Oxford Community Schools
2017 Bond and Capital Improvement Projects
February 20, 2017

Proposal for Construction Management Services
Oxford Community Schools
Attention: Sam Bama
   Assistant Superintendent of Business & Operations
February 20, 2017

Mr. Sam Barna
Assistant Superintendent of Business & Operations
Oxford Community Schools
10 N. Washington St.
Oxford, MI 48371

RE: Oxford Community Schools - Proposal for Construction Management Services for 2017 Bond and Capital Improvement Projects

Dear Mr. Barna:

Clark Construction Company is a Michigan-based professional construction services firm founded in 1946. During our 70-year history, the company has grown into a perennial Top 400 contractor as listed by Engineering News Record (ENR).

Clark Construction Company has been providing Construction Management (CM) services to K-12 Clients for more than 60 years. We have provided CM services on more than $2 billion in K-12 construction projects. Clark’s value to Oxford Community Schools is summed up in the following key areas:

**Experience** – Our proposed Project Director, Gary Steller, has led project teams on more than $1.4 billion of K-12 facility construction. Jim Kaiser, Sr. Project Manager, has over 30 years in the construction industry. Jim recently completed the highly successful $76 million 2013 Dearborn Public Schools Bond Program.

**Value to Oxford Community Schools** – Our staff will advocate for Oxford Community Schools at all times and will ensure extraordinary project results keeping safety, budget, schedule and quality at the forefront. **Our Team’s expertise and Clark’s trademarked processes will provide Oxford Community Schools Trade Contract cost savings of 6%-8% of the total construction cost.** Our Team’s proficiency along with our trademarked services will assure quality workmanship and outstanding performing systems for the students, staff and the community.

**Service/Communication/Planning** – We will serve in essence as your construction department providing innovative solutions assuring achievement of each of your project expectations.

It would be our honor to serve the Oxford community and Oxford Community Schools as its Construction Manager.

Sincerely,
Clark Construction Company

Gary Steller/Project Director
517.881.9198 | gsteller@clarkcc.com
FIRM OVERVIEW

1. List your firm name, project executive, address, phone number, fax number and email address.

Clark Construction Company
Gary Steller, Project Executive/gsteller@clarkcc.com
Southeast Michigan Office
29110 Inkster Road, Suite 150
Southfield, Michigan 48034
248.286.1003 - phone/248.286.1010 - fax

2. Explain your firm’s ownership structure and provide a brief firm history

Clark Construction Company is a privately held corporation. Our executive team is made up of eight individuals. They are supported by more than 100 team members in Project Management, Planning & Estimating, Supervision, Accounting, Business Development, and Marketing. Below is an overview of our organization:

- JOHN M. CLARK, Treasurer/Chairman of the Board
- CHARLES J. CLARK, CEO
- SAMUEL D. CLARK, President
- ANTHONY G. ROHAC, Secretary/Chief Financial Officer
- GERALD L. BOERNER, Senior Vice President of Operations
- DAVE REECE, AIA, Senior Vice President
- ALLEN BLOWER, Vice President
- ROBERT LALONDE, LEED AP, Vice President

BRIEF HISTORY

Clark Construction Company is a family-owned Michigan-based professional construction services firm founded in 1946 and incorporated in February 1947. During our 70-year history, the company has grown into a perennial Top 400 contractor as listed by Engineering News Record (ENR). Approximately 75% of our projects are Construction Management, with the balance being General Contract and Design/Build.

Education is one of our core market segments. Clark Construction Company has been providing Construction Management (CM) services to K-12 Clients for more than 60 years. We have provided pre-construction and construction phase services on more than $1 billion in K-12 construction projects. The Clark Team’s expertise in the K-12 market has resulted in ongoing relationships and repeat projects for many of our educational clients. More than 95% of our educational projects are completed under construction management contracts.
Clark is recognized nationally for a strong commitment to safe work environments. The company won first place in the category of “Construction Management under 500,000 Work Hours” in the 14th Annual AGC/WILLIS Construction Safety Excellence Awards competition. Clark was named the recipient of the prestigious MIOSHA CET Platinum Award for outstanding safety performance, achieving more than nine years and over 2,500,000 work hours with no lost time injuries! Only six Michigan organizations have received the MIOSHA CET Platinum Award since 2000. Since then we have achieved more than 4 million work hours without a lost time injury! Our current Experience Modification Rate (EMR) is 0.69. Clark is recognized as one of the nation’s safest construction firms.

