the-art middle school, comprehensive renovations to our high school, construction of two synthetic turf fields, and the demolition of four buildings.

Being an early adopter of the Construction Manager at Risk delivery method, we placed a great deal of confidence and trust in Hammond to deliver exemplary construction services. Their involvement and dedication to the success of these projects carried the same amount of care and passion as it did for our district employees. Whether it be their attendance at community advisory meetings, Board meetings, or any other request for their presence, they were at the table.

Throughout our collaboration on these various projects, many additions to the original scope were able to be made due to their oversight of the project, bidding strategy, and treating every construction dollar like it was their own. Due to their diligence and partnership, we have a new outlook for the future of our district facilities and the positive impact these facilities will have on the education of our students and the pride of our community. We are confident that we have not just developed a partnership for one project, but a commitment to ensure quality buildings now and into the future.

I have and will continue to highly recommend Hammond Construction to any school district looking for a quality construction partner. If I can be of further assistance, please contact me at 440-572-7010.

Sincerely,



Cameron M. Ryba
Superintendent



September 19, 2016

To Whom It May Concern:

Our Citizens Review Committee has been asked to write a letter regarding Hammond Construction and their performance on two major projects that accounted for almost \$70 million of an \$81 million Bond Issue program for the Strongsville City School District. On behalf of all the members of the Citizens Review Committee that monitored Hammond Construction and the two projects under a microscope, we believe we are in a good position to render our opinion with regard to the services provided in constructing a new middle school and the significant and substantial renovations that were accomplished at our 60 year old high school.

These were not small projects. Even before we had a bond issue passed, went out for bid, or signed a contract, Hammond provided advice and counsel to the committee that concocted the dream and then turned it into reality. Once the Bond Issue was approved we began the search for a construction partner, and as part of that process, checked references. Those who had used Hammond spoke highly of their services and the integrity of the company. We did not find that to be the case with every firm whose references were checked.

Once the bid was awarded, we demanded three things throughout the project: ON TIME, ON BUDGET, DONE RIGHT. It was a simple foundation for the years of work ahead of us, but at every step of the way we challenged Hammond against those three principles. Their knowledge, expertise and professional approach impressed us from the minute we started. They proved their commitment to our district and our Committee. We were demanding and relentless and felt we had the right to expect superior execution from our general contractor. Communication both ways was critical, as we had a very tight schedule and no margins for error or unanticipated consequences. They exceeded our expectations.

Despite our confidence in Hammond, we hired a firm to act as our watchdog – to be our eyes and ears. Past experience taught us to trust and verify. And we did. Our oversight consultant had the easiest job ever and confirmed what we hoped would be a superior team effort by Hammond that was based on the personal commitment of every member of their team. Their management of sub-contractors also proved to be a key to our success. At every step, they

communicated completely and efficiently so there were never any interruptions with the work that had to fit together in perfect synchronization.

New construction is easy. Anyone can do it. They also had the renovation of a 60 year old high school that has been added on to many times, had a major fire and was the prior recipient of shoddy work. It was a considerably less than perfect situation and could have been a disaster. Tight timelines for both projects hit unexpected challenges, but thanks to their creative, pragmatic, and quiet confidence, things have gone better than our wildest dreams. Of great significance to us was their ability to realize and provide countless suggestions and field adjustments to the plans that saved us hundreds of thousands of dollars without cutting corners. In many cases their recommendations were noteworthy improvements.

In addition to the above challenges, two more were driven by a tight construction site at the new middle school, where Hammond had to work around one of our existing middle schools. At the high school, they were inside the building much of the time with class in session. In both cases the safety of students was paramount and their care and concern created a collaborative working relationship with our staff. Perhaps most surprising was their willingness to constantly make adjustments to meet our needs throughout the course of the work.

Should you think your project will be without mistakes and blunders, understand there will be many along the way and one of the most important criteria for any construction contractor you may review is what they do when they make a mistake. Hammond's team was all over the small details and when there was an issue, they owned up to it, determined the right solution and made sure it was in place. They worked through situations and always were serious about their responsibility. With the depth of their team, they never missed a beat.

Our Committee held them to a high standard. They were reliable and delivered what they said they would, when they said they would and the way they said they would. They are the real deal as far as we are concerned. While our high school is not scheduled to be completed until the end of this year, the major parts of that project and their creative, inspired and resourceful methods give us confidence that our high school renovations will be just as magnificent as our new middle school. We have no reservations giving this radiant recommendation.

