

CUMMING
GROUP

City of Hendersonville, NC

RFQ #HEG141014001

Whitmire Community Center and Park + Patton Park and Pool

Proposal for Owner's Advisory Services

January 16, 2026

cumming-group.com



CUMMING GROUP

700 Gervais Street
Suite E
Columbia, SC 29201
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January 16, 2026

Attn: Richard Shook, PE
Civil Engineer
rshook@hvlnc.gov
(828) 233-2888

Re: RFQ #HEG141014001
Proposal for Owner's Advisory Services

Dear Mr. Shook,

Cumming Group is pleased to submit our qualifications to serve as the City of Hendersonville's Owner's Advisor for the Whitmire Community Center and Park and Patton Park and Pool projects. We understand the importance of these public-facing improvements and are prepared to provide focused, hands-on leadership that reflects the City's goals and priorities from start to finish.

Cumming Group is proud to be the nation's largest Owner's Representative firm dedicated exclusively to project and cost management. Our sole focus is representing owners, without the conflict of in-house design or construction services. This structure ensures that our team serves as a true extension of City staff—prioritizing transparency, accountability, and results on every project we support.

Our proposed team brings deep municipal experience and a proven record delivering community, recreation, and FEMA-supported projects throughout the Carolinas. The group is led by David Lindsay, who will provide executive-level oversight and strategic guidance, with on-site management and coordination led by Sean Hudson. David and Sean will be supported by our in-house cost management and scheduling staff as needed. Together, they offer a well-balanced mix of leadership, responsiveness, and local project insight.

We appreciate your consideration and welcome the opportunity to assist the City in delivering these important community assets. Please don't hesitate to contact us with any questions or requests for additional information.

Very truly yours,
Cumming Group



By: Jeff Holstein
Executive Vice President



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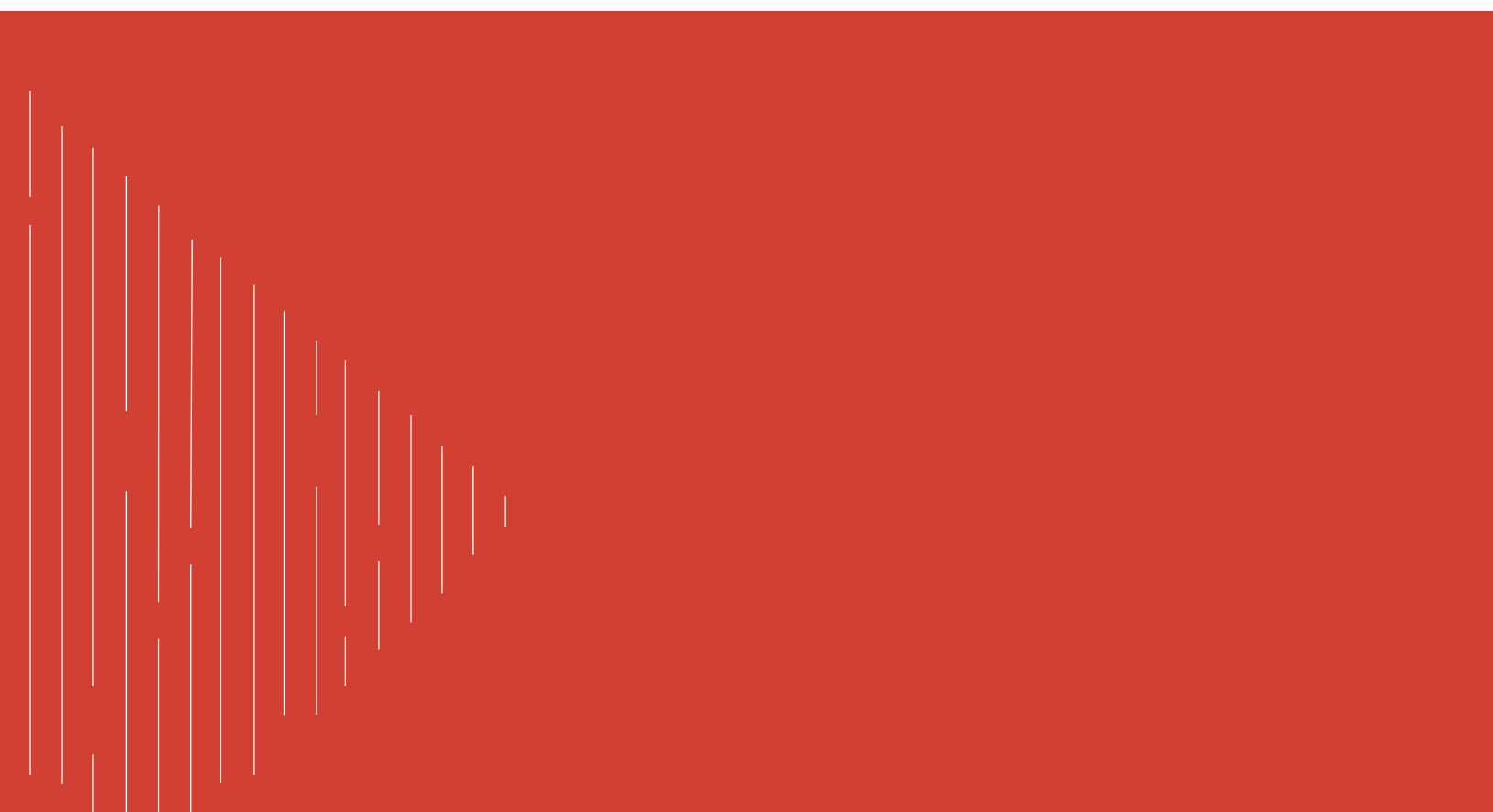
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Section 1

Firm Information





SECTION 1 – Firm Information

Firm Name

Cumming Management Group, Inc. (Cumming Group)

Address of Principal Office

700 Gervais Street
Suite E
Columbia, SC 29201

Phone Number

(803) 726-8560

Website

cumming-group.com

E-mail

jholstein@cumming-group.com

Primary Contact

Jeff Holstein
Executive Vice President
jholstein@cumming-group.com
(803) 917-6255

Hourly Fee Schedule

Role	Hourly Rate
Project Director	\$ 225.00
Project Manager	\$ 185.00
Cost Manager / Estimator	\$ 185.00
Scheduler	\$ 175.00

Section 2

Proposed Project Team

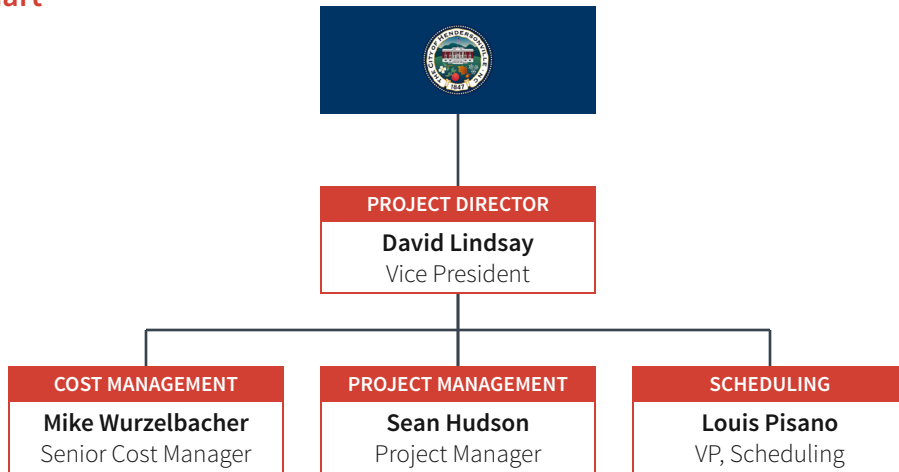




SECTION 2 – Proposed Project Team

Cumming Group has assembled a lean but highly experienced Owner’s Advisory team tailored to deliver efficient, accountable, and expert project oversight. Each team member brings specialized knowledge in municipal project delivery, ensuring the City’s goals are met through proactive leadership, cost and schedule control, and strategic guidance.