Clark Construction Company has received three prestigious, national Build America awards and six Build Michigan awards. We are also honored to be the first construction firm in the nation to receive an “American Business Ethics Award” for ethical business practices. In fact, Clark Construction has never been involved in litigation with an Owner. These recognitions, awards, and certifications support the company’s vision “to be deeply client focused and sought after as the best construction service provider.”

Clark Construction Company has an outstanding reputation for providing unsurpassed professional services and for meeting each Client’s expectations regarding budget, schedule, quality, safety, and environmental aspects.

3. Have you had litigation, arbitration or a claim filed against your company by a K-12 Educational client or have you filed the same against a client? If yes, Please explain.

Clark Construction Company has never been involved in claims, litigation or arbitration with a K-12 educational client, nor have we filed such a claim against a client.
4. Provide a listing of current construction management K-12 Educational projects. Include Owner’s name and contact information, construction value, number of facilities, contract start and contract completion dates.

<table>
<thead>
<tr>
<th>Owner</th>
<th>Contact</th>
<th>Construction Value</th>
<th>Number of Facilities</th>
<th>Contract Start and Completion Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adrian Public Schools 2014 Bond Program</td>
<td>Bob Behnke, Superintendent 517.264.6640</td>
<td>$25,000,000</td>
<td>11</td>
<td>May 2016 August 2017</td>
</tr>
<tr>
<td>Birmingham Public Schools 2015 Bond Program</td>
<td>Daniel Nerad, Superintendent 248.203.3004</td>
<td>$21,000,000</td>
<td>13</td>
<td>October 2015 August 2018</td>
</tr>
<tr>
<td>Saline Area Schools 2015 Bond Program</td>
<td>Scot Graden, Superintendent 734.401.4001</td>
<td>$25,000,000</td>
<td>7</td>
<td>January 2016 August 2016</td>
</tr>
<tr>
<td>Southgate Community Schools 2015 Bond Program</td>
<td>Leslie Hainrhar, Superintendent 734.246.4600</td>
<td>$13,000,000</td>
<td>8</td>
<td>February 2016 August 2017</td>
</tr>
</tbody>
</table>

5. Does your firm provide Professional Liability insurance, General Liability insurance, and Work Compensation coverage? If yes, please list coverage amounts available.

Producer: Willis of Michigan, Inc.

32255 Northwestern Highway, Suite 201
Farmington Hills, MI 48334

Lennie Morgan - 248.539.6629 lennie.morgan@willis.com
CERTIFICATE OF LIABILITY INSURANCE

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).

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).

SHOULD ANY OF THE ABOVE-DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

NOTE: THE CERTIFICATE OF LIABILITY INSURANCE ALLEGED 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 THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Evidence of Coverage

ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

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6. During the past 15 years, what percent of your company work has been in the educational field?

The Education market is Clark Construction Company’s core market. Over the past 15 years 64% of our company work has been in K-12 or Higher Education.

7. List the school districts your company has worked with during the past five years.

- Dearborn Public Schools - Owner Contact: Glenn Maleyko, Superintendent, 313.827.3020
- Adrian Public Schools - Owner Contact: Bob Behnke, Superintendent, 517.264.6640
- Milan Area Schools - Owner Contact: Bryan Girbach, Superintendent, 734.439.5009
- Saline Area Schools - Owner Contact: Scot Graden, Superintendent, 734.401.4001
- Southgate Community Schools - Owner Contact: Leslie Hainrihar Chretien, Superintendent, 734.246.4600
- Airport Community Schools - Owner Contact: John Krimmel, Superintendent, 734.654.2414
- Birmingham Public Schools - Owner Contact: Daniel Nerad, Superintendent, 248.203.3004
- East Lansing Public Schools - Owner Contact: Ricard Pugh, Director of Finance, 517.333.7435
- Swartz Creek Community Schools - Owner Contact: Jeffrey Hall, Superintendent, 810.591.2300
- Grand Ledge Public Schools - Owner Contact: Brian Metcalf, Superintendent, 517.925.5400
- Haslett Public Schools - Owner Contact: Steve Cook, Superintendent, 517.339.8242
- Pontiac School District - Owner Contact: Robert Moore, Deputy Superintendent, Finance and Operations-Oakland Schools, 248.209.2368
- Detroit Public Schools - Owner Contact: Tom Cucuz, Project Manager, 313.304.8237
- Lincoln Consolidated Schools - Owner Contact: Ellen Bonter, Superintendent, 734.484.7001