Trust cannot be given, it must be earned. Hammond Construction is a reputable firm and we are pleased to say that they have earned our trust and appreciation for their commitment to excellence. Should you have questions about our statements, feel free to have them put you in touch with us. We wish you success and satisfaction with your project.

Bond Issue Citizens Review Committee
 George Grozan, School Board Member
 Tom Laub, Medical Mutual (retired)
 Ken Evans, Willis Towers Watson



Green Local Schools

JUDITH A. ROBINSON, Superintendent MARK DICKERHOOF, Treasurer
P.O. Box 438 - 100 Smithie Drive
Smithville, OH 44677-0438 - Wayne County
PHONE (330) 669-3921 - FAX (330) 669-2121
www.green-local.org

June 22, 2015

To Whom It May Concern:


This is a letter of recommendation for Hammond Construction, Inc. Hammond has been working with the Green Local School District for the past five years as the construction management firm overseeing the district's OFCC K-12 building project.

Hammond Construction, and specifically Ryan Weller, has done an outstanding job keeping track of our project with regards to timelines, value engineering costs, overall budget and contractor requirements.

The monthly "Core Team" meetings were facilitated by Mr. Weller and included cost updates, minutes, timely topics, contact information and updates of various stages of completion of the project. As the district's project is being closed out, Hammond's role has not diminished or lost focus. In fact, in these last few months, Mr. Weller has been diligent to ensure that punch list items are taken care of and warranty work is completed. Hammond has made sure that the district is prepared and trained to properly maintain this project for the coming years.

I would wholeheartedly recommend Hammond Construction, Inc. for any of your construction project needs.

Sincerely,


Judith A. Robinson
Superintendent

SMITHVILLE HIGH SCHOOL GREEN MIDDLE SCHOOL

Jason DeMassimo - Secondary Principal
Nate Gaubatz - Assistant Secondary Principal
200 Smithie Drive
Smithville, OH 44677
PHONE: 330-669-3185
FAX: 330-669-2069

GREEN ELEMENTARY

Chris Miller - Elementary Principal
200 Smithie Drive
Smithville, OH 44677
PHONE: 330-669-3501
FAX: 330-669-2974

**BOARD OF EDUCATION
BRUNSWICK CITY SCHOOL DISTRICT**

3643 Center Road
Brunswick, Ohio 44212
Phone 330-225-7731
Fax 330-273-0507
www.bcsd.org



February 21, 2013

To Whom It May Concern:

Please let this letter stand as my personal and professional recommendation for the employment and engagement for services of the Hammond Construction Company.

The school district hired Hammond Construction Company in 2010 as the Construction and Project Manager for our recent \$25 million expansion project at our school district. The renovations occurred at seven building sites.

The professionals assigned to our project were the highest caliber of individuals and brought a wealth of technical expertise to the job site. Hammond provided site superintendents and project engineers that helped us complete our project in time and under budget.

Hammond coordinated the weekly meeting at the job sites with the contractors, sub contractors, site superintendent, the district's business manager, and the district's facilities operations manager.

Hammond also ensured the district that all contractors and subs followed our Board Policies and that there was never contact with our professional teaching staff and our students.

Our Chief Financial Officer, Mr. Patrick East; and our Business Manager, Mr. Dale Saraniti, were always informed of any change or variation in the construction schedule and as CM they also initiated bi-weekly meetings to review pending change orders.

Hammond Construction also served as our advocate in any dispute with the contractors, albeit it occurred infrequently.

Based on the performance of the employees assigned by Hammond Construction and their overall expertise and professionalism while on the job site, I would strongly recommend that you consider the firm of Hammond Construction Company to be engaged as Construction and Project Managers.

Sincerely,



Michael D. Mayell
Superintendent



Weathersfield Local School District

2011-2013 Rating of Excellent with Distinction

3750 North Main Street

Mineral Ridge, OH 44440-9535 Phone: (330) 652-0287

Fax: (330) 544-7476

Damon J. Dohar
Superintendent

Laurena Rouan
Treasurer

19 November 2013

To Whom It May Concern:

This is a letter of recommendation for Hammond Construction, Inc. Currently, Hammond Construction is the Construction Manager at Risk for the Weathersfield Local School District. They are contracted to construct under budget and on time the \$25 million dollar OFCC project for our district.

