



PROPOSAL TO PROVIDE  
**CONSTRUCTION MANAGEMENT SERVICES**

City of Buchanan DPW Services Building

December 8, 2021



December 8, 2021

Ms. Heather Grace  
City Manager  
City of Buchanan  
302 N Red Bud Trail  
Buchanan, Michigan 49071

**Re: REQUEST FOR PROPOSAL FOR CONSTRUCTION MANAGEMENT SERVICES  
CITY OF BUCHANAN DPW SERVICES BUILDING**

Dear Ms. Grace,

Your dedicated Department of Public Works personnel has been maintaining city streets and associated infrastructure while operating out of an obsolete 12,500 sf facility. The city has made the ambitious decision to construct a new 23,675 sf facility with ancillary space and a 2,390 sf mezzanine. The project is scheduled to break ground next year with occupancy planned within twelve months.

The City of Buchanan has hired The Barton Group as Owner's Representative and Bergmann Architects to design the DPW Services Building. Cornerstone Construction Management has worked successfully with your Owner's Representative on several previous projects. We will strive to construct the facility you have envisioned for the City of Buchanan and its community.

We have successfully completed over 2 million square feet of pre-engineered metal buildings with an overall project cost of almost \$100 million. We have recently completed The Village of Cassopolis Offices and DPW Facility and also constructed The Village of Mattawan DPW Building several years ago.

With almost 100 years of combined experience Cornerstone Construction Management has assembled a very experienced project team, and we look forward to the opportunity to join the City of Buchanan, Bergmann Architects and The Barton Group on this journey. We are eager to bring our team to your project and to the City of Buchanan.

Thank you for your consideration,

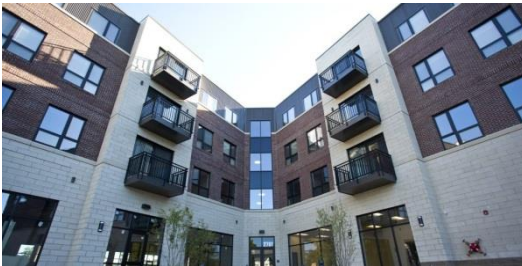
A handwritten signature in cursive script that reads "Gordon Groves".

Gordon Groves  
President

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# PROJECT APPROACH

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Provide a brief narrative of the firm's approach in doing projects of this scope with specific references to the services requested in the RFP.

**Team Integration-** Schedule and attend an initial meeting to integrate the team.

**Estimating-** Provide a detail cost estimate and continue to update the estimate as drawings are completed.

**Value Engineering-** Provide in depth cost analysis and investigate all potential budget savings such as pre-engineered structure and different insulation systems.

**Cost Control-** Provide a budget variance report and update as bids are received and change orders approved.

**Document Review-** Review in progress design for constructability, errors, omissions, cost and schedule impact.

**Scheduling-** Prepare and maintain an overall project master schedule.

**Bidders-** Prepare a potential list of bidders and review with the project team. Advertise for and contact bidders with emphasis on local participation.

**Bid Packages-** Prepare work scopes to delegate work and obtain bids from "Value for Money" subcontractors by breaking down scopes into more finite packages.

**Bid Analysis-** Evaluate subcontractor bids, prepare bid tabulations, recommend awards and issue subcontracts.

**Shop Drawings-** Prepare a submittal schedule and review all shop drawings.

**Construction-** Provide a full time onsite experienced superintendent to coordinate subcontractors, control budget, maintain schedule, adhere to design, quality control and safety policies.