Organizational Chart



Roles and Responsibilities

David Lindsay

Vice President
Project Director

As Project Director, David Lindsay will provide executive oversight across all phases of the project. He will remain actively engaged throughout the duration, ensuring that project strategy aligns with the City’s goals, monitoring overall progress, and serving as the primary point of escalation for any complex or high-level issues that arise. David will maintain regular involvement to support decision-making and uphold accountability across the team.

Sean Hudson

Project Manager

As Project Manager, Sean Sean Hudson will serve as the City’s primary point of contact, leading the day-to-day management of the project. Based on site and working closely with all stakeholders, Sean will oversee planning, coordination, and execution activities on site. He will facilitate team communications, manage consultant and contractor interfaces, and ensure project milestones, budget, and quality standards are achieved.

Mike Wurzelbacher

Senior Cost Manager

As Cost Manager, Mike will provide detailed estimates at the various phases of design. He will identify cost-saving opportunities and recommend alternatives, and advise on contractor bids, change orders, and cost reconciliation to maintain budget accuracy. He will also perform QA/QC reviews of estimates to provide transparent reporting to mitigate risks and ensure cost control

Lou Pisano

VP, Scheduling

As Scheduling lead, Lou will assist in the preparation and updating of the project milestone schedule, will review the Contractor’s schedule, and will assist in the monthly project schedule reporting.



David Lindsay

Vice President | *Project Director*

David has over 30 years' experience in program/construction management with a portfolio of experience, most recently the new Horry County Emergency Operations and Communications Center in Conway, SC, the new South Bay Inn and Suites in Myrtle Beach, SC, as well as the Darla Moore School of Business and the University of South Carolina School of Law. David has extensive K-12 project experience and has managed programs across South Carolina including bond programs for Anderson School District Five, Richland County School Districts One & Two, Dorchester County School District, Chester County School District and Charleston County School District. David's extensive experience enables him to successfully manage large-scale and complicated programs across multiple job sites and involving technically complex bidding and stakeholder compilations.

EDUCATION

Master of Construction Science and Management, Clemson University

Bachelor of Science, Hotel, Restaurant and Tourism, University of South Carolina

A.A., Architectural Engineering Technology, Midlands Technical College

CERTIFICATIONS

- OSHA 30- Hour Construction Safety Certificate

REPRESENTATIVE EXPERIENCE

Richland County School District One, Athletics Bond Program New Stadiums and Athletic Fields, Columbia, SC

David was the Project Director on a new stadium and total renovation of three other existing stadiums for RCSD1. Also included were athletics facilities for four high school campuses across RCSD1. Each stadium features similar features, including 5,000 seat capacities, artificial turf, video scoreboards, updated restroom and concession facilities, press boxes and fencing. The high school site facilities included new football/soccer fields with artificial turf, 900 seat capacities with concessions, restrooms and other associated facilities. These are part of a \$40M bond program which began in late 2015.

Horry County Emergency Operations and Communications Center, Conway, SC

David served as Program Manager for the \$25 Million new EOC center, built to withstand 160 MPH winds, flooding, and earthquake activity. Featuring facilities for 911 and Horry County's emergency operations, David coordinated with stakeholders from emergency operations, IT, E-911 communications, codes & enforcement, maintenance & construction, Horry County stormwater, and others to manage this highly technical program.

Decker Center Redevelopment/Richland County Operations Center, Columbia, SC

David was the Senior Project Manager for the \$25 Million redevelopment of a mall into an 112,000 sq. ft. Richland County operations center. This facility includes the Richland County Sheriff's regional headquarters substation, including administrative and community spaces to support policing efforts, as well as the County's Central/Traffic Court facility featuring nine courtrooms, associated support spaces, holding cells, and all required security.

University of South Carolina, New Law School, Columbia, SC

As one of the premier buildings on campus, the new law school redeveloped a city block and restored historic buildings into a destination for both students and the community. David provided Agency Construction Management services for the new 187,000 SF building and the partial restoration of two of USC's historic buildings, the Taylor House and Carriage House.

University of South Carolina, Darla Moore School of Business, Columbia, SC

As one of the premier business schools in the country, the Darla Moore School of Business building is a landmark structure designed by Rafael Vinoly Architects in downtown Columbia, SC. David was Project Director for the \$106.5M 254,000 SF LEED Platinum facility.



Sean Hudson

Project Manager

Sean is a project manager with over 25 years of experience in the construction industry. He has in-depth knowledge of all aspects of building construction along with practical field experience. His expertise covers a multitude of sectors including healthcare, residential, higher education, mixed-use, and retail. Sean has the ability to work well under pressure while maintaining overall organization and communication to ensure every project is a success. He has provided oversight and management services on projects ranging from \$400,000 to more than \$187 million.

REPRESENTATIVE EXPERIENCE

EDUCATION

Bachelor of Science, Civil Engineering Technology, University of North Carolina, Charlotte

CERTIFICATIONS

- OSHA 30- Hour Construction Safety Certificate

Fort Mill School District, Capital Improvement Program, Ft. Mill, SC

Sean served as the Project Manager for the following projects:

- Fort Mill Middle School - renovation
- Gold Hill Middle School - renovation
- Fort Mill High School - renovation
- Catawba Ridge High School - new construction

York County School District, Capital Improvement Program, York County, SC

Sean served as the Project Manager for the following projects:

- York County/Lake Wyle Aquatic Center - new construction
- Clover Middle School - new construction
- Oakridge Elementary School - new construction

Parks and Entertainment Experience

- African Plains, 11-Acre Expansion including Rhinoceros Barn Three Hoof Stock Barns and a Treatment Barn, Asheboro, NC (\$5.7M)
- Boomerang Roller Coaster, Relocated Roller Coaster in Existing Park, Charlotte, NC (\$4.5M)
- Intimidator Roller Coaster, 232-ft Peak, 5316 ft Length, 6 Acres Integrated into Existing Park, Charlotte, NC (\$26M)

Additional Experience

- Charlotte Bobcats Arena, Charlotte, NC (\$187M)
- Charlotte Douglas International Airport, Concourse D Phase II & III, Charlotte, NC (\$40M)
- Charlotte Hispanic Catholic Center, Charlotte, NC (\$3.5M)
- Gateway Parking Deck, Charlotte, NC (\$8.4M)
- Hickory Grove Baptist Church, Charlotte, NC (\$3.6M)
- Northlake Pavilion, Medical Office Shell, Charlotte, NC (\$2.5M)
- Park Plaza Condominiums, 4-Story, 72 Units, Charlotte, NC (\$3.5M)
- UNC-Charlotte, Humanities Academic Wing, Charlotte, NC (\$17M)
- Ashley Furniture, 50K-sq-ft Renovation, Raleigh, NC (\$505K)
- Food Lion, Two Simultaneous 40K-sq-ft Remodels, Calabash & Shallotte, NC (\$525K each)
- Harris Teeter #149, 48K-sq-ft Store Remodel, Rock Hill, SC (\$404K)
- Lowes Foods, 50K-sq-ft Renovation to Operating Store, Wilmington, NC (\$2.6M)
- Lowes Foods, Renovation, Clemmons, NC (\$2.1M)
- Shoppes at Wesley Chapel, Walgreens, State Road Widening & 23 Acres Site Work, Matthews, NC (\$3.2M)



Mike Wurzelbacher

Senior Cost Manager

Mike has over 10 years of experience providing cost estimating services, specializing in healthcare and education projects. His responsibilities include preparing accurate estimates from the program level through design, preparing task orders, and reviewing and estimating change orders. In addition, Mike attends reconciliation and value engineering meetings on a regular basis to ensure that the client is satisfied, the project stays on budget, and deadlines are being met. Mike is familiar with all Federal requirements as they pertain to cost estimating.

REPRESENTATIVE EXPERIENCE

Decker Center Redevelopment/Richland County Operations Center, Columbia, SC

Working as the Cost Manager, Mike provided full estimating services for the conversion of a shopping mall into a Richland County Government Building housing courtrooms and a detention center, as well as all associated site development.