Hammond, more specifically, Joe Swantek and Bill Schurman have been outstanding to cooperatively work with. In the two years of planning and construction, the company has been an outstanding facilitator and protector of Weathersfield Local's project. The company is consistently timely and proficient in all matters related to the project. Hammond has been a great communicator in cost saving issues and creative design. Furthermore, they have made this process an exceptionally "pain free" experience.

Hammond Construction has a wealth of OFCC experience and works great with Weathersfield Local's construction partner, the Ohio Facilities Construction Commission. I highly recommend the firm of Hammond Construction for any project.

If you have any questions or concerns, please contact me at 330.720.1571 or in my office at 330.652.0287 ext. 1012 or at damon.dohar@neomin.org.

Thanks

Damon Dohar
Superintendent
Weathersfield Local Schools
3750 N. Main St.
Mineral Ridge OH 44440
330.652.0287 Office
330.544.7476 Fax
damon.dohar@neomin.org
Follow on Twitter: @damondohar



9000 Kirby Lane
Streetsboro, OH 44241
(330) 626-4900 O
(330) 626-8102 F

July 11, 2017

To Whom It May Concern:

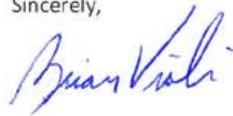
It is with great pleasure that I write this letter of recommendation on behalf of Hammond Construction. Since 2014, Hammond has been working with Streetsboro City Schools to improve the quality of our facilities and overall education of our students. The \$65 million district-wide improvement program includes a new high school, new stadium, renovations to the old high school, renovations to Streetsboro elementary, and a new fieldhouse.

Utilizing the Construction Manager at Risk delivery method, we placed a great deal of confidence and trust in Hammond to deliver exemplary construction services. I had the opportunity to work closely with Bill Schurman and other staff from Hammond Construction and was extremely impressed and pleased with their communication on the progress on the project. The Hammond team embraces a solution-based mentality, always providing us with various options and solid advice when faced with tough decisions. Most importantly, Bill and his staff were fully engaged with the project through their attendance at community meetings, Board meetings, or any other request for their presence. We have been extremely pleased with their performance and look forward to working towards the successful conclusion of our project.

I strongly recommend that you consider Hammond Construction for any construction project. I am convinced that they will strive to serve you, your staff, and most importantly, your students, very well.

If you have any questions or would like to further discuss our experience with Hammond Construction, please do not hesitate to contact me by calling (440) 781-6931.

Sincerely,



Brian Violi
bvioli@rockets.sparcc.org
Board of Education President
Streetsboro City Schools



Mayfield City Schools
EVERY STUDENT. EVERY DAY.

LETTER OF RECOMMENDATION

July 5, 2017

To Whom It May Concern:

I am pleased to provide this letter of recommendation for Hammond Construction regarding their exemplary construction management services provided to Mayfield City Schools based on its various construction projects during the time period January 2010 to December 2013. Specific comments include:

1. Successfully managed construction projects in excess of \$33.0M that included such diverse projects as new "connector" to Mayfield High School along with other additions, renovated football stadium, reclaimed bus garage to be used as a special educational vocational facility, renovated transportation center, new additions to three elementary buildings that consisted of classrooms, media centers, & cafeterias, additions to Mayfield Middle School that included technology labs, and a renovated pool & fieldhouse facility.
2. With skill and agility, assisted architect with pricing, alternate onsite construction options (value engineering) resulting from adverse field & building conditions; coordination of multiple contractors, sub-contractors and construction schedules all the while school was in session and students were traversing adjacent corridors; and maintained constant communication with key stakeholders (staff, student, administration, local officials, etc.) to minimize disruptions in order to maximize the delivery of the end product.
3. With attention to detail, monitored construction contracts as well as clarifications from contractors to minimize change orders that resulted in projects delivered ON TIME AND UNDER BUDGET which permitted the District to "buy up" additional construction capacity to further improve sites by gained economies of scale.
4. Acting as a member of the Mayfield team, treated all aspects of the various projects as if they were members of the community, often times personally overseeing finishing touches and being present so evening events could proceed without disruption.

As a member of the administrative team that worked very closely with Hammond Construction, I wholeheartedly endorse their application to provide construction management services and would be happy to expand further on the items mentioned above or to share additional examples of their professionalism.

