



CUMMING
Building Value Through Expertise
ccorpusa.com

Lake County, Florida
**On Call Construction
Estimating Services**

Solicitation Number: 21-0927 | June 22, 2021

Building Value Through Expertise

June 22, 2021

Bill Ponko
Contracting Officer
Lake County, Florida
Office of Procurement Services
P.O. Box 7800
315 West Main Street
Tavares, FL 32778
Via email: bponko@lakecountyfl.gov

RE: Solicitation Number 21-0927, On Call Construction Estimating Services

Mr Ponko:

I am pleased to submit the enclosed response to Lake County, Florida's request for proposals for On Call Construction Estimating Services. As demonstrated herein, Cumming Management Group, Inc. (Cumming) has been successfully providing these services to our clients around the country since our inception in 1996. With our cost management team, extensive local government expertise, and collaborative project approach, I believe Cumming is uniquely qualified to provide the Lake County with the level of services and expertise your projects require.

- **Cutting Edge Market Analysis** — Our in-house economists produce and publish Cumming Insights, a comprehensive, quarterly construction market analysis that tracks regional and global trends affecting the industry, such as unemployment, GDP, energy costs, currency indices, materials and labor costs, and construction volume. This wealth of knowledge informs our cost management practice, and we use it to our clients' benefits to ensure we deliver their projects on-budget.
- **Largest Cost Management Team** — We are able to leverage not only the country's largest cost management team—over 200 estimators—but one with the most public institution expertise, as well. This includes our nationwide, 30-person MEP cost estimating team. We firmly believe that having the ability to call on this level of bench depth will be critical in providing best-in-class on-call services to Lake County, Florida.
- **A Project Team with Excellent References** — Our project team has deep knowledge, extensive experience, and excellent references from completing thousands of projects for over 24 years. Our team includes seasoned veterans in cost management, scheduling, project management, and many more.
- **Extensive Portfolio of On-Call Contracts** — We have extensive experience working with on-call contracts in which our services are requested on a task order/work order basis. These kinds of assignments necessitate quick, efficient, and high-quality responses. Through our team's depth and years of experience in the term contract environment, we are able to provide the right resources at the very moment they are needed.
- We are very excited about the opportunity to propose our on-call cost and scheduling services to Lake County, Florida. We look forward to your response and to working with you and the project team. Should you have any questions regarding our submission, please contact me directly on my cell phone at 803-917-5287 or via e-mail at jholt@ccorpusa.com. We thank you for the opportunity and your consideration.

Sincerely,



Jeremy Holt
Managing Director

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Section

1



Vendor Profile

Section 1 Vendor Profile

Statement of Interest & Understanding of Project.

It is our understanding that Lake County, Florida is seeking to hire a firm to provide various cost estimating and construction analysis services on an on-call basis. Cumming Management Group, Inc. is very interested to partner with Lake County, Florida as it is uniquely qualified to provide these services.

Strength of Team

Size: Our cost management team of over 200 dedicated team members gives us one of the largest pools of independent full time estimators in the country and allows us to commit to extremely tight deadlines by utilizing a virtual bench/work sharing.

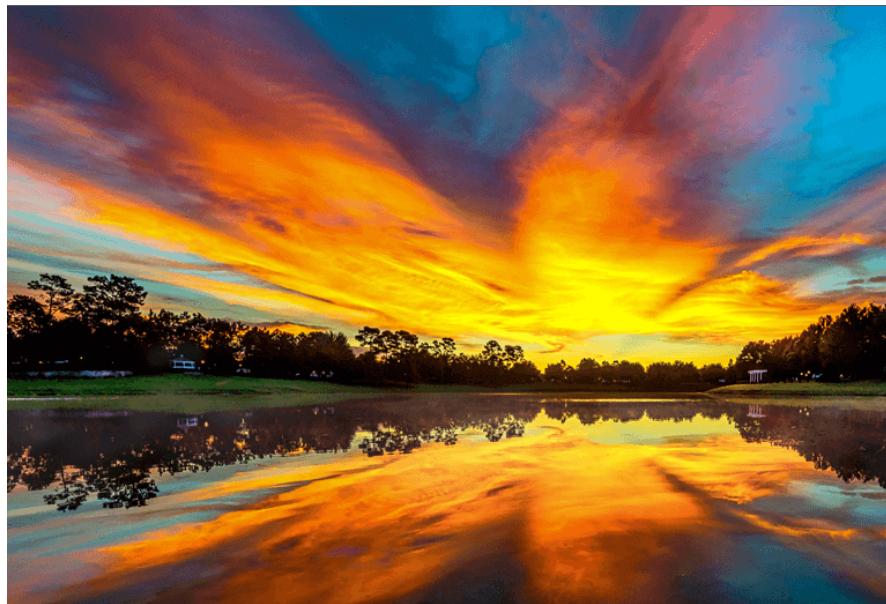
Specialists: Our cost management team is made up of a variety of skill-sets. Unlike many of our competitors we possess a mix of quantity surveyors, estimators, in-house economists, in-house MEP estimators, and ex-subcontractors. The majority of our competition outsources these specialty service needs.

Local Market Experts: Our local team brings over 24 years of regional experience and lessons learned of what makes the local market tick and how that affects construction pricing.

Availability: We literally never close. As a service we are driven to surpass our clients' expectations by always going above and beyond to bring a team effort to commit to the tightest of deadlines and the most urgent of requests.

The goal of the process is for Lake County to contract with qualified individuals or firms for both small projects as well as with firms that specialize in large-scale complex estimating and analysis due to the variety of projects and scopes of work. Services will include, but are not limited to:

- Capital construction budgeting and master planning estimates including life cycle costing and operational costs;
- Value engineering suggestions and alternative design costs analysis and proposals;
- Detailed cost estimated by construction division at schematic design, design development and construction document phases of design;
- Construction schedule review with and without construction expenditure/cash flow projections;
- Construction Manager or General Contractor bid/ Guaranteed Maximum Price analysis to include but not limited review of general conditions, construction schedules and milestones, documents, bidders (pre-qualified, solicited, selected), bid package preparation and scope of work documentation, unit prices, and bid analysis and recommendations;
- Schedule of values review and analysis;
- Change order evaluation;
- Auditing and claims analysis;
- Facilities condition assessments with budgetary cost estimates;
- Cost Estimating associated with disaster related facilities damages;
- Expert witness services or testimony.



“We are driven to surpass our clients’ expectations by always going above and beyond.”

Firm Profile/Firm History

Cumming is a full-service, international consulting firm that specializes in clients through the entire planning, design, and construction process. We are adept and experienced at all types of construction in this sector, from renovations and expansions to new-builds and entire multi-location programs. We have worked on numerous local government projects across North America, providing the full range of services for our valued clients in this specialized sector. These services, which are customized to meet each client's unique needs and vision, include program, project, and construction management; cost management and estimating; scheduling; energy consulting; and more. Our approach to each project is simple: we utilize local talent who understand the nuances and requirements specific to the location, and we support them with the full expertise and resources of our international in-house cost estimating team. Utilizing this approach, we have successfully supported and delivered local government developments since our inception in 1996.