Charleston County School District, Charleston, SC

Mike has worked on a large variety of CCSD projects ranging from new school buildings to facility maintenance projects as Cost Manager. He has provided cost management services for nearly all of the CCSD schools over the last 2 years. His responsibilities on this project have included: preparing task orders, reviewing and estimating change orders, and providing accurate estimates.

CARTA Intermodal Center, North Charleston, SC

Mike worked as the Cost Manager for the CARTA Intermodal Center and provided full estimating services for the construction of the new regional intermodal center and site development.

ADDITIONAL EXPERIENCE

Municipal / State / Federal

- City of Charleston, New International African American Museum, Charleston, SC
- City of Charleston, U.S. 17 Spring/Fishburne Drainage Improvement Project - New Pump Station Superstructure, Charleston, SC
- City of Goose Creek, Crowfield Golf Clubhouse Renovation, Goose Creek, SC
- City of Goose Creek, New Amphitheatre, Goose Creek, SC
- City of Johnsonville, New Municipal Complex Master Plan, Johnsonville, SC
- GSA Matthew J. Perry Federal Courthouse, Renovation Program Development Study for Courthouse & Parking Garage, Columbia, SC
- Horry County, New Emergency Operations Center & E-911 Bldg., Conway, SC
- Leesburg Police Station Expansion, Leesburg, VA
- Mecklenburg County, New Northern Regional Recreation Center Advance Planning Estimates, Cornelius, NC
- North Carolina National Guard, Fort Fisher Training Center New Bldg. 116 w-SCIF, Kure Beach, NC
- South Carolina Dept. of Administration, Elevator Modernization, Columbia, SC
- Town of Cary, New Downtown Park Master Plan, Cary, NC
- Town of Wendell, New Town Hall Facility, Wendell, NC
- U.S. Courthouse, Exterior Building Wall Repairs, Asheville, NC

EDUCATION

Construction Management, New School of Architecture and Design, San Diego, CA



Lou Pisano

Vice President | *Scheduling Lead*

Lou Pisano has more than 35 years of comprehensive experience in all phases of major development and construction projects for both new building programs and complex renovations. With a background in Civil and Environmental Engineering, he is an innovative problem-solver and proactive decision maker, with a reputation for utilizing data to implement project controls technology throughout a project's lifecycle and integrating this data into clients' facilities management systems.

As Vice President, Lou manages the Scheduling group for the Eastern Region of Cumming Group, leveraging his experience across more than 30 million square feet of real estate projects to advise clients on a wide range of program elements including pre-construction strategic planning and scheduling, design development, cost estimating, site construction management, building construction, facilities management, civil and environmental engineering, and land surveying.

EDUCATION

Civil Engineering, Brookdale Community College, Middletown, NJ

REPRESENTATIVE EXPERIENCE

Medstar Health, Georgetown University Hospital, Washington, DC

Performed delay analysis and monthly reviews of contractor schedule submittals of a new 477,213 square feet medical facility with 156 private patient rooms, 31 state-of-the-art operating rooms, including a new intraoperative MRI suite, 32 private exam rooms in a new emergency department, one rooftop helipad with direct access to the emergency department and operating rooms, and three levels of underground parking. Reviews include advising ownership of potential time savings and legitimacy of delay claims in order to achieve an on time project delivery.

Miraval Berskshires, Historic Cranwell Spa & Resort, Lenox, MA

Cumming Group provided project, cost, and schedule management services for the refurbishment and transformation of the Historic Cranwell Spa and Resort, with Lou as the Lead Scheduler. The phased program included demolition and major renovation to existing buildings, new building construction, and extensive infrastructure upgrades while the resort remained open. Lou played a significant role in the scheduling of this project, given the complexities of the phasing and logistics.

Columbia University, Manhattanville Campus, New York, NY

Provides on-call planning and scheduling services for Columbia University's upper Manhattan campus, with projects including the construction of a graduate student housing facility, new student housing facility at 611 W112th Street, scheduling for the conceptual planning of a new climate school, conceptual planning for new lab buildings.

Northwell Health, Northwell Medical Pavilion, New York, NY

Schedule management services for the Northwell Medical Pavilion, a new build, 15-story 200,000 square foot outpatient complex, located on the Upper East Side of Manhattan on 3rd Ave between E. 76th and E. 77th streets; will offer world-class care, anchored by innovative cancer care programs for the Northwell Health Cancer Institute. This new state of the art Oncology (cancer) care will include breast, gastrointestinal, colorectal, gynecologic, head and neck, neurosurgical, thoracic, and urologic. The pavilion will also house cardiac care, neuroscience, imaging, lab testing, as well as holistic wellness services, acute and chronic disease management, social work services and more.

Section 3

Project Approach and Management





SECTION 3 – Project Approach and Management

Pre-Construction Phase

Methodology During Pre-Construction

During the pre-design and design phases, our team will confer with your staff concerning specific project goals relative to project scope, project budget, project schedule, design concepts, and quality as a basis for formulating a detailed development plan for the project.

One of the main objectives during this period is to provide a conceptual cost budget and a preliminary “Critical Path Method” development schedule for the project. Cumming Group will also assist the design partners with the evaluation of proposed systems, equipment and materials, and will advise you on alternatives to optimize cost effectiveness, quality standards and system life cycle costs and benefits (value engineering).

The last step during this phase will be to analyze potential advantages of phasing or fast-tracking the project to help you select the approach to construction that appears most advantageous. We are skilled and experienced with many different delivery methods and would be happy to evaluate them to help determine the best delivery option for your project. Each delivery methods has its unique advantages and disadvantages and each has its appropriate time, place, and circumstances under which they are worthy of use.

Staff / Facilities Coordination

Our team will work closely with your staff and facilities group. We will carefully plan out the sequencing, safety, and logistics prior to the start of construction. The agreed upon strategy will be incorporated in the construction bid documents to ensure that the proposing contractors are aware of logistical and coordination constraints prior to submitting their bids. This will ensure that claims are minimized as they relate to site logistics and coordination efforts.

Design Phase

Review of Budgets, Construction Documents, Plans, and Specs

As the design process proceeds, Cumming Group is constantly vigilant, ensuring that the Owner’s needs are completely represented in the design (materials, building system, equipment, installation, method of delivery, etc.). Our team also evaluates project budget requirements during the design sub-phases to ensure that the design is producing a project that can be built within budget, taking advantage of the most

cost-effective construction elements available to perform the required functions. This “cost effective” consideration is normally referred to as “value engineering” in our industry. We believe that construction contract documents are a binding instrument between an owner and contractor for construction services, and, as such, must be as accurate as possible to protect the interests of both parties. Change orders due to design conflicts and discrepancies in construction documents are costly and ultimately disrupt the construction progress. Good interdisciplinary and Constructability reviews prior to award of construction will realize a reduction in change orders, timesaving, and the ability to deliver the project within budget.

The ideal time to mitigate design conflicts is in the pre-construction phase. Constructability reviews are critical to time, cost control, and claims avoidance. We will assign multi-disciplinary professionals to assess the Contract Documents for clarity, integration of plans and specifications, constructability of details and absence of ambiguities. Our team members are able to review systems and details serving as a “second set of eyes” to ensure that the drawings and specifications put out to bid are complete, constructible and of the highest quality. Our reviews will specifically address issues such as:

- Constructability of construction details
- Lead time for materials and equipment
- Reasonableness of performance of work sequence, interface relationships and periods
- Site access, restrictions, staging areas, availability of utilities for construction, and safety plans for pedestrian and vehicular traffic for ongoing operations
- Coordination within and between disciplines relative to the plans and specifications
- Assurance that references to statements such as “designed by others” are addressed

Our goals in performing Interdisciplinary and Constructability Reviews are a:

- Reduction in the amount of change orders
- Reduction in delays caused by change orders
- Reduction in Requests for Information (RFIs)
- Savings in construction administration time and effort
- Smoother, non-adversarial relationship between the parties involved
- Better construction project at final delivery

Throughout the process, we will periodically review construction documents, plans and specifications to achieve project goals.