Respectfully,



Scott C. Snyder, Treasurer

Gates Mills • Highland Heights • Mayfield Heights • Mayfield Village
Baker Administration Building
1101 SOM Center Road • Mayfield Hts, OH 44124-2006
Dr. Keith Kelly, Superintendent • Mr. Scott C. Snyder, Treasurer
Phone 440.995.6800 • Fax 440.995.7205

James A. Garfield Local Schools

Orson E. Ott Administrative Offices
10235 St. Rt. 88
Garrettsville, Ohio 44231

Voice: 330.527.4336
Fax: 330.527.5941

Ted Lysiak, Superintendent

Tracy L. Knauer, Treasurer

To whom it may concern

Re: Hammond Construction Company
Recommendation for Construction/Design Services

With well-earned respect, I confidently recommend Hammond Construction and Senior Project Manager Robert J. McAuliffe Jr. for any school construction projects and other complex building projects.

I had the great fortune of working with Hammond on the \$5 million, James A. Garfield Elementary Addition completed in August 2014. It stands out as one of the most complex projects undertaken in our community. The project was under an extremely aggressive timeline due to requirements of the state grant funding the project. Our 17,000 square foot addition was built in only 100 work-days. In order to meet our goal Hammond's ability to coordinate appropriate manpower was imperative. Mr. McAuliffe and Hammond's site superintendent Charlie Fury supported each other seamlessly, worked diligently, and communicated well together and with the team to successfully complete the project on schedule.

It is important to note that although the schedule for the aforementioned project was aggressive, I was never concerned with quality being compromised. Hammond's team worked rigorously with pristine attention to detail from groundbreaking to ribbon cutting to final inspection and punch list. It is this work ethic that allowed them to construct for our community a building we will be proud of for the next 50 years.

The Hammond team managed submittal and closeout processes exceptionally well and were always prepared to proactively identify options and solutions to challenges inevitably occurring in a complex project. Manpower and material procurement were managed well and as adjustments were required Hammond smoothly made those adjustments to enhance the flow of construction.

Communication is paramount to making a target date of any construction project. It was this area that Hammond set themselves apart from their competitors. From pre-bid questions to clarify the scope of work, through weekly construction meetings and 24-7 service throughout the project Hammond made my district feel like we were their only customers. They communicated budget, material options, design choices and project obstacles openly and clearly.

The success of any complex project depends in large measure on the team assembled and the team's ability to communicate and work collaboratively and unselfishly towards the goal. Hammond's service to James A. Garfield Schools was excellent and their contribution to the construction team commendable. Again, I highly recommend the Hammond Construction team and would welcome their contribution to future construction teams I work with. Your inquiries are invited.

Sincerely,



Ted A. Lysiak
Superintendent
James A. Garfield Local Schools

P. SUSTAINABILITY

LEED PLAN

A growing number of clients are turning to Hammond for guidance on how best to integrate environmentally sound building processes and systems into their projects. It's an area in which we are well-qualified.

Through LEED we optimize building performance, reduce operational costs, create a healthier learning environment and reduce the facility's environmental impact on the surrounding community. We serve as consultants for our clients, setting priorities and steering clear of unproven approaches. Instead we select materials, techniques and processes with a proven ability to reduce energy usage and provide real, measurable environmental benefits while meeting the needs of our clients.

Hammond has the talent and the desire to preserve the environment while providing the greatest long-term value to our clients. Please see the graph below demonstrating Hammond's depth of experience in achieving LEED Certified Buildings.



LEED MANAGEMENT & TRACKING

Hammond becomes involved with the district's LEED Plan from the start. The design team, district and Hammond will gather for an Eco-Charette early in the design phase to develop a plan for attaining certification. During this meeting we will discuss your building's certification goal, specific credits pursued and the feasibility of those credits from a construction standpoint. Once the design is complete, Hammond will develop a LEED Plan to implement the steps needed to attain credits that are assigned to our firm. The project manager will schedule a LEED Kick-off meeting after the subcontractors are on board. We will discuss the credits that we are pursuing, the standards that are required to meet those credits and distribute the tracking forms that must be utilized to accomplish those goals. Each contractor will sign-off in acknowledgement of the written LEED Plan and their commitment to meet the district's certification goals during construction.