As a program, project, and construction management firm, Cumming is considered a premier provider of owner's representative services. This is reflected in our repeat business rate of approximately 85%. Additionally, Building Design + Construction ranks Cumming #7 among the nation's top 75 construction managers, and we have ranked on Engineering News-Record's listing of the Top 100 Construction Management-For-Fee firms for 16 years in a row, the last three of which we were in the top 20. **Among firms that provide only owner's representative services, we rank in the top five.**

1,000+

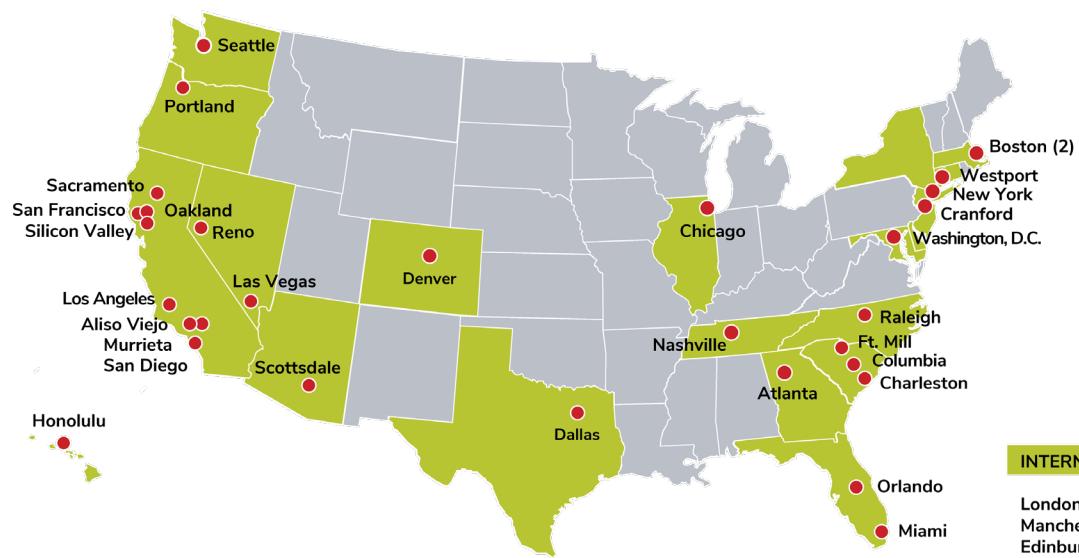
Team Members

36+

Offices

\$40B

Managed Annually



Completed Attachment 3 – Reference Form.

ATTACHMENT 3 – REFERENCES FORM

21-0927

List no more than five projects which best illustrates qualifications relevant to the Solicitation. References must be less than five years old. LIST no more than two LAKE COUNTY GOVERNMENT PROJECTS (past, current, prime, and subcontractor) FIRST.

Cumming Management Group, Inc.

PROJECT NAME: York County, Capital Improvement Projects, Phase 1

Agency: York County, SC

Address: 6 South Congress St.

City, State, Zip code: York, SC 29745

Contact Person: Lisa Hagood, PE

Title: County Engineer

Email: engineering@yorkcounty.gov.com

Telephone: 803-818-5733

Project Cost: \$135 million

Contract Start and End Dates: September 2014 – January 2021

SCOPE of Project (list tasks, outlines or descriptions of items): Cumming provided cost management services for the development of a Master Plan for the City of Raleigh's Civic Center Campus. This process included participation in public stakeholder meetings, assessment of near -and long-term goals, and the coordination with a large A/E team with the City's Departments. The plan includes a multi-building, mixed-use civic campus that will house core functions of City government downtown. The centralized campus will consolidate approximately 1,200 employees of the City's workforce, increase workplace efficiency, enhance customer service, and support economic development.

PROJECT NAME: Newberry County, Capital Projects

Agency: County of Newberry, SC

Address: 1309 College St., P.O. Box 156

City, State, Zip code: Newberry, SC 29108

Contact Person: Crystal Waldrop

Title: Purchasing Director

Email: cwaldrop@newberrycounty.net

Telephone: 803-321-2100

Project Cost: \$6.3 million

Contract Start and End Dates: October 2017 – September 2019

SCOPE of Project (list tasks, outlines or descriptions of items): Cumming provided construction management services, focusing on six high-priority renovation and repair projects for the County totaling \$6,355,000, which will include three larger scale assignments. The three large-scale projects will include major renovations and improvements at Newberry County's Detention Center and Library Museum, as well as mechanical updates at the local Opera House. Project specifics, include: Newberry County Detention Center – a new roof, ceilings, plumbing, mechanical, and the addition of an outdoor exercise area, as well as environmental abatement; Newberry County Library Museum – a new elevator addition along with a third level mezzanine,

and a complete renovation of the existing interior spaces; Newberry County Opera House – replacement of the existing mechanical equipment.

PROJECT NAME: Charleston County School District, Capital Building Program

Agency: Charleston County School District

Address: 75 Calhoun St.

City, State, Zip code: Charleston, SC 29401

Contact Person: Larry Lutrario

Title: Construction Procurement Officer

Email: Lawrence_lutrario@charleston.k12.sc.us

Telephone: 843-566-8150

Project Cost: \$1.5 billion

Contract Start and End Dates: 1999 - ongoing

SCOPE of Project (list tasks, outlines or descriptions of items): Cumming has provided full Program Management services for the Charleston County School District's Capital Building Program since 1999. In that time, our team has created over \$75 million in savings for the District through cost and time saving measures, such as early bid packages. Throughout this program, we have worked directly with the City of Charleston's Design Review Board, neighborhood groups, the Town of Mount Pleasant and Charleston County to create programs that meet and exceed not only our clients' needs and expectations, but also the needs of the community as a whole.

PROJECT NAME: Raleigh Civic Campus Masterplan

Agency: City of Raleigh

Address: 222 W. Hargett St.

City, State, Zip code: Raleigh, NC 27601

Contact Person: Ahmed Sultan

Title: Project Manager

Email: ahmed.sultan@som.com

Telephone: 202-367-2547

Project Cost: \$190 million

Contract Start and End Dates: January 2017 – July 2018

SCOPE of Project (list tasks, outlines or descriptions of items): Cumming provided cost management services for the development of a Master Plan for the City of Raleigh's Civic Center Campus. This process included participation in public stakeholder meetings, assessment of near -and long-term goals, and the coordination with a large A/E team with the members of the City's Departments. The plan includes a multi-building, mixed-use civic campus that will house core functions of City government downtown. The centralized campus will consolidate approximately 1,200 employees of the City's workforce, increase workplace efficiency, enhance customer service, and support economic development.

PROJECT NAME: Collier County Jail Master Plan

Agency: County of Collier

ATTACHMENT 3 – REFERENCES FORM

Address: 3315 Tamiami Trail East

City, State, Zip code: Naples, FL 34112

Contact Person: Jim Herenbruck

Title: Senior Project Manager

Email: jim.herenbruck@aecom.com

Telephone: 415-896-5858

Project Cost: \$13 million

Contract Start and End Dates: June 2017 – October 2017

SCOPE of Project (list tasks, outlines or descriptions of items): (1.) Naples Jail – Master Planning of expansion capabilities at the current Collier County Government Center site relative to two primary alternatives. Investigate and analyze expansion and/or reengineering of the existing jail facility at the present location by phased construction on available land and/or incorporation of adjacent facilities. (2.) Immokalee Jail – Master Planning to determine the extent of existing land capable of development through phased or simultaneous construction. An analysis of inmate transportation requirements between this facility and the Collier County Courts was required.

Program Manager: List the name, business address, telephone number and e-mail address of the program manager for the project. Provide a resume of the individual's background and skills in managing similar projects.



Jeremy Holt, CCP

Principal-In-Charge/Managing Director

Jeremy has over 20 years of professional experience in construction and program/construction management ranging from small addition/renovations to large, complex multi-building campuses. Jeremy's vast experience has proved invaluable in the realm of estimating projects along with their associated constructability reviews and Change Order Proposals. As a Managing Director, he has worked extensively throughout the Carolinas on all sectors.

Business address

5540 Centerview Drive, Suite 316, Raleigh, NC 27606

Telephone

919-237-4101

Email

jholt@ccorpusa.com

Education

Business Management,
Coastal Carolina University,
Myrtle Beach, South Carolina

Civil Engineering,
Trident Technical College,
Charleston, South Carolina

Certifications

Certified Cost Professional,
AACE International, No. 4131

Unlimited Licensed Building
Contractor, State of South
Carolina

Relevant Experience

- Aiken County, New Government Center, Aiken, SC
- Albemarle Building Renovations, Raleigh, NC
- Charleston Area Regional Transit Authority (CARTA) Intermodal Center, North Charleston, SC
- City of Columbia, Exxon Parking Lot Renovation, Columbia, SC
- City of Columbia, Finlay Park Master Plan, Columbia, SC
- City of Greenville, Project ONE Mixed-Use Development, Greenville, SC
- City of Greenville, Riverwalk Mixed-Use Development, Greenville, SC
- City of Greenville, Eastpark Avenue Sewer Upgrades, Columbia, SC
- Durham County, Main Library Renovation, Durham, NC
- Fort Bragg, Building E26331, Fayetteville, NC
- Greenville County, New Summary Court, Travelers Rest, SC
- Wayne County, New Maxwell Regional Agricultural and Convention Center, Goldsboro, NC
- North Carolina National Guard, Capital Improvement Proj., Central Region, NC

Per Addendum No. 1 dated 6/17/2021, R2. Please provide the resumes for the proposed staff.