Project Schedule

Our team believes in developing both a summary and a detailed schedule approach for time management control. Summary schedules, by design, inform and update senior management, while detailed construction schedules provide the day-to-day operational tools for time management.

Cumming Group develops the control systems to manage design and construction. The project master schedule is the controlling document and the basic tool for measuring performance against plan. It integrates all essential events—current and projected—and identifies tasks, responsibilities, milestones, and phases of major actions for each participant. We require cost and manpower loading of schedules to ensure we have the tools to accurately manage the job's progress. We will develop a Master Project Schedule, review the contractor's schedules, and perform weekly schedule audits and CPM monthly update reviews to enable us to maintain control.

Our key to schedule control during construction is a computerized Critical Path Method (CPM) construction schedule that combines all work activities with resources needed to complete the work. The master CPM network identifies and monitors major project milestones for every team member and is the detailed construction schedule that all parties use for the project's duration.

Project Consultants

During the design phase, if additional consultants are required, our team can assist with the development of Requests for Proposals for outside consulting services. Cumming Group carefully and completely reviews all proposals received and coordinates interviews with the most suitable firms. Our team organizes, chairs, and documents the interviews. As a result of the interview process, we facilitate the final selection of the most appropriate firm for the project. We can also assist in contract negotiations with the selected firms.

Pre-Bid and Pre-Construction Meetings

Our team will prepare pre-bid and pre-construction agendas and facilitate pre-bid conferences for each project. Contract Documents will be clarified, and bidder inquiries will be addressed at each meeting. Our job is to clearly communicate the work with bidders. All questions resulting from the pre-bid meeting will be recorded and responses will be distributed to bidders.

Cost Management Approach

Cumming Group understands the importance of Cost Control. Our goal in providing Cost Management services would be to achieve

three key objectives: cost certainty, cost predictability, and to avoid any financial surprises. In order to achieve these objectives, we implement a two-step process:

- Establish and/or validate the total project budget as early as possible
- Ensure that we plan, design, procure, and deliver within this budget.

Our cost control approach starts from Pre-Design and Concept stage, all the way to Schematic design, Design Development and Construction Documents stage. We utilize continuous Cost Planning, which is a process for identifying the construction costs associated with an investment project, and making informed choices on options that will deliver best value and managing design changes to ensure minimum fluctuation in expected out-turn cost during the design and pre-construction stages.

It comprises iterative quantification and costing, derived from benchmarking and market exploration exercises, and is aimed at establishing a realistic and acceptable cost limit (cost model). At project inception, the process will start by producing a cost limit (Cost Model) which represents your authorized budget.

This cost model is subsequently split into a number of cost targets (Target Design Values), distributed across various building elements which represent well-described, standardized, structured and comparable project construction cost components. These cost targets are then refined with the support of progressive design development information; comparable and analyzed current and/or updated historical cost information compiled from the supply chain, and current market intelligence. The cost targets provide a sound basis for cost modeling, varying levels of cost benchmarking and design to cost processes.

To establish a proper parametric budget, a thorough understanding of the project scope and anticipated schedule is critical. Cost per square foot and lump sum allowances will be hard to define and justify as design progresses and new assumptions are made. Providing detail behind the assumptions and breakdowns of allowances, flushing out the questions and issues, and getting team agreement and buy-in are key to developing the right early estimate. The estimating life cycle consists of preparing, benchmarking, creating, and managing the estimate, then continuously improving the process to provide cost certainty.

Cumming Group also provides accurate milestone cost estimates by utilizing a crew-based database system based on the following: current local labor rates, local sales tax, subcontractor markups, equipment pricing, and material pricing. Additionally, we make adjustments for productivity, core inflation, access to materials, and other special circumstances. Our project analyses and reporting are second to



DURHAM COUNTY LIBRARY, MAIN LIBRARY, DURHAM, NC

none. We also have a specialized MEP cost estimating team that exclusively focuses on their discipline and area of expertise. This team communicates scope through detailed estimating to clearly identify cost drivers as well as evaluate energy and resource efficiency, life cycle costing, and LEED design targets.

Coupled with our milestone estimating efforts are the ongoing Cost-Benefit-Analysis we undertake as needed. These “micro” estimates are produced to provide comparative pricing for alternate or multiple solutions and approaches. These estimates allow the project management and project engineering teams to make informed decisions, considering scope, schedule, cost, and quality. We are not just cost estimators or cost managers, but also builders with prior experience working in the field. We use the latest industry standards, state of the art tools, innovative technology, as well as proprietary software. We have developed an in-house robust analytics application through CAPP Analytics. Additionally, we use cost estimating software such as D-Profiler, DESTINI, CostX, On Screen Take-off, and other cutting-edge tools to comprehensively quantify, analyze, and monitor project costs and financial risks.

Cumming Group’s cost planning approach involves strategically aligning and integrating the design, cost planning, and procurement processes to establish an interdependent working relationship which supports the cost management process and the control of change. By aligning and integrating this with our client’s business and authorization processes, we establish a gateway system which provides a framework for effective cost management.

Bid Phase

Methodology During Bid Phase

The project management professionals that we have proposed are fully trained in construction procurement. After the identification of bidders and release of the solicitation package, Cumming Group conducts project site visits and documents any questions or new data provided. If warranted, we amend the solicitation to include that new information. Our team maintains strict control of the information process during the pre-bid phase to avoid any confusion. One area of focus is on the change order process. We have found that when contractors understand the fairness of the change order and payment process, they generally bid lower because they do not have to put as much management reserve in their bids. Our evaluation process includes an assessment of both the bid and the firm’s ability to successfully perform the contract. Our staff are extremely proficient in performing or assisting in the evaluation of cost proposals and determining the most responsive and responsible bidder.

Construction and Closeout Phase

Methodology During Construction Phase

We first hold a preconstruction meeting where the lines of communication will be delineated, and individual responsibilities will be defined. Our team will work closely with your staff to ascertain the constraints that your project will face, to ensure all schedule and safety issues

Section 3 – Project Approach and Management

are addressed in the bid package and reviewed at the initial meeting. Typical concerns that must be addressed during construction include construction phasing, maintaining paths of travel around construction zones, scheduling of certain contractor activities that may impact the site, noise and dust control, vehicular access and parking, contractor staging areas, and coordination of utility shutdowns.

We will also work diligently to keep you updated on progress and apprised of forecasted activities. Our team will become familiar with the general conditions and technical sections of the contract specifications and verify that the provisions of the contract are clearly understood and enforced during the construction phase. We will log and track project correspondence, project submittals, requests for information (RFIs) and other project documentation.

Cumming Group will produce daily project activity reports, take progress photos, and verify all completed work for inclusion in contractor progress payments. All contractor RFIs that require interpretation of plans or specifications will be reviewed with the architect of record. Proposed changes in the work will be evaluated with the architect. Cumming Group will track and monitor all change requests received from the contractor through the owner's document control system. With the architect, we will review the scope of the contractor's change order proposal to determine if the work is a change from the base contract. If so, we will negotiate an equitable cost with the contractor for recommendation. Our team has successfully utilized unit pricing strategies in the bid packages to control costs of changes in the work.

To alleviate potential deadlocks, we also recommend that the general conditions of the contract include provisions for pricing changes according to publications such as Means Construction Cost Data and Saylor Publications, Inc. in support of current and local market conditions to facilitate agreement on labor rates.

Cumming Group representatives will attend and keep minutes of the job site meetings with the contractor and project architect. Regular agenda items for weekly progress meetings will include contract status for schedule and budget, forecasted construction activities, contractor field issues, owner and site administration concerns; submittal status, change order status, Request for Information status, and planned activities and coordination issues. Our team and architect will discuss any delays or anticipated impacts to the contractor's work where necessary. We will direct the contractors to develop recovery schedules and avoid disruption to ongoing operations.