Throughout the construction phase, Hammond has several processes in place to document our LEED credits. This includes but is not limited to photo documentation, weekly or monthly inspections, and LEED tracking sheets. Some of our typical documentation can be found on the following page.



LEED Submittal Form Harrison Hills City Schools- New PK-12 School

Contractor: Villano Construction Co., Inc. Spec Section: 042000
Approved By: Mark A. Villano Submittal No 04A-042000-002 (A)
Date: October 19, 2017 Description: Concrete Masonry Units

LEED SUSTAINABLE PRODUCT INFORMATION

I certify that this Submittal has been reviewed, checked and approved for compliance with the Contract Documents.

Product Name: Concrete Masonry Units Vendor/Manufacturer: Schory Cement Products
Product Cost (MATERIAL ONLY, do not include labor): Limestone \$280,883. Slag \$93,627.
Sand \$79,583. Fly Ash \$14,044.

MR 4 Recycled Content

Post-Consumer % (by weight) 0% Pre-Consumer % (by weight) 20%

MR 5 Regional Materials

Distance between project and extraction/harvest site for each raw material (in miles): See attached
Limestone 74 miles; Slag 92 miles; Sand 56 miles; Fly Ash 34 miles 42 Miles
Distance between project and manufacturer (in miles):

Percent Compliant [Percent by weight of components that meet both extraction and manufacture criteria- (Ex: 40 # CMU- 0 # of Cement b/c harvest is >500 miles, 20 # of sand and 16 # of gravel = 90% compliant): 100%

IEQ 4.1 Low-Emitting Materials - Adhesives & Sealants & IEQ 4.2 Paints & Coatings

Adhesives & Sealants and/or Paints & Coatings meet the testing and product requirements of the California Department of Health Services Standard (Section 01350). MSDS sheets must be attached. ☐ Yes ☐ No

Product Name N/A

VOC Content (g/l) Allowable VOC Content (g/l)

IEQ 4.3 Low-Emitting Materials

Flooring System Products meet the testing and product requirements of the California Department of Health Services Standard (Section 01350).



Table L-3. Sustainable Materials

Aprox Estimate From SDV	Legend	User-entered
		Read-only

Google Earth Link for Mapping

IEQ 4.4 Low-Emitting Materials

Composite Wood & Agrifiber Products meet the testing and product requirements of the California Department of Health Services Standard (Section 01350).

IEQ 4.6 Low-Emitting Materials

Ceiling and Wall Systems meet the testing and product requirements of the California Department of Health Services Standard (Section 01350).

Product is a rapidly renewable material.

Attach one of the following:
☐ Product Cut Sheet

(Note that CM review is for compliance with the General Conditions.)