Joseph Grandone

Cost Management

Joe has over a decade of experience in the construction industry and possesses proven leadership skills and problem-solving qualities. Joe focuses on strategic implementation of various pre-construction services on large building projects throughout the world, from cost and project management, to value engineering and design analysis, with a specialized insight into risk management and sustainability consulting. He has represented owners, architects, and engineers on required pre-construction preparations for all stages of design in a multitude of sectors, such as education, cultural, government, commercial, and luxury residential. He has extensive experience in North Carolina and is familiar with the local and regional markets.

Education

B.S., Civil Engineering, The Fu Foundation School of Engineering and Applied Science, Columbia University

B.S., Physics/Engineering, Bates College

Software

Certified Cost Consultant, AACE International, No. 4131

State of South Carolina – Unlimited Licensed Building Contractor

Relevant Experience

- Confidential Corporate Tech Client, New Data Center Hub, Bridgeport, AL
- Georgia Pacific Warrenton Administration Office Building, Greenville, SC
- Bakery Square Mixed-Use Development, Due Diligence Review, Pittsburgh, PA
- Orange County Water and Sewer Authority, Server Room Renovation, Hillsborough, NC
- Orange County Water and Sewer Authority, Locker Room Renovations, Hillsborough, NC
- Leesburg Police Station Expansion, Leesburg, VA
- Fisher Island Community Association, Relocation of Commercial Water Transportation Operations & Resource Facility, Miami, FL
- Randolph County, Northgate Complex Renovation for New County Offices, Asheboro, NC
- Grady Health, Ponce de Leon Center Advanced Planning, Atlanta, GA
- The Langham, Historic Hotel Renovations, Boston, MA
- Town of Cary, Downtown Parks Master Plan, Cary, NC
- Town of Cary, Historical Property Review, Cary, NC
- Umstead Historical Hotel Renovation, Cary, NC
- USA Baseball, National Training Complex, Cary, NC
- UNC- CH, New Medical Education Building, Chapel Hill, NC
- UNC-CH, McColl Building Renovation and Addition, Chapel Hill, NC
- UNC-CH, Koury Auditorium, Chapel Hill, NC
- UNC-CH, Translational Research Building, Chapel Hill, NC
- UNC-CH, School of Dentistry, Chapel Hill, NC
- UNC-CH, Carroll Hall Lobby, Chapel Hill, NC
- Clemson University, Calhoun Court Energy Building Upgrades/ Additions, Clemson, SC
- NC Central University, 2018-2028 Campus Master Plan, Durham, NC
- Museum of the Cape Fear Historical Complex, Renovation Space Planning Study, Fayetteville, NC
- Pier Sixty-Six Hotel & Marina Villas, Renovation & Expansion, Fort Lauderdale, FL
- North Carolina A&T State University, New Engineering Research & Innovation Complex (ERIC), Greensboro, NC
- NCNG, Fort Fisher Bldg. 116, Raleigh, NC



Sonny Jester, J.D., MCIARB

Expert Witness

Sonny brings over 15 years of experience as a construction consultant in addition to more than 25 years of experience as an attorney with expertise in commercial and construction law. He has extensive experience working with owners, contractors, subcontractors, design professionals, vendors, and sureties in a variety of capacities.

He has participated in hundreds of mediations, arbitrations and trials, as an advocate and a consultant, and has presented in many venues on a variety of construction issues. Sonny provides contract document analysis, assessment of processes and procedures and issue management, with emphasis on risk mitigation, mid-project intervention and turnaround, dispute resolution, and claims support

Education

J.D., University of Georgia
School of Law

B.A., University of Georgia

Affiliations

Member, AAA Construction
Arbitration Panel

Member, State Bar of Georgia

Registered Neutral, GODR

A.V. Preeminent, Highest Peer
Review Rating by Martindale
Hubbard for 30 years

American Bar Association, ABA
Forum on Construction Law

Atlanta Bar Association,
Construction Law Committee

Construction Law Section of the
State Bar of Georgia

Construction Law Section of the
State Bar of Texas

Member, Chartered Institute of
Arbitrators

Associate Member, Construction
Owners Association of America

Publications

The Effective Use of Forensic
Experts in Construction
Litigation, Ch. 4 co-author, ABA
Forum on Construction Law

The Ethics of Procurement,
Whitepaper for the ABA Forum
on Construction Law

Residential Highrise, Florida

Led a team providing advisory services on behalf of a general contractor in a dispute with the owner of a multi-story residential development. Tasked with determining the value of changes to the construction costs that resulted from design changes, remediation of non-code compliant designs and rework associated with the same. Provided analyzing of the potential impacts to the contractor's productivity and the costs associated with such impacts.

Commercial Development, Florida

On behalf of the owner/developer of a multi-phased commercial development with planned cryogenic dewatering for piers and foundations, Sonny co-led a two-day strategic planning session. During the session, alternative delivery methodologies were presented and analyzed. Procurement, project insurance and risk allocations were discussed, and recommendations rendered.

Multi-use Commercial Development, Alabama

On a high-rise mixed-use development, Sonny was a project manager for a team that provided program management services including preparation, revision and update of progress schedules and QA/QC testing, and supported the construction manager with schedule management, monitoring, quality control inspections and related services throughout the project. Additionally, on behalf of the general contractor and its counsel, Sonny assisted with investigation, document review and claims analysis in connection with a cost overrun and schedule disruption claim. He also provided project management and oversight for the development of expert opinions and testimony before the American Arbitration Association.

National Aeronautics & Space Administration

Sonny was engaged by NASA to conduct an objective review of issues arising from the construction of multiple projects. The engagement included reviewing project documentation regarding time and cost impacts, as well as performance by all parties on the projects. Sonny analyzed claims asserted by Requests for Equitable Adjustment and certified claims, and in consultation with NASA engineering, construction and legal staff, developed responses and potential counter claims to same. He assisted in the preparation for and conduct of claims negotiations.

Dining and Classroom Building for a US Military Facility, Texas

Led a team and providing dispute advisory services on behalf of the general contractor on three separate disputes with different subcontractors arising from a project on a US military base. Sonny led the effort to respond to adverse expert opinions and to develop theories to support the client's positions. The scope of work included analyzing delay and disruption claims asserted by each of the subcontractors and responding to claims from each for damages associated with the time impacts.



Brian Saccone

Expert Witness

Brian Saccone has over ten years of experience providing scheduling services in the construction industry for both public and private sector clients. He has developed cost and resource loaded schedules for a variety of projects including a \$5 billion nuclear fuel processing facility. He has managed and maintained schedules with over 15,000 activities.

As one of our senior schedulers, Brian strives to ensure that projects are completed on schedule and within budget by managing available resources including equipment, labor and available funding. His responsibilities include the development of cost and resource loaded schedules, project monitoring and reporting, earned value management and critical path analysis to ensure project milestones are achieved. He is proficient in Primavera and Microsoft Project.

Education

Bachelor of Science, Economics,
University of Georgia

Software Capabilities

Primavera
MS Project

Relevant Experience

Residential Highrise, Florida

Advisory services on behalf of a general contractor in a dispute with the owner of a multi-story residential development. Tasked with determining the value of changes to the construction costs that resulted from design changes, remediation of non-code compliant designs and rework associated with the same. Provided analysis of the potential impacts to the contractor's productivity and the costs associated with such impacts.