# PROJECT APPROACH

**Progress Meetings-** Issue an agenda, conduct progress meetings and prepare minutes.

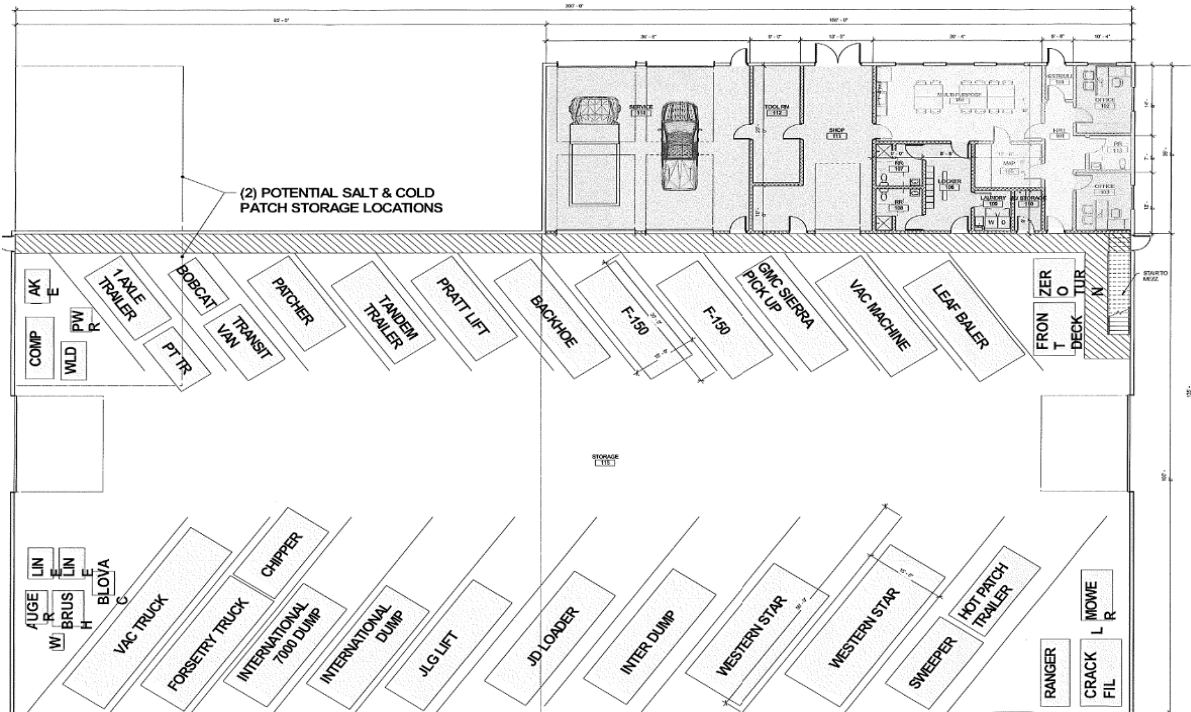
**Sworn Statements-** Submit monthly draws on sworn statements as “Open Book” with billing back-up and lien waivers.

**Close-Out-** Develop work to complete list, execute, then schedule a team punch-list followed by final inspections. Assemble and submit electronic as-builts, operation and maintenance manuals and warranties.

**Warranty-** Guarantee all work for 12 months minimum and schedule an 11 month inspection to review completed work.

**Gifts in Kind-** Bid packages will be written requesting either reduced margins or gifts in kind. Any donations will be included in the bottom line and will enhance competition.

**Document Management-** Procore Construction Project Management will connect the team anytime, anywhere. Real-time data and accessibility will increase accountability, communications and efficiency amongst the entire team.





# RELEVANT TEAM MEMBER EXPERIENCE



**GILMORE CAR MUSEUM**



**ROSS TOWNSHIP FIRE STATION**



**CASSOPOLIS MUNICIPAL BUILDING**



**COMSTOCK FIRE STATION**

## Project Executive



### Education

University of Manchester, England  
Management Sciences  
Master of Science

Queen's University of Belfast,  
N. Ireland Civil Engineering  
Bachelor of Science

### Experience

Over 46 years of Construction  
Experience  
28 years as Owner of Cornerstone  
Construction Management, Inc.

### Overview

Gordon's previous experience includes working as a project controls engineer, construction engineer, field engineer and project manager on a myriad of world projects. His current responsibilities include managing the operations and future business development for the company. Gordon's strengths are project team integration, pre-construction estimating, project control, project coordination and overall customer satisfaction.

Following is a partial list of projects that Gordon has been involved with:

#### **Kalamazoo County Animal Shelter**

A new 17,500 sf facility with structural steel framing, interior masonry walls and mechanical room penthouse completed October 2019.