General Information					Recycled Content			
Submittal Number	CSI Div (optional)	Description of Material	Manufacturer / Vendor Name	Material Cost ¹ (\$)	MR Credit 4 Percent Post-Consumer (%)	Percent Pre-Consumer (%)	Sustainable Criteria Value (\$)	Cutsheet Provided ²
03A-033000-008	03A	Footings/Buried Foundation	M&R Ready Mix	\$ 65,771.00	0.00%	50.00%	\$ 16,442.75	No
		SOG/SOMDI Interior Walls	M&R Ready Mix	\$ 111,296.00	0.00%	0.19%	\$ 105.73	No
		Precast Topping/Stair Pan (Mix Design 45A)	M&R Ready Mix	\$ 4,141.50	0.00%	0.20%	\$ 4.14	No
		Ext Concrete Mix Design 65C)	M&R Ready Mix	\$ 24,402.00	0.00%	0.24%	\$ 29.28	No
		Mudmat	M&R Ready Mix	\$ 3,000.00	0.00%	60.11%	\$ 901.65	No
04A-034113-007		10" Hollow Core Plank	Mack Industries	\$ 61,300.00	6.82%	6.8%	\$ 6,270.99	No
04A-042000-010		Medium Weight CMU	Tri County Block & Brick	\$ 161,934.00	0.00%	34.0%	\$ 27,528.78	Yes
		Normal Weight CMU	Tri County Block & Brick	\$ 44,301.00	0.00%	3.0%	\$ 664.52	Yes
		Grout Cement	St. Mary's Cement	\$ 52,855.00	100.00%	0.0%	\$ 52,855.00	Yes
		Grout Slag	St. Mary's Cement	\$ 52,855.00	100.00%	0.0%	\$ 52,855.00	Yes
04A-042000-010a		Grout	Quikrete	\$ 10,000.00	0.00%	6.7%	\$ 335.00	Yes
		Brick #924	Bowerston	\$ 36,120.00	0.00%	2.0%	\$ 361.20	Yes
		Brick #924	Bowerston	\$ 20,947.00	0.00%	99.0%	\$ 10,368.77	Yes
		Brick #940	Bowerston	\$ 94,202.50	0.00%	99.0%	\$ 46,830.24	Yes
		Brick Desert Sage	Bowerston	\$ 45,263.75	0.00%	13.0%	\$ 2,942.14	Yes
		Brick 85/15	Bowerston	\$ 15,557.50	0.00%	99.0%	\$ 7,700.96	Yes
04A-072703-005		Sprayfoam Proseal MD-C-200	Icyenere	\$ 51,000.00	0.85%	5.1%	\$ 1,734.00	No
05A-051200-001		Struct Steel Fabricated By Thomas Steel, Br	ArceelorMittal - Louisiana	\$ 2,781.00	90.00%	10.0%	\$ 2,641.95	No
		Steel	Atlas Tube - East Chicago, IN	\$ 4,326.00	23.00%	70.0%	\$ 2,509.08	No
		Steel	Atlas Tube - Portage, IN	\$ 618.00	50.00%	40.0%	\$ 432.60	No
		Steel	Bull Moose Tube - Gary, IN	\$ 16,789.00	25.00%	11.9%	\$ 5,196.20	No
		Steel	Bull Moose Tube - Ghent, KY	\$ 10,351.00	25.00%	35.0%	\$ 4,399.18	No
		Steel	Bull Moose Tube - Braddock, PA	\$ 3,347.50	25.00%	11.9%	\$ 1,036.05	No
		Structural Steel	CMC Steel	\$ 71,430.50	89.20%	8.8%	\$ 66,858.95	No
		Steel	Gerdau - GA	\$ 12,463.00	67.70%	27.7%	\$ 10,163.58	No
		Steel	Gerdau - TX	\$ 10,690.50	89.80%	2.7%	\$ 9,717.05	No
		Steel-NF3616	Independence Tube - AL	\$ 29,664.00	54.80%	11.2%	\$ 17,917.06	No
		Steel-T22684	Independence Tube - IN	\$ 4,532.00	19.80%	14.4%	\$ 1,223.64	No
		Steel	Nucor-Yamato	\$ 140,492.00	82.90%	16.9%	\$ 128,339.44	No
		Steel	Nucor-Berkeley	\$ 2,214.50	41.70%	8.5%	\$ 1,017.56	No
		Steel	Steel Dynamics, Inc.	\$ 109,540.50	77.00%	19.4%	\$ 94,971.61	No
06A-083323-001		Misc. Steel/Aluminum	Nucor-Cornerstone Fabricating	\$ 16,409.00	82.50%	16.9%	\$ 14,923.99	No
06A-101419		Overhead Counter Shutter	Overhead Door Corporation	\$ 1,981.00	42.78%	9.4%	\$ 940.18	No
		Cast Aluminum - Signs	Gemini	\$ 11,294.00	0.00%	30.0%	\$ 1,694.10	No

Q. COORDINATING BIDDING WITH GMP PACKAGES



Construction Manager at Risk (CMR) is becoming a more prevalent delivery method since the onset of Ohio's Construction Reform initiative passed in 2011. In this project delivery process, Hammond is engaged by the owner during the design process to assist in pre-construction project management support services, such as input regarding costs, methods, and alternatives to the construction and site planning process.

The CMR is asked to provide a guaranteed maximum price (GMP) for the construction of the project, and incurs the risk of cost overruns. A GMP can be established at various degrees of design completeness. If established at an earlier design stage, such as 80%, the recommended contingency amount will be larger than if the GMP is established after the design is complete. The primary intended benefit of a GMP to the owner is to fix the total project costs. The contracting entity committing to the GMP typically incorporates a contingency into the GMP that it maintains to offset the risks of potential cost overruns.

We then act as a manager during the construction and post-construction phases of the project. We coordinate all bidding and sometimes start construction prior to design completion, conserving both time and money without sacrificing quality.