Island Resort and Hotel, Captiva Island, FL

Scheduling services for the repair and reconstruction of 22 guest rooms and eight suites that were damaged by hurricane Irma.

Heavy Rail System Wide Upgrade, Atlanta, GA

Project Schedule Manager / Senior Planner that managed 20,000+ activities on a project with contract value of \$110 million. Performed critical path analysis on a bi-weekly basis to ensure contractual milestones were met. Participated in senior management negotiations to re-baseline the project schedule. Negotiated penalties associated with schedule delay. Contributed to change order negotiations with internal and external contract management teams. Incorporated monthly updates into the master schedule for submittal to the customer including a Primavera file as well as a schedule narrative explaining to senior management the project status. Maintained highly detailed schedules to manage field activities. Managed work packages and performed monthly work package reviews with project manager. Managed subcontractor schedules/ deliverables and payments. Built and developed a baseline schedule receiving approval from the customer.

Dining and Classroom Building for a US Military Facility, Texas

Dispute advisory services on behalf of the general contractor on three separate disputes with different subcontractors arising from a project on a US military base. The scope of work included analyzing delay and disruption claims asserted by each of the subcontractors and responding to claims from each for damages associated with the time impacts.

Power Authority, Fort Collins, CO

Scheduling services for the construction of a new headquarters building to house the local power authority. The project involves the migration of existing office space with new office space and minimizing downtime in between. There will also be an IT migration involving weekend cutovers where success is critical to ensure no power outages to customers.

**Education**

BSc (Hons), Quantity Surveying,
Glasgow Caledonian University,
Glasgow, UK

MSc, Construction Law &
Arbitration, Robert Gordon
University Aberdeen, UK

Certifications/Affiliations

Fellow of the Royal Institution of
Chartered Surveyors ('FRICS')

RICS Assessor

Former RICS South Central
Chapter Chair

Fellow of the Chartered Institute
of Arbitrators ('FCIARb')

Arbitrator for International
Institution of Conflict Prevention
and Resolution – Construction
Panel

Adjudicator (swift form
of dispute resolution) in
Queensland, South Australia,
and Northern Territories

Member of the Academy of
Experts

Software Capabilities

Microsoft applications

Primavera 6

E-discovery

Allan Banks, BSC, MSC, FRICS, FCIARB, MAE

Auditing & Claims Analysis

Allan has been involved in the Construction, Power, Heavy Engineering and Oil and Gas industries for over 20 years. During that time, he has been involved with government and non-government projects in various parts of the world. He has experience as a client representative, consultant, contractor and auditor.

His strengths lay in the analysis of construction costs. In addition, he has a strong understanding of contracts and contract schedules, the demonstration of delay(s) and disruption and the recovery of costs associated with those items. His talents have taken him around the globe working on mega-projects, these include the construction and gathering of LNG facilities and new chemical plants.

Allan has vast experience working as an independent auditor and expert. He was previously an independent adjudicator, a form of rapid dispute resolution whereby the adjudicator determines the value of a payment application – this requires the vetting of construction costs in the payment period.

Allan has been appointed and cross-examined as an expert witness for construction costs and schedule multiple times.

Relevant Experience**New High-Rise Office Block, Los Angeles, USA**

Expert determination of delay and disruption events. The determination was used by the parties as a basis for negotiations to settle the dispute.

Hotel, Los Angeles, USA

Independent verification of change order costs including amounts for delay and disruption.

Hotel Time Square, NYC, USA

Provide advice and analysis to counsel in respect of standard of care by contractor on the construction of a new hotel.

SH99, Texas, USA

Preparation of extension of time claim and associated damages due to changes made by the owner.

BART San Francisco, California, USA

Provide analysis of statement of claim and rebuttal points.

Solar field, Nevada, USA

Independent analysis of claim submitted by contractor against the owner.

Wacker, Chattanooga, TN, USA

Expert witness calculating damages as a result of EPC contractor's errors.

Vopak Terminal, Houston, TX, USA

Expert witness appointment in respect of damages incurred by the contractor.



Simon Wadsworth

Auditing & Claims Analysis

Simon has 21 years of experience in the construction industry. Trained in the United Kingdom as a quantity surveyor, he is qualified to provide full cost management services throughout preconstruction and construction phases.

Simon has worked alongside numerous owners, developers, and architects to manage a wide portfolio of projects throughout the United States. With a diverse portfolio, he has performed in various sectors including healthcare, education, hospitality, corporate, residential, mixed-use, themed entertainment, and culture related ventures.

Simon delivers commitment towards consistently producing high quality products for all his clients. All projects he manages are performed with the utmost accuracy. Before joining Cumming, Simon was a cost estimator for a leading cost-consulting firm in the UK. Working out of their London office, he developed a thorough understanding of project deliveries including pre- and post-contract work. In addition, Simon is proficient in performing independent bid reviews, peer reviews, reconciliations, and value engineering services at all stages of design.

Education

Bachelor of Science,
Quantity Surveying with Honors,
University of Westminster,
London, UK

Affiliations

Member, American Society of
Professional Estimators (ASPE)

Relevant Experience

- City & County of San Francisco, Bond Expenditures Audit Services, San Francisco, CA
- City of Lake Forest, New Civic Center, Lake Forest, CA
- County of L.A., Dept. Animal Care & Control Master Planning, Los Angeles, CA
- County of San Bernardino, Government Board Chambers, San Bernardino, CA
- County of Santa Clara, Juvenile Justice Center Renovation, San Jose, CA
- GSA James Corman Federal Building, Tenant Improvement Program Dev. Study, Van Nuys, CA
- NASA, Armstrong Flight Research Center Substation #1 Replacement and Upgrade MCC Electrical Distribution System, Edwards Air Force Base, CA
- San Bernardino County, Board Chambers, San Bernardino, CA
- San Manuel Community Center, Expansion Options 1 & 2, Highland, CA
- County of San Diego, Ramona Branch Library, San Diego, CA
- City of San Jose, New Fire Station No. 37, San Jose, CA
- County of San Diego, CAC Waterfront Park Development, San Diego, CA
- Alapai Transit Center/Bus Terminus, Facility Modifications & Upgrades, Honolulu, HI
- Caltrans District 11, New HQ Building & Maintenance Facilities, San Diego, CA
- City of Vallejo, New BayLink Ferry Terminal Maintenance Facility, Vallejo, CA
- City/County of Honolulu, Joint Traffic Mgmt. Control Center, Honolulu, HI



David Lindsay

Project Management

David is a Vice President with Cumming and has over 30 years of experience in program/construction management. His portfolio includes high-profile projects such as the new oceanfront and ground-up construction of South Bay Inn & Suites in Myrtle Beach, Darla Moore School of Business, and the University of South Carolina School of Law. David has extensive K-12 program management experience across South Carolina including bond programs for Anderson School District Five, Dillon County School District, Richland County School Districts One & Two, and Charleston County School District.

David's experience enables him to successfully manage large-scale and complicated programs across multiple job sites and involving technically complex bidding and stakeholder compilations.

Relevant Experience

South Bay Inn & Suites, Myrtle Beach, SC

David was the Executive Project Director for the new 237,000 sq. ft., 19-story oceanfront hotel featuring 242 guestrooms. Notably, this hotel features the only indoor waterpark on the Myrtle Beach Boardwalk. The waterpark has two slides, a lazy river, a water play area for small children, a relaxation pool and two hot tubs. Despite an extremely tight schedule and logistical challenges, David and team delivered this exciting program on schedule and in time for the tourism season.

Richland County School District 1, Athletics Bond Program New Stadiums, Columbia, SC

David was the Project Executive on a new stadium and the complete upfit of 3 existing district stadiums. The program also included new athletics facilities for four high school campuses across RCSD1. Each stadium elements similar features, including 5,000 seat capacities, artificial turf, video scoreboards, updated restroom and concession facilities, press boxes and fencing. Also included on some sites are track facilities and paved parking areas. These projects were part of a \$50M bond program that concluded in early 2020.