#### **Select Products**

49,500 sf manufacturing facility completed November 2019

#### **Kalamazoo Outdoor Gourmet Addition**

74,100 sf warehouse completed February 2019

#### **Tengam Addition**

22,560 sf manufacturing facility completed March 2018

#### **TecNiq New Production Facility**

105,000 sf manufacturing facility completed July 2017

#### **Kalamazoo Expo Center**

34,900 sf exhibit hall completed October 2011

#### **Portage Public Schools Transportation & Maintenance Facility**

A new 27,500 sf facility for PPS buses and vehicle maintenance completed July 2009

#### **VBISD Transportation**

27,500 sf facility for VBISD buses and maintenance completed September 2008

#### **Comstock Central Fire Station**

10,000 sf fire station with offices, living quarters and apparatus bay completed December 2008

# Brady Zimmerman



**Project Manager**  
**Project Estimator**



## Education

Colorado State University  
Construction Science Management  
Bachelor of Applied Science in  
Management

## Experience

Over 22 years of Construction  
Experience  
7 years with Cornerstone  
Construction Management, Inc.

## Overview

Brady's previous experience includes working as a field superintendent, project manager and estimator. Brady's strengths are his technical knowledge, estimating experience, communication skills and close subcontractor relationships. His responsibilities include pre-construction estimating, scheduling, bid package assembly, bid reviews and project management

Following is a partial list of projects that Brady has been involved with:

## Major Projects

### TecNiq Addition & Mezzanine

24,000 sf addition for plastic molding and a machine shop with a 10,000 sf mezzanine office buildout. Project was completed October 2020.

### Cassopolis Municipal Building

A new 17,200 sf Village Hall and offices, Police Department, Department of Public Works and equipment warehouse. Project was completed September 2020

### RX Optical Headquarters

A new 22,000 sf corporate facility built on auger cast piles with structural steel framing, exterior masonry and metal siding. Project was completed September 2017

### Wightman & Associates

Renovation and expansion of the original 11,200 sf 1934 building and the attached 4,600 sf warehouse for Wightman & Associates new Kalamazoo office. Project was completed October 2018

### OB-GYN P.C.

New single story 11,725 sf medical clinic with a 2,290 sf lower level walk out. Project was completed August 2015.

### RX Optical Coating Lab

11,000 sf addition to existing production lab with a new hospital grade 'clean room' for applying coatings to optical lenses. Project was completed October 2014.



Jon Tysen

Project Superintendent



### Education

Kalamazoo Valley Community College  
Pima Community College

### Experience

30 years of construction experience with 7 years as a Supervisor at Cornerstone Construction Management, Inc.

### Responsibilities and Availability

Project Superintendent for City of Kalamazoo Farmer's Market scheduled for completion May 2022.

### Overview

Jon joined Cornerstone Construction Management, Inc from J. Tysen Construction. Jon has worked as a Project Manager and Field Superintendent on a variety of projects. Jon brings knowledge and skills that enable him to properly manage and supervise projects holding to his high standards of quality workmanship while finishing on time and within budget.

Following is a partial list of projects that Jon has supervised:

### Major Projects

#### TecNiq Addition and Mezzanine Build Out

24,000 sf addition for plastic molding and a machine shop with a 10,000 sf mezzanine office buildout completed October 2020.

#### Forman Glass

25,200 sf fabrication facility with offices and mezzanine completed June 2020.

#### Kalamazoo Outdoor Gourmet Addition

74,100 sf warehouse completed February 2019.

#### Southwick's Guns and Ammo

12,000 sf shooting range completed November 2018.

#### Starbuck's T-Mobile

5,260 sf restaurant and retail facility completed June 2018.

#### TecNiq New Production Facility

105,000 sf manufacturing facility completed July 2017.

#### Bell's Brewery Office Building

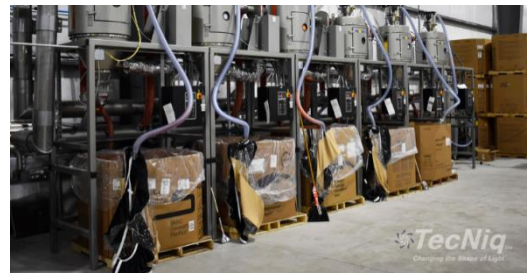
9,600 sf office buildout completed May 2015.

#### Kalamazoo Outdoor Gourmet

50,700 sf manufacturing and offices completed June 2015.