DESIGN REVIEWS

Early in the design process, Hammond will begin to scrutinize project specifics to achieve cost savings. We will provide value engineering suggestions and constructability reviews with each design phase submission that will translate to reduced project costs. We will evaluate the project schedule and phasing requirements and set parameters that provide the greatest opportunity for cost savings. In addition, we will develop a procurement approach that is targeted at obtaining good bidder participation which will translate to cost savings.

BID PACKAGING

When we receive the design documents to develop a GMP, we also develop a bid packaging plan with a strategic focus



on achieving specific goals. To meet the needs of our client, we may have a special focus on reducing overhead, increasing bidder interest, soliciting greater local involvement, eliminating scope gaps, or providing maximum coordination facilitation. In addition, the procurement approach will be developed so as to suit the scheduling and phasing needs for the project.

Our bid packages are developed based on:

- Category of trade labor involved
- Time frame for particular materials or services
- Practical or financial advantages of grouping similar work

To ensure a team approach to project execution, it is important that we secure comprehensive coverage on all bid packages. That's why we require overall construction schedules, qualifications and project requirements as part of the bid package process. This helps us be confident that we are hiring subcontractors and material suppliers who are well organized and prepared to work with us in a cooperative relationship.

Once the bid packages for a project are defined, specifications and construction documents are developed and assembled.

PREQUALIFICATION PLAN

Selecting the right contractors can make a significant difference in the success of a project. Hammond has effectively implemented a process to ensure contractors are hired based upon more than price alone. Contractors need to understand the project requirements and demonstrate a history of commitment to quality workmanship.

The first step in this process is to develop a list of potential subcontractors, per bid package, which we will review with the team well in advance of actually sending out the prequalification form. Once the list is reviewed and refined we will solicit the prequalification information from each subcontractor, review it, make a determination regarding the results, and share this information with the team.

We have developed our own prequalification form for this process. A copy of Hammond's prequalification form (shown on the following page) can be amended to accommodate any specific items Hudson CSD desires to include.

We believe the best approach to developing bidder interest is to simply pick up the phone and call them to discuss the project and timeline. We then follow up with each potential bidder, via phone call; to share with them additional information as dates and scope become more solidified. This seems like an overly simplistic approach, however, the personal connection makes each bidder feel that we are genuinely interested in their involvement and we get a good sense of their true level of interest. Also, dependent on the amount of bidder interest, we will perform additional tasks to try and engage the bidder community such as schedule and conduct bidder outreach meetings or contact material suppliers to get a list of potential bidders.

SELECTING THE RIGHT CONTRACTORS CAN MAKE A SIGNIFICANT DIFFERENCE IN THE SUCCESS OF A PROJECT.

SUBCONTRACTOR PRE-QUALIFICATION FORM

Revised September 20, 2016

Project Name: _____

Company Name: _____ Contact Person: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Fax: _____

Federal ID#: _____

Email Address: _____

Type of work qualified to perform: (masonry, steel, etc.) _____

Type of work your company intends to self-perform: _____

Type of work your company intends to subcontract: _____

What percentage of your company's work is normally subcontracted? _____

List the counties/geographical area in which you work and any union commitments in those areas: _____

Year Business Started: _____ Number of Employees: _____

Union / Signatory: Yes ☐ No ☐ If yes, indicate which trade unions: _____

Business Type: ☐ Corporation ☐ Partnership ☐ Limited Liability Company ☐ Sole Proprietorship
☐ Other (specify) _____

Name & Title of Corporate Officers	Years with Company

Is this company owned or controlled by a parent company or any other organization? ☐ YES ☐ NO
If yes, please describe on a separate sheet and attach.

Is this company a certified: ☐ MBE ☐ WBE ☐ DBE ☐ VBE ☐ SBE ☐ Native American ☐ Other _____

Page 1

Supplier Name & Location _____

Contact Person _____ Telephone _____

Relevant Project Experience (provide three)

Project: _____

Contact: _____

Telephone: _____ Contract Amount: _____

Project: _____

Contact: _____

Telephone: _____ Contract Amount: _____

Project: _____

Contact: _____

Telephone: _____ Contract Amount: _____

Page 4

SUBCONTRACTOR PRE-QUALIFICATION FORM

Revised September 20, 2016

Does this company have an Ohio EEO Certificate of Compliance? **If yes, please attach.** ☐ YES ☐ NO