Anderson County School District Five, Anderson, SC

David provided PM oversight for this multi-project program consisting of 11 projects, including three new facilities and numerous additions and renovations. The total project value of this program, which was completed in 2011, was \$140 million.

Richland County School District Two, Columbia, SC

David provided PM oversight services for Richland Two from 1998 – 2012. In this role, he oversaw the completion of more than \$80 million worth of K-12 facilities, including Blythewood High School and stadium, Longleaf Middle School, and a \$54 million program that included a new middle school, Magnet Center, and high school gymnasium.

Richland County School District One, Columbia, SC

David served as Program Director during the District's first Bond Building Program from 1996 thru 2001, and again for the Phase II Bond Building Program which commenced in 2003. All projects within both programs were completed on time and within budget.

Section

2



Forms

Completed Attachment 1 – Submittal Form.

ATTACHMENT 1 – SUBMITTAL FORM

21-0927

The undersigned hereby declares that: Cumming Management Group, Inc. has examined and accepts the specifications, terms, and conditions presented in this Solicitation, satisfies all legal requirements to do business with the County, and to furnish **On-Call, Construction Cost estimating Services** for which Submittals were advertised to be received no later than 3:00 P.M. Eastern time on the date stated in the solicitation or as noted in an addenda. Furthermore, the undersigned is duly authorized to execute this document and any contracts or other transactions required by award of this Solicitation.

All pricing will be FOB Destination unless otherwise specified in this solicitation document. Pricing submitted will remain valid for a ninety (90) day period.

Vendor will accept payment through the County VISA-based payment system: YES

1.0 TERM OF CONTRACT

The Contract will be awarded for an initial one (1) year term with the option for four (4) subsequent one (1) year renewals. Renewals are contingent upon mutual written agreement.

The Contract will commence upon the first day of the next calendar month after Board approval. The Contract remains in effect until completion of the expressed and implied warranty periods. The County reserves the right to negotiate for additional services/items similar in nature not known at time of solicitation.

Contract prices resultant from this solicitation will prevail for the full duration of the Contract unless otherwise indicated elsewhere. Prior to completion of each exercised term, the County may consider an adjustment to price based on changes as published by the U.S. Department of Labor, Bureau of Labor Statistics. Refer to Exhibit A – Scope of Services. It is the Contractor's responsibility to request in writing any pricing adjustment under this provision.

2.0 METHOD OF PAYMENT

The Contractor must submit an accurate invoice to the County's using department. The date of the invoice must be after delivery but no more than 30 calendar days after delivery. Invoices must reference the: purchase or task order; delivery date, delivery location, and corresponding packing slip or delivery ticket signed by a County representative at the time of acceptance. Failure to submit invoices in the prescribed manner will delay payment.

Payments will be tendered in accordance with the Florida Prompt Payment Act, Part VII, Chapter 218, Florida Statutes. The County will remit full payment on all undisputed invoices within 45 days from receipt by the appropriate County using department. The County will pay interest not to exceed 1% per month on all undisputed invoices not paid within 30 days after the due date.

3.0 CERTIFICATION REGARDING LAKE COUNTY TERMS AND CONDITIONS:

I certify that I have reviewed the [Lake County General Terms and Conditions page](#) and accept the Lake County General Terms and Conditions dated 10/10/2019 as written including the Proprietary/Confidential Information section. YES Failure to acknowledge may result in Submittal being deemed non-responsive.

ATTACHMENT 1 – SUBMITTAL FORM

4.0 CERTIFICATION REGARDING FELONY CONVICTION:

Has any officer, director, or an executive performing equivalent duties, of the bidding entity been convicted of a felony during the past ten (10) years? NO

5.0 CONFLICT OF INTEREST DISCLOSURE CERTIFICATION:

Except as listed below, no employee, officer, or agent of the firm has any conflicts of interest, real or apparent, due to ownership, other clients, contracts, or interests associated with this project; and, this Submittal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal for the same services, and is in all respects fair and without collusion or fraud. n/a

6.0 CERTIFICATION REGARDING BACKGROUND CHECKS:

Under any County Contract that involves Contractor or subcontractor personnel working in proximity to minors, the Vendor hereby confirms that any personnel so employed will have successfully completed an initial, and subsequent annual, Certified Background Check, completed by the Contractor at no additional cost to the County. The County retains the right to request and review any associated records with or without cause, and to require replacement of any Contractor employee found in violation of this requirement. Contractor shall indemnify the County in full for any adverse act of any such personnel in this regard. Additional requirements may apply in this regard as included within any specific contract award. YES

7.0 DISADVANTAGED BUSINESS ENTERPRISE PROGRAM

The County does not establish specific goals for minority set-asides however, participation by minority and non-minority qualified firms is strongly encouraged. If the firm is a minority firm or has obtained certification by the State of Florida, Office of Supplier Diversity, (OSD) (CMBE), please indicate the appropriate classification(s) Choose an item. Choose an item.
and enter OSD Certification Number [Click or tap here to enter text.](#)
and enter effective date [Click or tap to enter a date.](#) to date [Click or tap to enter a date.](#)

8.0 RECIPROCAL VENDOR PREFERENCE:

Vendors are advised the County has established, under Lake County Code, Chapter 2, Article VII, Sections 2-221 and 2-222; a process under which a local vendor preference program applied by another county may be applied in a reciprocal manner within Lake County. The following information is needed to support application of the Code:

- A. Primary business location of the responding Vendor: 5540 Centerview Drive, Suite 316, Raleigh, NC 27606
- B. Does the responding vendor maintain a significant physical location in Lake County at which employees are located and business is regularly transacted: NO If “yes” is checked, provide supporting detail: [Click or tap here to enter text.](#)

9.0 GENERAL VENDOR INFORMATION:

Firm Name: Cumming Management Group, Inc.

Street Address: 5540 Centerview Drive, Suite 316

City: Raleigh State and ZIP Code: NC 27606

Mailing Address (if different): [Click or tap here to enter text.](#)

21-0927

Telephone: 919.237.4100 Fax: 919.237.4140
Federal Identification Number / TIN: 20-8782096
DUNS Number: 018124755

10.0 SUBMITTAL SIGNATURE:

I hereby certify the information indicated for this Submittal is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an authorized representative of this Vendor and/or empowered to execute this Submittal on behalf of the Vendor. I, individually and on behalf of the Vendor, acknowledge and agree to abide by all terms and conditions contained in this solicitation as well as any attachments, exhibits, or addenda.

Name of Legal Representative Submitting this Proposal: *Jeremy Holt*

Date: 6/22/2021 Click or tap to enter a date.

Print Name: Jeremy Holt

Title: Managing Director

Primary E-mail Address: jholt@ccorpusa.com

Secondary E-mail Address: n/a

The individual signing this Submittal affirms that the facts stated herein are true and that the response to this Solicitation has been submitted on behalf of the aforementioned Vendor.

[The remainder of this page is intentionally blank]



Completed Attachment 4 – Team Composition Form.

CONSULTANT

Role	Name	City of Residence	Florida Active Registrations Number
Principal in Charge	Jeremy Holt	Raleigh, NC	
Cost Management	Joe Grandone	Raleigh, NC	
Expert Witness	Sonny Jester	Atlanta, GA	
Expert Witness	Brian Saccone	Atlanta, GA	
Auditing & Claims Analysis	Allan Banks	Los Angeles, CA	
Auditing & Claims Analysis	Simon Wadsworth	Los Angeles, CA	
Project Management	David Lindsay	Columbia, SC	

SUB CONSULTANTS



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

Detail by Entity Name

Foreign Profit Corporation

CUMMING MANAGEMENT GROUP, INC.