# INDUSTRIAL MANUFACTURING

## TECNIQ, INC.



## Project Details

TecNiq Inc. invested \$5.6 million in the construction of a new 105,000 square-foot production facility in Comstock Charter Township, just east of Kalamazoo.

This expansion came as TecNiq, a rapidly growing company, had outgrown their current facility in Richland..

TecNiq manufactures the most energy efficient LED lighting in the world for anything that travels down the road: trucks, trailers, RVs, boats, etc.

## SUMMARY

**Location:** Galesburg, MI

**Size:** 105,000 sq. ft.

**Cost:** \$5,611,162

# CORPORATE OFFICE

## RX OPTICAL



## Project Details

Rx Optical constructed their new \$5 million headquarters on South Park Street downtown Kalamazoo.

The project, which takes future growth into consideration, gives the business almost 23,000 square feet of administrative space, versus the 12,500 square feet it previously occupied.

## SUMMARY

**Location:** Kalamazoo, MI

**Size:** 22,890 sq. ft.

**Cost:** \$4,600,197

# GOVERNMENT AGENCY

## KALAMAZOO COUNTY ANIMAL SHELTER



## Project Details

The new animal shelter spans 17,554 square feet and can house up to 106 dogs and 74 cats at any given time. The new facility places emphasis on the health and care of the animals with a veterinary exam and treatment room, a grooming room, outdoor walking and exercise areas, a food preparation room, and two group cat rooms. A new HVAC system circulates 100% fresh air 8 times every hour. An entire wing is dedicated to adoption services with bright and cheery meet and greet rooms guaranteed to bond pets to their future owners.

## SUMMARY

**Location:** Kalamazoo, MI

**Size:** 17,554 sq. ft.

**Cost:** \$4,520,000



# REFERENCES

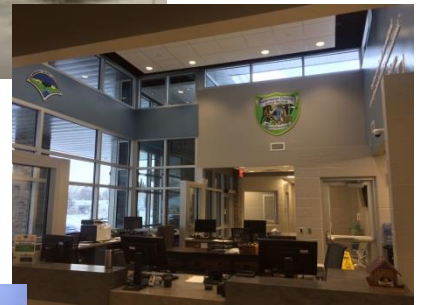
Provide two client references for similar work with a municipal component including a brief description of the work provided.

## SIMILAR PROJECTS

Cornerstone Construction Management has had the pleasure to work with several clients in building similar projects. Below are two references from those projects.

### KALAMAZOO ANIMAL SHELTER AND ENFORCEMENT

Mr. Steve Lawrence  
Director  
1316 Lamont Avenue  
Kalamazoo, Michigan 49048  
(269) 383-8775



### CASSOPOLIS MUNICIPAL AND DPW SERVICES BUILDING

Ms. Emilie Sarratore  
Village Manager  
121 North Disbrow Street  
Cassopolis, Michigan 49031  
(269) 445-8648



## PROFESSIONAL SERVICES

Estimating  
Constructability Review  
Project Scheduling  
Contract Awards  
Construction Coordination

Cost Cycle Analysis  
Design Documents Review  
Subcontractor Bid Analysis  
Shop Drawing Review  
Project Close-out Documents

# **CNA**SURETY

2900 Charlevoix Drive SE, Suite 220  
Grand Rapids, MI 49546

**Kevin J. Van Otterloo**

Underwriting Manager

Telephone 616-285-2682

800-432-9534 x2682

Email

Kevin.VanOtterloo@cna.com

December 2, 2021

To: City of Buchanan

Re: Cornerstone Construction Management, Inc.  
Portage, MI

We are providing this information at the request of Cornerstone Construction Management Inc.

We have been providing surety bonds for Cornerstone Construction Management Inc. since 2010. We have approved bonds for them covering jobs up to \$10,000,000 and potential work programs of \$20,000,000.

They have advised us that they are considering project for you with an estimated construction cost of \$5,000,000. If a contract for this work is awarded to Cornerstone Construction Management, Inc., it is our present intention to become surety on the performance and payment bonds required by the contract.

Western Surety Company (NAIC# 13188) is an underwriting company of CNA Surety and is an approved surety on the Department of Treasury's Listing with a current US Treasury Limit of \$153,342,000. Western Surety Company maintains an A (Excellent) AM Best Rating and a financial size of XIV.