All of these issues will be tracked within the Owner's project controls system and reports of action items will be regularly distributed and discussed at project meetings. During the construction phase, we actively manage the site and develop good communications with the

field personnel so that we become aware of conflicts as they arise and ensure that timely and concise Requests for Information are issued by the contractor. We support the consulting team by reviewing the site conditions and provide a photo if a site visit is not scheduled to facilitate a prompt response. We also ensure that the design team's answer is to the point so that the contractor can move forward with a clear understanding and direction if there is a change to the project that has a cost impact.

Contractor Progress Payments

We will routinely review the status of completed work prior to contractor payment requests. Using an approved schedule of values submitted by the contractor before the first payment request, Cumming Group will accompany the contractor's site representative to verify all completed work under the contract. The agreed amount of completed work will be reflected on each line item in the schedule of values. This information will be input into an approved progress payment application form generated for signature to the architect, contractor, and owner's representative. Our team will review the project payment application and verify the amounts of base contract work and approved change order work included. We will review and sign all payment applications before submitting them for owner approval and payment.

Construction Sequencing

The effective sequencing and scheduling of construction work around existing facilities will begin in the design phase. Known conditions that may influence the contractor's schedule will be shared with the prospective bidders at the pre-bid walkthroughs and will be further clarified at the pre-construction meeting held with the successful low bidder. Cumming Group will closely review the contractor's schedule submittal to make certain that all required sequencing and milestones are shown. By closely monitoring the contractor's progress and work plan, we will be able to make recommendations as needed to adjust sequencing, work, or traffic patterns to minimize disruption to project activities.

Cost and Schedule Control

We will regularly evaluate the progress of each construction contract to forecast potential budget and schedule variances. The Cumming Group cost and schedule reporting will identify problems and proposed solutions: including schedule and cost status and show time and cost to complete the contract. The monthly progress evaluation will compare actual expenditures against budget, and as-planned performance against actual performance. The reports will also summarize the preceding month's developments, plans for the current month, future plans, requests, recommendations, and general comments.

Testing and Inspections

During construction, Cumming Group will systematically verify that reviews, certifications, inspections and tests are being performed. A good quality assurance plan includes documenting all inspections, identifying items that have been satisfactorily inspected and targeting those requiring corrective action. At the beginning of construction, each inspector will review the contract documents outlining the most important elements to include in the quality control data. From the database, we can develop quality control checklists to manage startup, acceptance, and closeout procedures with all required inspectors. At weekly meetings, the contractor's completed activities will be discussed and their quality control effectiveness measures evaluated. Where improvements are needed, the contractors are advised to implement them in time for upcoming activities.

Comprehensive and accurate as-built drawings are essential to the successful closeout of construction projects. Cumming Group believes that regularly updated as-built drawings are achievable when they are required for each payment application. Our team will verify that each contractor keeps its as-built drawings up to date before approving their portion of the work for payment. Any modifications to the contract documents must be posted on eDocs before submittal of any payment requests.

Furniture, Fixtures, and Equipment

Our team can assist in FF&E procurement. If the owner chooses, we have the ability and resources to coordinate development of detailed needs, cost, purchases, installation, and move in of all furniture, fixtures and equipment. Using FF&E planning at the beginning of

a project assures that the architect has provided space and power for unique equipment. We bring a current knowledge of piggy-back purchase opportunities and preparation of bid packages for FF&E not available through piggy-back contracts.

Commissioning

Cumming Group will assure that your maintenance staff receives both appropriate orientation and instruction on new equipment and fixtures and all necessary maintenance manuals. Commissioning proves that the building and its systems work as intended. To accomplish this, our team will conduct a series of field meetings with the owner's maintenance representatives and equipment/fixture manufacturers' representatives to conduct field training and orientation.

Post-Construction

Our team can assist the architect, engineers, consultants and all end users in developing project punch lists and verifying completion of all items. In cases where an existing facility is being remodeled, documentation of existing conditions must be performed prior to construction to confirm fairness to all parties and facilitate completion of the punch list work. If the project requires occupancy prior to completion of minor punch list items, we will coordinate with the contractor to complete the punch list work during times where activities will not be disrupted. The inspector will coordinate with the architect to confirm that completed punch list work is acceptable. After building occupancy, we can meet with the department heads and other staff as designated by your team to discuss problems experienced with new building systems.



LUCY GARRETT BECKHAM HIGH SCHOOL, MOUNT PLEASANT, SC

Section 3 – Project Approach and Management

Risk Management Approach

The three biggest risk factors to any project are the budget, the schedule, and the quality of construction. We manage these risks by being protective of all three. Once selected, Cumming Group quickly develops a responsibility matrix that identifies all tasks during design, procurement, construction, and closeout. This matrix assigns responsibilities to either the Owner, Architect, CMR provider, or the Project Management team. These tasks will also be placed on a management schedule so that each team member understands their respective obligations to the projects.

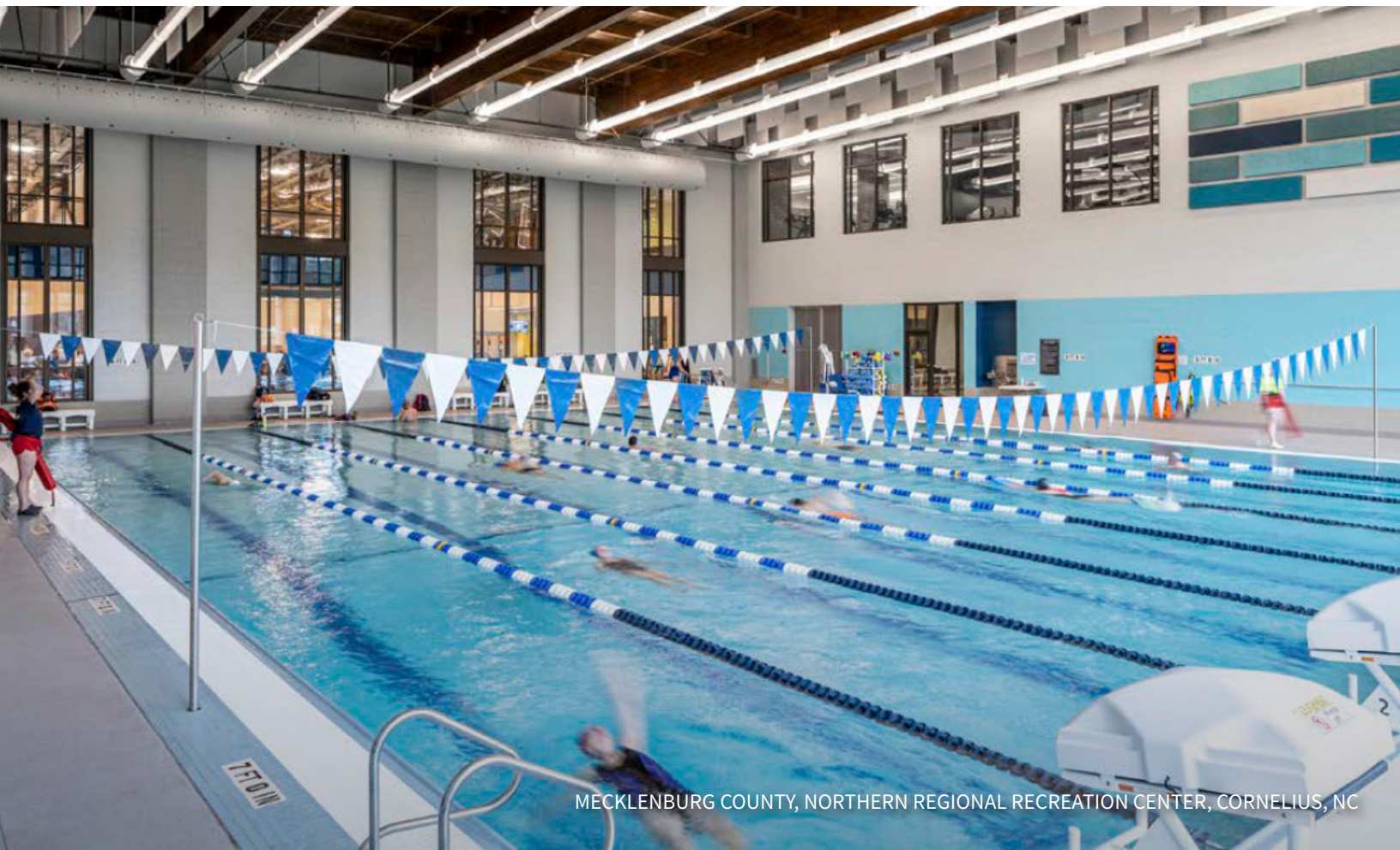
Risk Mitigation

Our team's philosophy to risk analysis, mitigation, and control is to simplify the risk process, which then provides information that can be easily understood and used to manage both projects and programs effectively. The process we utilize for projects is as follows:

- Develop risk questionnaire and review with core team
- Issue risk questionnaire to project team members
- Collate risk questionnaire responses and convene full project team meeting to discuss the responses and develop risk rating

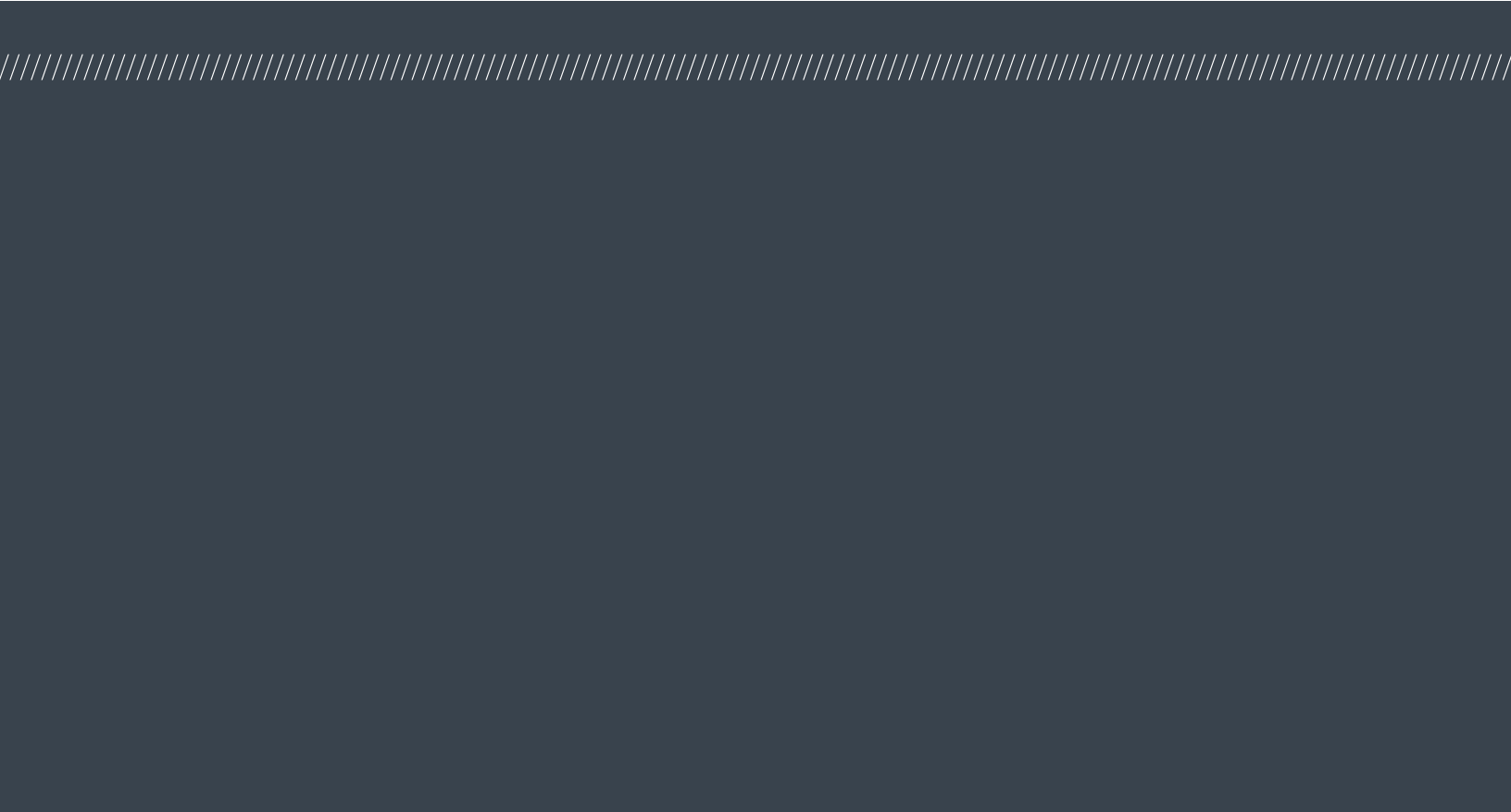
- Utilizing the risk rating results develop the risk mitigation matrix and score for likelihood and severity to select the major risks that require mitigation or monitoring
- Select Mitigation Category of Hold, Avoid, Reduce, Transfer, or Share (HARTS) to the selected risks Identify risk champions and delegate the development of the risk mitigation plan for the specific risk to the champion. When developing the mitigation plans, use the HARTS classification for importance of the risk
- Work with cost management team to estimate the potential value of the selected risks
- Input the estimated values into software risk program and obtain the appropriate/selected reports
- Continuous monitoring and working with the project team to update, develop, and implement the risk mitigation plans as the project progresses with new risks added on a monthly basis as they arise

As the Project Risk Reports and associated dashboards are developing, we then create the Program Level dashboard that the Owner's senior management can access to review the program level risk, identify those that are common across the program, and execute cross/future project mitigation plans.



Section 4

Similar Projects





SECTION 4 – SIMILAR PROJECTS

Company Overview

Cumming Group is an international project management and cost consultancy with deep industry knowledge and unrivaled expertise delivering successful outcomes to clients worldwide. The company has continuously achieved industry leading growth, and today operates as the largest pure play project consulting firm in North America, and with a rapidly expanding presence across Europe.

At Cumming Group, we are passionate about helping our clients execute large-scale, complex projects on-time and within budget. Our project and cost management services are specifically tailored to each client’s needs and add meaningful value at every step of a project’s development.

Drawing on deep expertise in the communities and sectors we serve, we anticipate and solve problems, deliver solutions, and drive results. Since opening our doors in 1996, Cumming Group has grown to 60+ offices globally, and is now home to more than 2,500 team members – including many of the brightest minds in the industry.

Regional Presence

Cumming Group has a strong and long-standing presence across the Carolinas, with dedicated staff operating from offices in Raleigh, Columbia, and Charleston. Our local teams bring deep knowledge of the area’s construction market, permitting landscape, and procurement practices, along with strong working relationships with agencies, consultants, and contractors throughout the region.

We are proud to support municipalities across the Southeast with experienced, embedded teams who understand both the pace and priorities of local government work. This regional foundation allows us to respond quickly, staff projects effectively, and stay closely connected to the communities we work in.