Filing Information

Document Number F07000002059
FEI/EIN Number 20-8782096
Date Filed 04/16/2007
State CA
Status ACTIVE
Last Event NAME CHANGE
AMENDMENT
Event Date Filed 11/19/2019
Event Effective Date NONE

Principal Address

25220 Hancock Ave
Suite 440
Murrieta, CA 92562

Changed: 03/02/2020

Mailing Address

25220 Hancock Ave, Suite 440
Murrieta, CA 92562

Changed: 01/23/2013

Registered Agent Name & Address

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301

Name Changed: 03/18/2019

Address Changed: 03/18/2019

Officer/Director Detail

Name & Address

Title Director

Burgess, J Joseph

25220 Hancock Ave
Suite 440
Murrieta, CA 92562

Title Secretary, Director

Al Jajeh, A.
25220 Hancock Ave
Suite 440
Murrieta, CA 92562

Title Director

Calhoun, Jeffrey M
25220 Hancock Ave
Suite 440
Murrieta, CA 92562

Title Director

Mayer, Andrew R
25220 Hancock Ave
Suite 440
Murrieta, CA 92562

Title Director

Felman, Michelle
25220 Hancock Ave
Suite 440
Murrieta, CA 92562

Title Director

Sorrel, Lawrence
25220 Hancock Ave
Suite 440
Murrieta, CA 92562

Title Director

CUMMING, FRED
25220 Hancock Ave, Suite 440
Murrieta, CA 92562

Title President

HUTCHISON, DEREK
25220 Hancock Ave, Suite 440
Murrieta, CA 92562

Title Director, CEO



BAIRD, DAVID
25220 Hancock Ave, Suite 440
Murrieta, CA 92562

Annual Reports

Report Year	Filed Date
2019	05/01/2019
2020	03/02/2020
2021	04/23/2021

Document Images

04/23/2021 -- ANNUAL REPORT	View image in PDF format
03/02/2020 -- ANNUAL REPORT	View image in PDF format
11/19/2019 -- Name Change	View image in PDF format
05/01/2019 -- ANNUAL REPORT	View image in PDF format
03/18/2019 -- Reg. Agent Change	View image in PDF format
01/09/2018 -- ANNUAL REPORT	View image in PDF format
02/22/2017 -- ANNUAL REPORT	View image in PDF format
01/11/2016 -- ANNUAL REPORT	View image in PDF format
01/27/2015 -- ANNUAL REPORT	View image in PDF format
01/10/2014 -- ANNUAL REPORT	View image in PDF format
01/23/2013 -- ANNUAL REPORT	View image in PDF format
01/05/2012 -- ANNUAL REPORT	View image in PDF format
02/14/2011 -- ANNUAL REPORT	View image in PDF format
01/12/2010 -- ANNUAL REPORT	View image in PDF format
01/07/2009 -- ANNUAL REPORT	View image in PDF format
07/10/2008 -- ANNUAL REPORT	View image in PDF format
04/16/2007 -- Foreign Profit	View image in PDF format

Memorandum of Authority.



5540 Centerview Drive
Suite 316
Raleigh, NC 27606
Phone 919.237.4100
Fax 919.237.4140
ccorpusa.com

June 22, 2021

Bill Ponko
Contracting Officer
Lake County, Florida
Office of Procurement Services
P.O. Box 7800
315 West Main Street
Tavares, FL 32778
Via email: bponko@lakecountyfl.gov

RE: Solicitation Number 21-0927, On Call Construction Estimating Services

Mr Ponko:

This is to authorize Jeremy Holt, Managing Director, to legally bind the firm to the provisions of this agreement.

Sincerely,

A handwritten signature in blue ink, appearing to read "Derek Hutchison".

Derek Hutchison
President
Cumming Management Group, Inc.

Include a completed W-9 Form.

W-9 Form (Rev. October 2018) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification ► Go to www.irs.gov/FormW9 for instructions and the latest information.	Give Form to the requester. Do not send to the IRS.															
<div style="float: left; margin-right: 10px;">Print or type. See Specific Instructions on page 3.</div> <div style="float: left; width: 80%;"> 1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Cumming Management Group, Inc. </div> <div style="float: right; width: 10%;">Exempt payee code (if any) _____</div>																	
2 Business name/disregarded entity name, if different from above <hr/>																	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <table style="margin-left: auto; margin-right: auto;"> <tr> <td><input type="checkbox"/> Individual/sole proprietor or single-member LLC</td> <td><input checked="" type="checkbox"/> C Corporation</td> <td><input type="checkbox"/> S Corporation</td> <td><input type="checkbox"/> Partnership</td> <td><input type="checkbox"/> Trust/estate</td> </tr> <tr> <td colspan="5"><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</td> </tr> <tr> <td colspan="5"><input type="checkbox"/> Other (see instructions) ►</td> </tr> </table>			<input type="checkbox"/> Individual/sole proprietor or single-member LLC	<input checked="" type="checkbox"/> C Corporation	<input type="checkbox"/> S Corporation	<input type="checkbox"/> Partnership	<input type="checkbox"/> Trust/estate	<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.					<input type="checkbox"/> Other (see instructions) ►				
<input type="checkbox"/> Individual/sole proprietor or single-member LLC	<input checked="" type="checkbox"/> C Corporation	<input type="checkbox"/> S Corporation	<input type="checkbox"/> Partnership	<input type="checkbox"/> Trust/estate													
<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.																	
<input type="checkbox"/> Other (see instructions) ►																	
4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): <div style="margin-left: 20px;">Exemption from FATCA reporting code (if any) _____</div> <div style="font-size: small; margin-top: 5px;">(Applies to accounts maintained outside the U.S.)</div>																	
5 Address (number, street, and apt. or suite no.) See instructions. 25220 Hancock Ave. Suite 440		Requester's name and address (optional)															
6 City, state, and ZIP code Murrieta, CA 92562																	
7 List account number(s) here (optional)																	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number	
[] - [] - [] [] [] []	
or	
Employer identification number	
[] [] - [] [] [] [] [] []	

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ► <i>Glorianna Badillo</i>	Date ► January 1, 2021
-----------	---	------------------------

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Completed Addenda issued.

ADDENDUM NO. 1

21-0927



Office of Procurement Services

P.O. Box 7800 • 315 W. Main St., Suite 441 • Tavares, FL 32778

SOLICITATION: On-Call Construction Cost Estimating Services

06/17/2021

Vendors are responsible for the receipt and acknowledgement of all addenda to a solicitation. Confirm acknowledgement by including an electronically completed copy of this addendum with submittal. Failure to acknowledge each addendum may prevent the submittal from being considered for award.

THIS ADDENDUM CHANGES THE DATE FOR RECEIPT OF PROPOSALS TO JULY 1, 2021.

QUESTIONS/RESPONSES

Question 1. For Section “2. Forms”, would the County please clarify what type of response they are looking for regarding “Descriptive Literature”?

Answer 1. Any literature provided by the vendor that their discretion that may add support to their proposal

Q2. Does the County want respondents to include resumes for all proposed staff or only for the Program Manager?

R2. Please provide the resumes for the proposed staff.

Q3. For “Section 5. Completed Pricing Sheet”, the second item requests “supporting documentation for proposed pricing”. What is the County looking for in regard to supporting documentation?

R3. This is for any documentation, at the vendor’s discretion, to clarify any of the items on the pricing sheet.

Q4. In Section 1.0 – part 1.2 (Attachments – page 2 of 5) – Attachment 2 is the Pricing Sheet and Attachment 4 is Team Composition Form. however, in Section 6.0-E-2 (Delivery and Submittal Requirements - page 3 of 5) Attachment 2 is named the Team Composition Form. Please clarify.

R4. Section 1.2 ATTACHMENTS shall now read:

Attachment 1 – Submittal Form

Attachment 2 – Pricing Sheet

Attachment 3 – References Form

Attachment 4 – Team Composition

ACKNOWLEDGEMENT

Firm Name: Cumming Management Group, Inc.

I hereby certify that my electronic signature has the same legal effect as if made under oath; that I am an authorized representative of this vendor and/or empowered to execute this submittal on behalf of the vendor.



21-0927

ADDENDUM NO. 1

Signature of Legal Representative Submitting this Bid: *Jeremy Holt*

Date: 6/22/2021 Click or tap to enter a date.

Print Name: Jeremy Holt

Title: Managing Director

Primary E-mail Address: jholt@ccorpusa.com

Secondary E-mail Address: n/a

Proof of insurance or evidence of insurability at levels in Exhibit B - Insurance Requirements.