8. Explain your company’s financial position in two paragraphs or less.

Clark Construction Company is a family owned company that has been in business for 70 years. Sam Clark, our president, is the 3rd generation Clark family member to lead the company. Our relationship with our Bank and Insurance Company has been solid. We have been working with CHUBB Group of Insurance Companies for over 20 years. Our bonding rates for single projects are $200,000 and our overall aggregate bonding capacity is $750,000,000.
Federal Insurance Company

September 14, 2016

Mr. Charles J. Clark
Clark Construction Company, Inc.
3535 Moores River Dr.
P.O. Box 40087
Lansing, MI 48911

Re: Contractor Prequalification

To Whom It May Concern:

Federal Insurance Company is pleased to share our experience with Clark Construction Company, Inc. Federal Insurance Company has been engaged in the surety program for Clark Construction Company, Inc. since 1948. Mouser-Foster, Inc. located at 615 N. Capital in Lansing, MI has been our agent servicing Clark Construction Company, Inc. and their relationship exceeds 20 years in duration.

We have underwritten bonds for single projects up to $200,000,000 within an overall aggregate program comprised of at-risk and construction manager / agency contracts of up to $750,000,000. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, confirmation of financing, and our ongoing review of the operational and financial capacity of Clark Construction Company, Inc.

We are pleased to share with you our favorable experience and high regard for Clark Construction Company, Inc. This letter is not an assumption of liability and is issued only as a prequalification reference request from our client. It should be understood that any arrangement for bonds is strictly a matter between Clark Construction Company, Inc. and the Federal Insurance Company.

Please note the Federal Insurance Company is a writing company for the Chubb Corporation and has an A.M. Best rating of A++ (Superior). Our Financial Size Category is XV. The Federal Insurance Company was treasury listed to support any single bonded obligation up to $1,186,080,000.00 as of July 1, 2016. The Federal Insurance Company is licensed to conduct business in the State of Michigan.

Sincerely,

Brian D. O’Leary
Regional Surety Underwriter
Services
1. Briefly explain your project pre-bond election planning services.

Clark Construction Company provides full service pre-bond election planning services. Our Educational Team will engage with Oxford Schools representatives to develop a winning strategy.

Clark will work with Oxford Schools to determine and define the scope of the work to meet the needs of the district. Our Team will prepare an estimate of construction costs based upon the defined scope. This estimate, with design and construction contingencies, will serve as a cost model for the bond program.

Our Team will assist in development of State of Michigan required Bond Program documents.

2. Does your firm provide election campaign services? Briefly explain.

Clark Construction Company’s Bond Campaign Specialist, Paul Bemis, will work with the Architect, School Administration and Community Members to help create broad-based support within the community to assist in educating the community of the district’s needs. Clark Construction Company can assist Oxford Schools with facilitating any of the following:

- Survey Community & Define Expectations
- Develop Campaign Branding and Message Points
- Develop a Campaign Strategy
- Develop a Communications Strategy
- Task Assignments
- Calendar of Events
- “Yes Voter” Identification
- Sharing of Techniques and Approaches Successful in other Districts

The key to any K-12 construction program is thorough planning. Clark has experience with many successful school district bond elections in recent years.

Clark Construction Company has developed a Pre-Bond Services Guide that has been utilized in several school districts and assisted numerous Citizen Committees during the bond campaign process. We will provide a facilitator from Clark for the bond campaign process who will work with the district to develop bond campaign materials and messages. Creating broad base support for the campaign will be accomplished through your campaign committee.