3,000+
TEAM MEMBERS WORLDWIDE

70+
OFFICES WORLDWIDE

30
YEARS IN BUSINESS

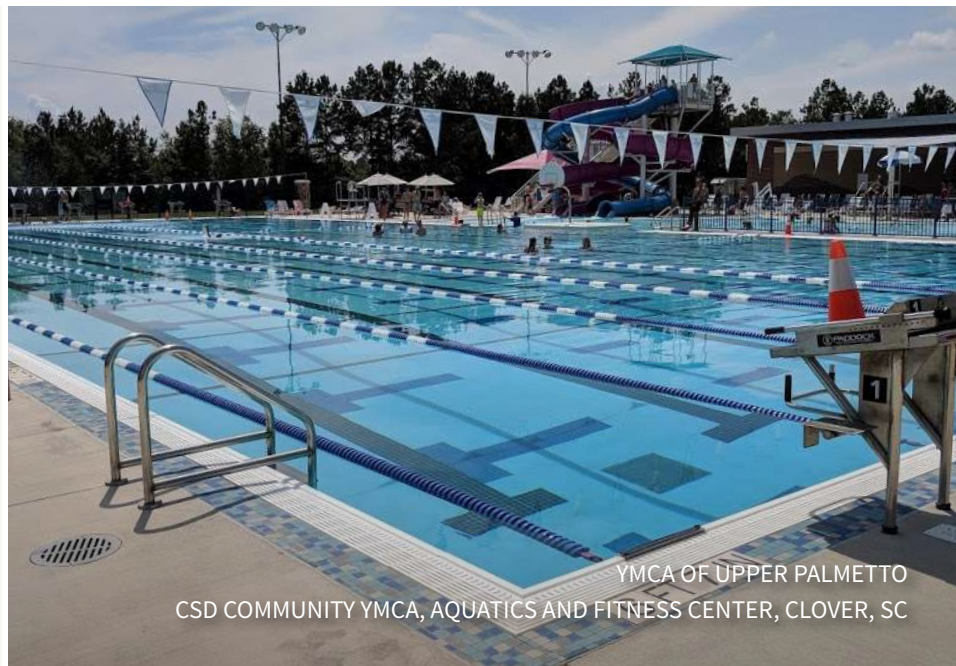
\$300+
BILLION IN COMPLETED PROJECTS

#1
PURE-PLAY OWNER’S REPRESENTATIVE IN THE U.S.

 **20+**
MUNICIPAL PROJECTS
COMPLETED LOCALLY

 **11**
PROJECTS IN THE CAROLINA'S
IN THE LAST FIVE YEARS

 **75+**
LOCAL TEAM MEMBERS



YMCA OF UPPER PALMETTO
CSD COMMUNITY YMCA, AQUATICS AND FITNESS CENTER, CLOVER, SC

Section 4 – Similar Projects

Public Sector and Municipal Work

Cumming Group is a trusted partner to municipalities across the Southeast, with a strong track record of delivering successful capital programs and vital public facilities. We collaborate closely with local governments to define project goals, establish and manage realistic budgets and schedules, and oversee all phases of design and construction to ensure accountability, efficiency, and quality.

Our team brings deep regional expertise and a thorough understanding of the Southeast's market dynamics, procurement frameworks, and regulatory environments. We help clients navigate complex stakeholder needs and funding requirements with clarity and confidence, tailoring our approach to each project's unique context and community priorities.

From emergency operations centers and public safety facilities to courthouses, civic centers, and libraries, we provide the insight, tools, and leadership needed to deliver lasting value. Our familiarity with local conditions and construction trends enables informed decision-making at every step, resulting in resilient, high-performing buildings that reflect both community needs and long-term public investment.

Below

- 01 Raleigh Convention Center and Red Hat Amphitheater, Raleigh, NC
- 02 Town of Wendell, New Town Hall, Landing View Drive, Public Works, and Community Center, Wendell, NC
- 03 YMCA of Upper Palmetto, Aquatics and Fitness Center, Clover, SC
- 04 YMCA of Upper Palmetto, Indian Land YMCA, Lancaster County, SC
- 05 Richland County School District One, Athletics Bond Program, Columbia, SC





DURATION: Aug 2019 – Ongoing

PROJECT BUDGET: \$8,500,000

DELIVERY METHOD: Design-Bid-Build

OWNER CONTACT:

Marc Collins

Town Manager

(919) 365-0834

mcollins@townofwendellnc.gov

DESIGNER CONTACT:

Dena Wangberg

Senior Associate, Gensler

Main: (919) 239-7828

Direct: (929) 327-1863

dena_wangberg@gensler.com

Town of Wendell

New Town Hall, Landing View Drive, Public Works, and Community Center, Wendell, NC

Cumming Group was hired by the Town of Wendell to provide Owner's Project Management services to manage, oversee, and guide the Town in the construction of and budget control for a new Town Hall, a new Public Works, the new Carver Community Center, and other directly related support projects including roads, sidewalks, utilities, storm water features, parking, landscaping, art, and public gathering spaces. Sitting on a nearly three-acre site, the two-story Town Hall project included all site work. Following the successful completion of the Town Hall, the Town re-hired Cumming Group to build a new Public Works facility and a new Community Center at the historic Carver Elementary School. The Public Works facility includes offices, locker rooms, warehouse, a vehicle wash bay, and a detached vehicle pole barn. These projects are both currently in progress.



DURATION: Mar 2024 – Ongoing

PROJECT BUDGET: \$405 million

DELIVERY METHOD: CM-at-Risk

OWNER CONTACT:

Kerry Painter, CVE, CMP, CEM

Executive Director

M: (919) 810-8649

O: (929) 996-8503

kerry.painter@raleighnc.gov

DESIGNER CONTACT:

Hal Bowen

Executive Director

Ratio Design

(919) 256-4963

hbowen@ratiodesign.com

Raleigh Convention Center

Raleigh, NC

Cumming Group is providing project and cost management services for the high-profile expansion of the Raleigh Convention Center and the relocation of the existing 6,000-seat Red Hat Amphitheater. This multi-phase initiative includes a 300,000-square-foot convention center expansion on the former amphitheater site. As a civic centerpiece in downtown Raleigh, this project has required extensive coordination among public stakeholders, including City departments, community boards, private partners, and state and regional agencies.

Our team plays a key role in navigating a complex entitlement process, including interlocal funding strategies and approvals critical to advancing the project. We also supported a robust community engagement effort to ensure the design reflects public input and aligns with long-term downtown development goals. This experience demonstrates our ability to manage high-stakes public projects with multiple funding sources, evolving priorities, and intense civic visibility.



DURATION: 2015 – 2018 (Clover);
2019 – 2020 (Indian Land)

PROJECT BUDGET: \$17.8 million (Clover); \$12 million (Indian Land)

DELIVERY METHOD: Design-Bid-Build

OWNER CONTACT:

Mack McCarter

Former Clover School Board Member
mccartermack@gmail.com
(704) 995-3458

DESIGNER CONTACT:

David Bellamy

Principal
LS3P Associates
davidbellamy@ls3p.com
(823) 577-4444

YMCA of Upper Palmetto

CSD Community YMCA, Aquatics and Fitness Center, Clover, SC

Cumming Group provided project management services for the construction of the Clover Aquatics and Fitness Center, created in partnership with the Upper Palmetto YMCA and Clover School District on district-owned land. The facility has two indoor 25-yard pools, a gymnasium, fitness room, exercise space for group classes, and racquet ball courts, as well as an elevated walking track and a competition-sized soccer field. Additionally, this facility features a 50-meter pool and adjoining water park, with slides. The outdoor water park was completed with York County Hospitality Tax and community donations.

Indian Land YMCA, Lancaster County, SC

Following the success of the Clover Aquatics and Fitness Center, Cumming Group was brought on to provide full program management services for the construction of a new 72,000 sq. ft. YMCA in Lancaster County. The facility features an 8-lane indoor pool, an elevated track, fitness spaces, full weight rooms, and a full-sized gymnasium. Additionally, this facility features child care space and 200 spaces for after-school care. Outside, this facility features four fully lighted multipurpose fields. The approximate construction value was \$12 million.



DURATION: 2015 – 2019

PROJECT BUDGET: \$40 million

DELIVERY METHOD: Design-Bid-Build

OWNER CONTACT:

Raymond Perkins

Director – Facility Services (retired)
perkray@gmail.com
(803) 528-1628

DESIGNER CONTACT:

Capital program with several independent projects and designers.
Reference provided upon request.