Client#: 423679

CUMMIGROUP

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/30/2020

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

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

PRODUCER Marsh & McLennan Agency LLC Marsh & McLennan Ins. Agency LLC 1 Polaris Way #300 Aliso Viejo, CA 92656	CONTACT NAME: Stephanie Holly PHONE (A/C No. Ext): 949-540-6947 E-MAIL ADDRESS: Occerts@MarshMMA.com	FAX (A/C, No):
INSURED Cumming Management Group, Inc. 25220 Hancock Avenue Suite 440 Murrieta, CA 93552	INSURER(S) AFFORDING COVERAGE INSURER A : The Continental Insurance Company INSURER B : Berkshire Hathaway Specialty Ins Co INSURER C : INSURER D : INSURER E : INSURER F :	NAIC # 35289 22276

COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:				
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.								
INSR LTR	TYPE OF INSURANCE	ADD'L SUBR INSR	WVD	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	X	X	WP673406875	12/31/2020	12/31/2021	EACH OCCURRENCE	\$1,000,000
							DAMAGE TO RENTED PREMISES (ea occurrence)	\$1,000,000
							MED EXP (Any one person)	\$25,000
							PERSONAL & ADV INJURY	\$1,000,000
							GENERAL AGGREGATE	\$2,000,000
							PRODUCTS - COMP/OP AGG	\$2,000,000
								\$
	GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:							
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	WP673406875	12/31/2020	12/31/2021	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR CLAIMS-MADE						EACH OCCURRENCE	\$
	EXCESS LIAB						AGGREGATE	\$
	DED RETENTION \$							\$
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 <input checked="" type="checkbox"/> N	N / A	X WP673406875	12/31/2020	12/31/2021	X PER STATUTE	OTHER
							E.L. EACH ACCIDENT	\$1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$1,000,000
							E.L. DISEASE - POLICY LIMIT	\$1,000,000
B	Professional E&O			47EPP31356501	12/31/2020	12/31/2021	\$5,000,000 Each Claim/Aggregate \$150,000 Deductible	

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

CERTIFICATE HOLDER	CANCELLATION
<p style="text-align: center;">Evidence of Coverage</p> <div style="border-top: 1px solid black; height: 100px;"></div>	
<p style="text-align: center;">SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p>	
<p style="text-align: center;">AUTHORIZED REPRESENTATIVE</p> <div style="border-top: 1px solid black; height: 40px; padding-top: 5px;">  </div>	

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Any Contractor required licenses

At Cumming, we have over 1,000 Team Members who have Professional Licenses in the following organizations.

- ASPE
- AACE
- RICS
- LEED
- Certified Project Management Professional
- Professional Engineers
- Certified Construction Managers
- Registered Architects
- Chartered Quantity Surveyors
- Planning & Scheduling Professionals
- MBAs
- Certified Forensic Claims Consultants



Section

3



Proposed Solution

Section 3 Proposed Solution

Provide a concise description of the approach and process to successfully complete the work to be performed including any specific staffing or equipment resources.

In order to provide reliable cost management services, a thorough understanding of the global, national, and local markets for such specific drivers as material commodities, availability and cost, as well as labor availability and cost—which can and do affect the cost of a project—must be tracked and known. Cumming starts by developing a crew-based database system that utilizes current local labor rates, workers compensation, sales tax, subcontractor mark-ups, equipment pricing, material pricing, adjustments for productivity, core inflation, access to materials, and other special circumstances. Our internal economist continuously tracks global, national, and regional trends on a monthly basis, including U.S. dollar exchange rates, energy costs, global demand, construction volume, labor availability, and material costs. This is further enhanced by our program- or project-specific local market study, which is used to develop data specific to the program or project.

Best Practices

Cumming adheres to the following guidelines of good cost management:

- A thorough understanding of the project goals, deadlines, and scope: Cumming will work with Lake County at the earliest phases of each project in order to thoroughly understand the goals for the project, the constraints and milestones that need to be met, and the scope of work to be delivered.
- Detailed early design estimates: Cumming works with the project team early in the design process to develop detailed cost plans across all divisions of work, thereby reducing or eliminating the use of cost-per-square-foot or lump-sum line items whenever possible. By working with the team to provide detailed line items and budgets, this allows Cumming to guide the team throughout design following an established cost plan in order to make informed decisions.
- Proactive participation through the life of the project: Using the established cost plan, Cumming works with Lake County's project team throughout design, listening in on interim team meetings and stepping in when changes occur that alter the agreed upon cost plan. This interim participation reduces or eliminates the surprises that come with milestone cost estimating when final design plans come out, saving the project both time and money.
- Value management/cost trade-offs during the life of the project: Value management is not only helpful when a project needs to cut costs. Cumming's cost management team constantly looks for opportunities to add value to projects by utilizing cost trade-off analysis through material substitutions, alternate means or methods, and life-cycle cost analysis.
- Continued assistance through the bid phase and construction: Getting a project to the contractor does not guarantee success. Cumming has extensive experience working with the project team to evaluate contractor bidding, schedule of values, buyout strategy, and change orders to keep the project on track.
- Keeping an eye on the total project costs at all times: Delivering construction costs on budget is only part of the solution. If the construction budget is met but the other budgets are not, the project does not succeed. Cumming's cost management team has extensive experience both budgeting and managing the total project costs for our clients.

Greater Detail + Collective Input + Real-time Costs

= Managed Risk

Cumming's cost management services are dynamic and ongoing. Our services are goal-driven, with the end result of delivering each project for Lake County on budget. This is done through a detailed understanding up front of the project scope, schedule, and budget. Cost targets are developed with the team, identifying the drivers and make-up of what is to be included in the project and design.

The cost manager works continuously with Lake County and the project team to prepare detailed cost plans and continuously monitor and update the cost plan through all design phases. Problems and issues are identified quickly and solutions are submitted to the project team for decisions in order to keep the project moving forward, reduce project delays, reduce costly redesign time, and preserve project scope. Accurate, detailed cost plans are the key to the successful management of project costs. To ensure the accuracy and quality of our cost plans, Cumming's cost management teams adhere to these strict steps in the cost estimating process:

Project Kick-off and Definition of Project Scope

In order to provide a complete and accurate project cost plan, our team must first fully understand the project scope, parameters, and constraints. Cumming's team will meet with the Lake County project team to thoroughly review the project's scope and documents (plans, specifications, and reports), as well as identify the project's constraints and non-standard cost issues up front. The team will ask initial questions about information that may not yet be identified in the documents.

Construction Market Studies

Identifying the key current market conditions in Lake County and the relevant economic drivers are an important factor in providing an accurate estimate. Our in-house economist constantly studies the market and keeps Cumming up to date on drivers affecting the construction industry locally, as well as macroeconomic factors that impact construction regionally and nationally. We currently publish a monthly economic newsletter to keep all team members informed on current cost drivers.

At the start of every project, we prepare a local market report where we will research the local construction market to gain insight on what is driving prices in Lake County. By studying the local construction market and upcoming work forecasts for the Southeast region, we are able to determine how busy the market (ultimately, the subcontractor base) is and how that will impact both labor and material resources. We identify contractor resources available for the project, study the ability of the available labor pool to perform the work, and determine where outside labor will come from if required.

In addition to local factors, Cumming currently tracks key national and regional trends on a monthly basis, including the U.S. dollar exchange rate, cost of energy, global demand, key material prices, construction volume, and labor availability. Cumming has developed a crew-based database that utilizes current local labor rates, labor productivity issues, workers compensation rates, sales tax, subcontractor's mark-ups, and material pricing.

Cumming realizes that every project is unique and requires special consideration. In addition, when current events impact the construction industry, Cumming will research the dynamics of that impact to determine the cost considerations for your projects.