Any arrangement for bonds required by the contract is a matter between Cornerstone Construction Management, Inc. and the surety and we assume no liability to you or your third parties, if for any reason we do not execute these bonds.

Sincerely,



Kevin Van Otterloo



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/22/2021

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

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

PRODUCER Lighthouse, an Alera Group Company 527 S Rose St  Kalamazoo MI 49007		CONTACT NAME: Hollen Rohr PHONE (A/C, No, Ext): (269) 381-4643 E-MAIL ADDRESS: hrohr@lighthousegroup.com	FAX (A/C, No): (269) 381-0827
INSURED Cornerstone Construction Management Inc 450 W Centre Ave  Portage MI 49024		INSURER(S) AFFORDING COVERAGE INSURER A: Michigan Insurance Company NAIC # 10857 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	

COVERAGES      CERTIFICATE NUMBER: 21-22 Master      REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<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 checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			CPJ8777829	11/09/2021	11/09/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY			CCJ8777829	11/09/2021	11/09/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Uninsured motorist \$ 1,000,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			CXJ8777829	11/09/2021	11/09/2022	COMBINED SINGLE LIMIT EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	1000008418	11/09/2021	11/09/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Leased/Rented Equipment			CPJ877829	11/09/2021	11/09/2022	\$50,000      \$500 deductible

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
If Special Provisions Apply, Endorsements Will Be Attached.

CERTIFICATE HOLDER

CANCELLATION

FOR INFORMATIONAL PURPOSES ONLY

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

*Hollen R Rohr*

# FEE PROPOSAL

Provide a fee proposal, expressed as a percentage of the Cost of Work. The firm shall describe those services, facilities, supplies and other expenses that are included in overhead as part of the proposal. Describe on what timeframe and construction cost the fee was based. Describe any fee that would be payable prior to construction.

Cornerstone's fees and general conditions are based on a construction cost of \$5million and a 12 month duration. Cornerstone Construction Management will invoice the City of Buchanan for pre-construction services on a Guaranteed Maximum Price basis.

<b><u>Pre-Construction Services</u></b>	<b>\$8,000</b>
<b><u>Construction Services (2.25%)</u></b>	<b>\$112,500</b>
Project Executive	
Accounting	
Project Manager	
Clerical	
<b><u>General Conditions</u></b>	<b>\$164,500</b>
Field Personnel and Transportation	
<i>-As per RFP matrix form</i>	
<b><u>Builder's Risk Insurance</u></b>	<b>\$10,000</b>
<b><u>PML Bond</u></b>	<b>\$33,500</b>
<b><u>Total Fees, General Conditions, Builder's Risk and PLM Bond</u></b>	<b>\$328,500</b>



# SUBCONTRACTED | SELF PERFORMED WORK

Provide a list of proposed major construction elements that would be subcontracted and a statement on your company's approach to encouraging local subcontractor participation.

## List of Major Subcontracted Work

<u>CSI Division</u>	<u>Description</u>
030500	Concrete
040500	Masonry
050000	Structural & Miscellaneous Steel
060000	General Carpentry
072000	Building Insulation
079000	Caulking
075000	Roofing
083000	Overhead Doors
084000	Aluminum Entrances & Windows
092500	Framing, Drywall & Ceilings
096800	Flooring & Hard Tile
099000	Painting
131000	Pre-Engineered Building
210500	Fire Protection
220500	Plumbing
230500	Mechanical
260500	Electrical, Fire Alarm & Lighting
310500	Sitework
320500	Asphalt Paving
323100	Fencing
329000	Landscaping & Restoration

Cornerstone Construction Management will advertise for and solicit potential bidders that have been personally contacted by the company to ensure that the project receives the attention and coverage required to complete your project. Cornerstone actively solicits participation from all qualified local trades to encourage keeping business in the local community. Our long-standing relationships and experience help to find the best fit contractors to complete the work.