The following are examples of informational documents utilized on past successful bond campaigns.
Bond Proposal Highlights

Sterling Elementary School
- Upgrade plumbing fixtures
- Upgrade building lighting

Wagar Middle School
- Remodel 1 Science Room and Media Center
- Remove asbestos
- Upgrade plumbing and remodel restrooms
- Replace old, inefficient steam boilers and piping with new, energy efficient models
- Replace heating and ventilation systems
- Add emergency generator to protect district technology
- Upgrade building electrical and lighting system

Ritter Elementary School
- Replace energy inefficient windows/doors
- Upgrade plumbing and remodel restrooms
- Upgrade heating and ventilation
- Upgrade building lighting

Eyler Elementary School
- Replace energy inefficient doors
- Upgrade plumbing and remodel restrooms
- Upgrade heating and ventilation
- Upgrade building lighting

Upgrade Lighting
Upgrade Site Drainage
Upgrade Restrooms
Replace Wagar Boilers

Your “Yes” vote will:
- Provide facilities and technology that support 21st century teaching methods, creating greater opportunities for our children.
- Create secure and safer facilities and sites.
- Keep dollars in the classroom by reducing energy costs and the need to use general fund dollars on maintaining our aging facilities for necessary upgrades.
- Keep ACS competitive with neighboring districts to retain current and attract new families to ACS.
- Address the critical needs of our district with only a .90 mill increase in the tax rate over the prior year’s levy.
- Take advantage of the current financial market. Interest rates on school bonds are at or near historic lows. The district will have to pay a smaller amount of interest to bond holders for the bonds than it would at another time, should rates hold, thus maximizing taxpayer dollars.
- Provide a great value per dollar spent. The current economic slowdown has increased competition in the construction industry, which has driven down construction costs. We can get more for our bond dollars now and provide employment opportunities for our local work force.
- Extend the life of our facilities.
- Preserve our investment.

Bond Proposal
Shall Airport Community Schools, Monroe and Wayne Counties, Michigan, borrow the sum of not to exceed Eleven Million, Five Hundred Fifteen Thousand Dollars ($11,515,000) and issue its general obligation unlimited tax bonds therefore, for the purpose of:

Remodeling, equipping and re-equipping, and furnishing and refurnishing school buildings; erecting, furnishing and equipping an addition to the high school; and developing and improving sites.

If you have questions on your polling location contact:
Laura Keen, Monroe County Clerks Office, 734.240.7025

Paid for by the Friends of Airport Community Schools
11890 Calkins Rd.
Carleton, MI 48117
Oxford Community Schools
2017 Bond Election and Capital Improvement Projects

High School Improvements

$9,715,000

High School Improvements:
- New Fire Alarm, Public Address and Security Systems
- Mechanical System Improvements to improve ventilation and classroom environment
- Electrical Infrastructure Improvements to accommodate Technology
- Water System Improvements
- New Educational Technology and Equipment
- Running track replacement
- Replace Auditorium seating
- Building improvements related to accessibility
- Replace Windows, Doors and Exterior
- Upgrade Kitchen Infrastructure
- Replace Kitchen Equipment
- Science Lab Renovations
- ADA Improvements for Handicapped
- Replace Pool Mechanical System
- efficiency and environmental improvements
- Improved school entry
- New Visitor's Center

No Increase to Taxpayers

Alma was approved for a stimulus or ARRA bond for this once in a lifetime opportunity which will save the taxpayers $3.4 Million if the bond fails the opportunity goes to another district.

If you have questions regarding the proposed building improvements, please call the Principal at (989) 466-7501 or visit the Alma Public Schools website.

Greenville Public Schools
2011 Bond Program

Informational Forum

When:
Tuesday, May 12th, 2011
4:00pm - 6:00pm

Where:
Greenville High School
School Auditorium
111 North Hillcrest
Greenville, MI 48838

Clark Construction Company cordially invites you to attend our Greenville Public Schools 2011 Bond Program Informational Forum. We will provide general information on the project specifics, the bidding requirements and the schedule relative to the project. Clark Construction Company is looking forward to meeting you, so please put the event on your calendar and RSVP as soon as possible.