Detailed Quantity Survey and Specification Review

An accurate and complete quantity take-off is a key element to a successful cost estimate. Cumming adheres to strict principles of precise measurement. For each project, Cumming's cost managers prepare detailed quantity take-offs in all trades for items identified. The use of costs per square foot, allowances, and lump sum items is minimized and replaced with detail whenever possible. In order to provide the greatest level of detail, our cost managers work with the project delivery team to fully understand the proposed project scope and expected building methods and materials. They also develop requirements to define a scope of work rather than simply adding allowances or lump sums for unknown quantities. This greater detail fleshes out unknowns that can lead to cost creep in later estimates. Our cost managers are well-versed in electronic take-off methods using on-screen take-off and working with BIM to generate detailed, accurate, and traceable quantity measurements.

During the take-off process, questions will be documented and reviewed with the project delivery team before assumptions are made.

Estimate Development

Upon completion of the quantity take-off, market analysis, and collection of local pricing data, Cumming's cost managers input the data into our estimating system. Cumming sets up the estimate Work Breakdown System (WBS) to best accommodate the needs of the project and to match the formats of other project estimates (DBB, CMAR or D/B estimates). Project general conditions, general requirements, mark-ups, contingencies, and escalation factors are added as required to provide a complete, total estimated construction cost.

Estimate QA/QC

Once the cost data has been compiled into the estimating system, the estimate is thoroughly reviewed by the cost management team, the project manager, the Lake County project lead, Jeremy Holt, and an independent reviewer. A detailed review and comparison of gross floor areas, comparisons with similar projects or similar scopes of work, previous phase estimates, and math and spelling checks are performed to ensure accuracy. Areas of difference between previous estimates are identified and documented in our variance reports.

Publish Estimate

Upon completion of our internal QA/QC process, the estimate is published and distributed to the Lake County project delivery team.

Estimate Review with Project Team

Upon completion and delivery of the estimate, the Cumming cost management team will meet with the project delivery team to thoroughly review the estimate detail, costs, assumptions, and allowances to ensure the estimate is a complete representation of both the documents and the intent of the design. Any identified changes and adjustments will be made, and a final revised estimate will be published.

Estimate Reconciliation with CMAR or D/B Estimators

Cumming's cost management group will review and provide a detailed comparison between our estimates and the estimates prepared by others (design team, contractors, and other independent estimators). We will identify areas of difference and meet with the project delivery team and other estimators to thoroughly review the estimates, assumptions, and areas of difference. Working with the team, we will reconcile our estimate with the other parties' estimates on a detailed, division by division level. This detailed reconciliation ensures that all parties are on the same page and possess a thorough understanding of the project. This helps eliminate unknowns and incorrect assumptions that often lead to cost creep later in the project. Upon completion of reconciliation, we will make required modifications and re-issue the estimate along with a summary report of the reconciliation.

Cumming's proactive cost management approach ensures that Lake County is getting the most value for their invested dollar, accurate pricing based upon local market analysis and understanding of the national economy, and a proven process that is timeless and delivers the goals and objectives set by Lake County—on time, on budget, and within the quality standards established at the beginning of the project.

Section

4



Subcontractors/Joint Ventures

Section 4 Subcontractors/Joint Ventures

Provide a list of proposed subcontractors or joint venture arrangements that may be used on the project. Provide the same information required in the Pricing Proposal for each sub-vendor or joint venture participant.

Cumming Management Group ,Inc. does not anticipate the use of any subs in this project. From planning to design to construction, and close-out, Cumming possesses a comprehensive set of integrated services design to maximize efficiency both financially and schedule-wise. Our key goals are to deliver your project on budget, within schedule, and to the highest level of quality. Cumming's core philosophy is "Manage each project like we own it." Our team proactively leads, challenges, motivates, and directs team members to generate superb results that save money and time, mitigate risk, and achieve our clients' delivery goals.

Section

5



Completed Pricing Sheet

Section 5 Completed Pricing Sheet

ATTACHMENT 2 - PRICING SHEET

21-0927

On-Call, Construction Cost Estimating Services

Type Your Firm's Name Here

SAVE AND SUBMIT AS AN EXCEL FILE

The Contractor will furnish all labor, materials, tools, transportation and equipment necessary to provide on-call construction cost estimating services to Lake County. Services will be performed in accordance with the specifications listed. Prices must be quoted per estimated hours. Actual hours are unknown and are estimated for evaluation purposes only.

ITEM #	PERSONNEL CLASSIFICATION	TYPICAL WORK TASKS	HOURLY RATE
1	Principal	Oversee any Deliverable. We anticipate very little involvement	\$215/HR
2	Facilities Condition Manager	Cumming has a Energy & Sustainability Team that can	\$175/HR
3	Auditor Claims Analyst	Cumming has a Team of 6 Audit experts who work	\$185/HR
4	Scheduler	If required, Cumming has a Team of 45 Scheduling	\$175/HR
5	Chief Estimator (Architectural / Structural Civil)	Chief Estimator will oversee all work and be responsible for all	\$185/HR
6	Senior Estimator (Mechanical/Electrical)	Cumming has a Team of 42 MEP specialist throughout the	\$175/HR
7	Estimator	Jnr/Mid Level Estimator will support Snr & Chief Estimator	\$145/HR
8	Administrator	Admin will support team on Contracts and Misc Tasks. We	\$60/HR

Please list any additional classifications that your proposes to be added

ITEM #	PERSONNEL CLASSIFICATION	TYPICAL WORK TASKS	HOURLY RATE
9	Expert Witness / Dispute Resolution	Construction Expert Lawyer	\$285/HR
10	Project Management	Project Management All Levels	\$150-\$200 range
11			
12			
13			

Lake County is exempt from all taxes (Federal, State, Local). A Tax Exemption Certificate will be furnished upon request for any direct purchasing. Contractor will be responsible for payment of taxes on all materials purchased by the Contractor for the project.

Lake County will not accept nor authorize payment for travel time or expenses of service personnel to any of Lake County's facility locations. The hourly rate must commence on the job site. Billable time will be for service work performed.

This is an indefinite quantity contract with no guarantee use of services. The County does not guarantee a dollar amount to be expended on any contract resulting from this solicitation.

Section

6



Financial Stability

Section 6 Financial Stability

Provide a financial stability statement indicating the firm has the necessary resources (human and financial) to provide the services at the level required by the County. The County reserves the right to request a financial statement, a certified audit, or a third party prepared financial statement. The County reserves the right to use a third-party company to verify financial information provided. Provide similar information for a subcontractor or joint venture arrangement.



June 30, 2020

To Whom It May Concern,

On behalf of Fifth Third Bank, I confirm that Cumming Management Group Inc has open and active accounts with Fifth Third Bank. These accounts were opened and established on 6/7/2013.

Since account opening, there have been no overdraft situations nor NSF's and Cumming Management Group Inc remains in good standing with Fifth Third Bank.

Cumming Management Group Inc is a valued customer of Fifth Third Bank so please contact me directly with any questions or concerns.

Thank you,

Chris Williams | Fifth Third Bank
Client Advisor II | Structured Finance Group
580 Walnut Street | MD 10GA16 | Cincinnati, OH 45202
Phone: 513.534.3381 Fax: 513.358.6431 Email: SFGServiceBancorp@53.com

Classification: Restricted

Section

7



Litigation

Section 7 Litigation

Provide information on the nature and outcome of litigation and proceedings for the previous three (3) years where the firm has been involved in any matter related to professional activities.

Claimant	China Construction
Date of Claim	March 2018
Grounds for Claim	This was a result of a subcontractor for China (Judy's Electric) defaulting mid-way through construction of St Andrews ES in late 2014 (school opened July 2015 6 months late) in which China had not required Judy's to have a bond. The District had to supplement the electrical contractor in order to get the project completed so they had several back charges to China. China is requesting unpaid retainage and damages.
Present Status	Matter settled
Date of Resolution	October 2019

Claimant	Rosser Architects
Date of Claim	December 2019
Grounds for Claim	An architect, Rosser International, which has been sued by a municipal owner for alleged design issues has implead all of its consultants engaged on the project even though Cumming was not involved with the design and there has been no pleading of any specific wrongdoing by Cumming.
Present Status	Ongoing- Superior Court, Santa Barbara County
Date of Resolution	Pending