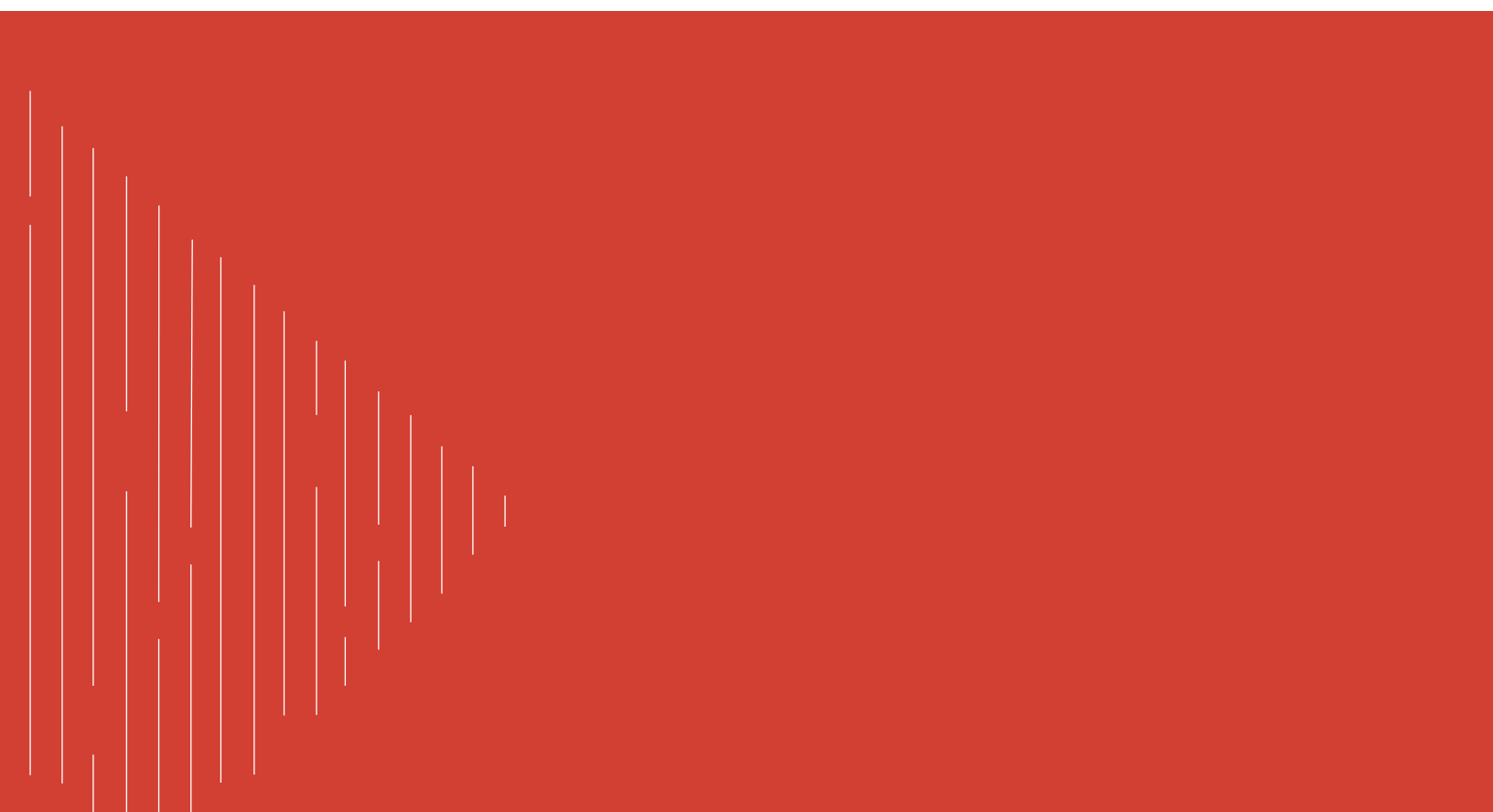
Richland County School District One

Athletics Bond Program, Columbia, SC

Cumming provided comprehensive construction management services for the delivery of new and renovated athletic facilities at four stadiums and four high school campuses across Richland County School District One. The program included full reconstruction of existing stadiums and the development of new practice fields and support facilities, all designed to enhance student-athlete experience and community use. Stadium scopes included new artificial turf playing surfaces, seating capacities of up to 5,000, video scoreboards, press boxes, updated restrooms, concessions, fencing, and lighting. High school campus improvements featured new football/soccer practice fields with 900-seat bleachers and supporting amenities. Facilities were delivered under a district-wide \$40 million bond program initiated in late 2015.

Section 5

References





SECTION 5 – References

ORGANIZATION / PROJECT / LOCATION / SERVICES PROVIDED	CONTACT
<p>York County, Fire Training Center York, SC <i>Project Management, Cost Management</i></p>	<p>Lisa Hagood Director of Engineering lisa.hagood@yorkcountygov.com (803) 818-5733</p>
<p>York County, Courthouse Renovation York, SC <i>Project Management, Cost Management</i></p>	<p>Lisa Hagood Director of Engineering lisa.hagood@yorkcountygov.com (803) 818-5733</p>
<p>York County, New Family Court Facility York, SC <i>Project Management, Cost Management</i></p>	<p>Lisa Hagood Director of Engineering lisa.hagood@yorkcountygov.com (803) 818-5733</p>
<p>York County, Moss Justice Center Expansion York, SC <i>Project Management, Cost Management</i></p>	<p>Lisa Hagood Director of Engineering lisa.hagood@yorkcountygov.com (803) 818-5733</p>
<p>York County, Public Works Expansion York, SC <i>Project Management, Cost Management</i></p>	<p>Lisa Hagood Director of Engineering mccartermack@gmail.com (803) 818-5733</p>
<p>York County, Clover Magistrate Renovation Clover, SC <i>Project Management, Cost Management</i></p>	<p>Lisa Hagood Director of Engineering lisa.hagood@yorkcountygov.com (803) 818-5733</p>
<p>York County, Fort Mill Magistrate Renovation Fort Mill, SC <i>Project Management, Cost Management</i></p>	<p>Lisa Hagood Director of Engineering lisa.hagood@yorkcountygov.com (803) 818-5733</p>
<p>Jasper County, Marsh Cove Fire Station Ridgeland, SC <i>Owner’s Project Management, Relocation Management</i></p>	<p>Kimberly Burgess Director – Construction kburgess@jaspercountysc.gov (843) 717-3692</p>
<p>Horry County, Emergency Operations Center Conway, SC <i>Owner’s Project Management, Relocation Management</i></p>	<p>John Barnhill Director – Construction barnhillj@horrycounty.org (843) 915-5300</p>

Section 5 – References

ORGANIZATION / PROJECT / LOCATION / SERVICES PROVIDED	CONTACT
<p>Town of Edisto Beach, New Town Hall and Emergency Operations Center Edisto Beach, SC <i>Project Management</i></p>	<p>Mark Aakhus Town Administrator maakhus@townofedistobeach.com (843) 869-2505 x211</p>
<p>City of Charleston, City Operations Facilities Complex Charleston, SC <i>Project Management</i></p>	<p>Edmund Most Director – Capital Projects moste@charleston-sc.gov (843) 958-6405</p>
<p>City of Charleston, International African American Museum Charleston, SC <i>Project Management</i></p>	<p>Edmund Most Director – Capital Projects moste@charleston-sc.gov (843) 958-6405</p>
<p>Richland County School District One, Dreher High School Columbia, SC <i>Project Management</i></p>	<p>Raymond Perkins Director – Facility Services (retired) jeffrey-borowy@charleston.k12.sc.us (843) 566-1975</p>
<p>Charleston County School District, Lucy Garrett Beckham High School Mount Pleasant, SC <i>Project Management</i></p>	<p>Jeff Borowy COO perkray@gmail.com (803) 528-1628</p>
<p>Lexington-Richland School District Five, Chapin High School Chapin, SC <i>Project Management</i></p>	<p>Dr. Akil E. Ross, Sr. Superintendent aross@lexrich5.org (803) 476-8169</p>
<p>Wake County Public School System, Facilities Department Management Raleigh, NC <i>Project Management</i></p>	<p>Mark Cooney Director, Program Controls mcooney@wcpss.net (919) 588-3575</p>
<p>Orange County Public Schools, Hillsborough & New Hope Elementary Schools Hillsborough and Chapel Hill, NC <i>Owner’s Project Manager</i></p>	<p>Hank McKee Maintenance Director henry.mckee@orange.k12.nc.us (336) 212-2401</p>

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