## Self-Performed Work

<u>CSI Division</u>	<u>Description</u>	<u>Hourly Rate</u>
01107	General Labor	\$45
06200	Carpentry	\$50

# SAFETY

**Provide information on your company's dedication to a safe project and work atmosphere. Share number of MOSHA violations from your company within the last 3 years as well as EMR rating. Please include how you have worked within COVID-19 restrictions to maintain a healthy jobsite.**

## **Safety Culture**

Cornerstone Construction Management's policy is that the safety of our employees is considered the most vital aspect of our operations. Above all, their safety must be considered first when planning for construction and designing or purchasing new equipment. Safety is not automatic nor is it a function that can be superimposed on a construction operation.

Safety, like all other construction activity, is a program that must be planned, implemented, enforced and provided with a feedback system. Our goal at Cornerstone is to provide our employees, contractors and visitors a safe and healthy environment. Cornerstone Construction tightly manages contractor safety through our on-site project superintendent with the assistance of the entire office staff. Our project managers work alongside our project superintendents to evaluate safety procedures on all tasks on the construction site to provide, maintain and promote positive safety behaviors in order to reduce at-risk potential.

## **Safety Education**

From ground breaking to occupancy our company ensures safe working conditions with continual OSHA standard training of the project manager, superintendent, subcontractors and owners. During our scheduled onsite progress meetings any safety concerns or violations are addressed in order to provide consistent safety. Mandatory off-site certifications are a requirement for our entire staff in order to keep them informed and up to date on all safety measures. This safe work practice shows in our EMR rate of .57 and 8 straight years of no lost work due to accidents.

## **Covid-19 Procedures**

Cornerstone Construction Management takes the health and safety of our employees very seriously. Using the most recent information available from CDC and OSHA we have initiated the recommended COVID-19 mandates on every project in order to provide a safe working environment and maintain daily operations. This prevention preparedness plan has been implemented throughout our company in order to help prevent and spread Covid-19. Every person is required to check-in and have their temperature taken before entering the job site. Masks are required in confined spaces and a 6 foot distance is required. All CDC requirements are posted throughout the job site to remind everyone to practice safe distancing.

December 3, 2021

Cornerstone Construction Management, Inc.  
450 W Centre  
Portage, MI 49024

RE: City of Buchanan DPW project

Dear Sherri,

I have looked through your file and you have been with our agency since at least 2008. That is as far back as our computer system goes. It could be longer than that but I can't absolutely verify it. It has been a pleasure working with you and hope to have the opportunity to work with you for many more years to come! You have always been very quick to respond whenever we need any information for your policies and as you can tell from your EMR, you have had very few claims through the years.

Your Experience Modification Rating Factor for the last several years is:

11/9/2021 – 11/9/2022	.57
11/9/2020 – 11/9/2021	.59
11/9/2019 – 11/9/2020	.57
11/9/2018 – 11/9/2019	.60
11/9/2017 – 11/9/2018	.648

Please let me know if you need anything else.

Sincerely,

*Hollen Rohr*

Hollen Rohr  
Commercial Account Manager

# CONTINGENCY | CHANGE ORDERS

Describe your proposed method of determining contingency at different stage of the project. In addition explain the company's methods of handling pricing and managing Change Orders after a Guaranteed Maximum Price is established. Submit an example of how the company adapted to provide fair pricing and work during the turbulent 2020-2021.

**Contingency-** Cornerstone Construction will determine the appropriate level of contingency as design progress and the budget is refined. We recommend the following contingency levels as each design phase is completed.

- Schematic Design 10%
- Design Development 8%
- Construction Documents 6%
- Guaranteed Maximum Price 5%

The contingency account will be a line item on the sworn statement and is 100% owned by The City of Buchanan until approved to spend or allocated to a direct cost line item. Any contingency account balance will not be billed and remains The City of Buchanan's funds.

**Change Orders-** All Change Orders, originated either a bulletin or field condition, will be priced on an 'Open Book' basis. The direct costs associated with each change order request will be submitted as back-up for review and approval. Once approved the change order amount will be deducted from the contingency fund. Cornerstone Construction Management's fee for administering all change orders will be our original fee of 2.25%.

**Pandemic 2020-2021-** During the turbulent 2020-2021 Cornerstone Construction Management provided fair pricing to owners by absorbing the cost associated with the shut down and reduced efficiencies. We were able to continue with projects and enter into new contracts without requesting additional general conditions due to the effects of the pandemic.