Is this company enrolled and in good standing in the Ohio Bureau of Workers' Compensation Drug-Free Safety Program? ☐ YES ☐ NO

Has this company or any of its officer(s) declared bankruptcy in last 5 years? ☐ YES ☐ NO

Has this company ever violated any affirmative action program within the last 5 years? ☐ YES ☐ NO

Current Contract Backlog: _____

Has this company ever failed to complete a project? ☐ YES (describe below) ☐ NO

Details: _____

Has this company ever failed to complete a project on time? ☐ YES (describe below) ☐ NO

Details: _____

Has this company ever defaulted or been terminated (for any reason) on a contract awarded to you? ☐ YES (describe below) ☐ NO

Details: _____

Has this company ever performed work for this Owner? ☐ YES (describe below) ☐ NO

Details: _____

Is this company located in the County where the work will take place? ☐ YES ☐ NO

Details: _____

Contractor's License(s)

State: _____ No: _____

State: _____ No: _____

Page 2

Explanation on a separate sheet.

organization ever been requested by a public owner to return to force, or installation issues. ☐ YES ☐ NO

Explanation on a separate sheet stating the project and contract

requested arbitration or mediation with regard to construction ☐ YES ☐ NO

Explanation on a separate sheet.

Telephone _____

Bonding

Surety _____

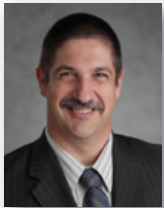
Surety Agent _____

Page 3

R. BUILDING INFORMATION MODELING (BIM)

Building Information Modeling (BIM) is the process of generating and managing data about the building, during its life cycle. Typically BIM uses three-dimensional, real-time, dynamic building modelling software to increase productivity in the design and construction stages.

This exciting tool has become much more prevalent in the construction industry over the last five years. Hammond currently utilizes Autodesk Revit Architecture 2012 and Autodesk Naviswork 2014 for BIM. Hammond also has a full-time staff member, Roy Raber, who is committed to developing Hammond's BIM capabilities.



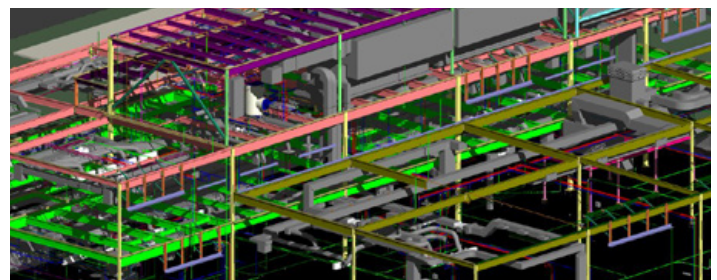
The use of BIM in the construction industry as a whole can offer benefits in many areas. The ability to construct a building before it is actually built translates into fewer requests for information and change orders, and thus dollars saved for the owner. Also, BIM provides a true 3-D model which can be used to clearly convey the critical path for a schedule and improves communication amongst all parties involved in the construction management process.

Through the pre-construction and construction phases of your project, Hammond is able to coordinate meetings with the design team, owner, and later on in the process with subcontractors to address the following issues:

- Value Engineering
- Coordination of trades
- Site logistics
- Sequencing of construction and phasing
- Operational impacts
- Clash detection items

The BIM process is particularly beneficial in two ways:

- 1) **As-Built Drawing Production** – The MEP Coordination Drawings can be used to develop very accurate as-built drawings for the owner's use post-construction. The BIM process allows for all of the specific data for each piece of equipment, including the operation and maintenance information, to be entered into the drawings and stored for quick reference later. Also, Hammond believes that as technology continues to improve, more and more maintenance staff will be equipped with mobile computing equipment that can access this data very easily and quickly in an "on location" setting, greatly increasing maintenance efficiency, which will lower maintenance costs.
- 2) **MEP Coordination** – The mechanical, electrical, and plumbing systems can be much more complicated than in any other form of non-industrial construction. Hammond Construction has learned that using the BIM process to develop the Coordination Drawings for these MEP systems will greatly increase the efficiency of producing these documents and will increase the efficiency of the construction. This overall increase in efficiency translates to a much shorter schedule.



BIM Clash Detection rendering developed for The Ohio State University's OARDC Ag Engineering Building