R.S.V.P. Online At:
www.clarkcc.com/greenvillebond
by April 1, 2011

for additional information, contact:
Mr. Joe Lorenz
Senior Project Manager
jlorenz@clarkcc.com
517.372.0940

Clark Construction Company
3535 Moores River Drive Lansing, MI 48911
Flint Schools provide less support for school infrastructure (buildings and site). Most of the school districts in our surrounding communities have faced the challenge of aging school buildings. How are neighboring districts addressing their aging buildings? Our community members in over 30 meetings during November 2006. Nearly 500 people attended. This proposal is a culmination of 18 months of study that looked at every building, every classroom, and every facility. New playground that meets safety standards. In March 2007, the Board of Education voted to proceed with holding a bond election. The costs and budgets for Option 3 were refined, and the proposed bond issue was presented to the community members in over 30 meetings during November 2006. Nearly 500 people attended. This proposal is a culmination of 18 months of study that looked at every building, every classroom, and every facility. Our buildings are 44 years old, on the average (this does not include the Mary Crapo building). It’s clear we need more space — we have grown by more than 1,000 students from outside the district. Our MEAP scores place us 3rd in the county. How are neighboring districts addressing their aging school buildings? Our community members in over 30 meetings during November 2006. Nearly 500 people attended. This proposal is a culmination of 18 months of study that looked at every building, every classroom, and every facility.
If you have questions on your polling location contact:
Lauri Braid, Shiawassee County Clerk, (989) 743-2242

Postcard:

DURAND AREA SCHOOLS
BOND ELECTION 2006

On Track for our Children

Bond Proposal Highlights

- Bond Proposal approved
- Bond will fund $13,570,000 in improvements
- Taxpayer benefits:
  - Up to 3.32 mills for debt service
  - Prudent use of taxpayer dollars

Cost to Taxpayers

- Total cost of proposal $13,570,000
- Anticipated interest from sale of bonds
- Total cost to taxpayers

Tax Facts

- For those on a fixed income (including many senior citizens), the Michigan Homestead Property Tax Credit may provide some relief
- Taxpayer impacts:
  - Anticipated to be required to retire this bond debt is 2.70 mills ($2.70 on each $1,000 of taxable valuation)

Frequently Asked Questions

- Why a bond?
  - To reduce the scope of work to include critical issues mainly dealing with educational technology and new buses
  - Other issues incorporated include: site work, High School roof replacement, building accessibility, and air conditioning system in technology rooms

Ballot Question

- DURAND AREA SCHOOLS
  - BOND ELECTION 2006
  - Remember to Vote Yes!

Tuesday
February 28
Polls are open 7:00 AM - 8:00 PM

If you have questions about your polling location, please contact the Shiawassee County Clerk’s Office
(989) 743-2242
3. Briefly explain your technical services and estimating capabilities.
   a. Itemize at what points in the project will your firm produce estimates.

Clark Construction Company’s **K-12 Estimating and Planning Group** is fully equipped to provide cost estimates and schedules.

Our cost estimates are based on the most recent historical data and current market conditions. Clark’s professional estimating staff will provide at least three full estimates through the Design Phase; typically these are performed at:

- **Completion of Schematic Design (SD)**
- **Completion of Design Development (DD)**
- **Completion of 90% Construction Documents (CD)**

At each full estimate, we will evaluate changes in itemized costs and reconcile these changes with the budget to keep assure design remains within budget.

We have a suite of state-of-the-art estimating software programs including: D-Profiler, On-Center Takeoff, AutoDesk Revit, AutoDesk QTO, AutoCad and Timberline to fit virtually any estimating scenario and provide Oxford Schools with a clear, comprehensive deliverable in a format that is appropriate for your building program.

**D-Profiler** – This is a conceptual estimating tool, used in early stages of a project when we have limited design detail. Cost estimates can be quickly and easily adjusted to reflect changes in building materials and levels of complexity and finishes.

**On-Center** – Provides an excellent illustrative representation of the work scope so that any individual, regardless of their technical background, can easily discern what is included in our cost estimate.

**Revit** - Is an excellent collaborative software tool shared between the Architect and Clark. Revit allows us to open the design documents into our estimating program. In conjunction with AutoDesk QTO, we can have a thorough understanding of the project and rapidly extract quantities from the design model for quantity takeoffs.

Through the use of these estimating tools our expert team has established a strong history of estimating accuracy from the very early stages of budgeting and conceptual estimating.
Our Estimating Team will utilize 2D and 3D quantity take-off tools. The 3D approach involves the use of the AutoDesk Revit, AutoCad, and/or Vico Constructor. Using these BIM programs allows us to develop detailed estimates from BIM models we receive from the Design Team. These models possess the “intelligence” required to develop detailed accurate quantity take-offs and corresponding estimates collaboratively with the design team. In addition to the outstanding accuracy obtained with BIM estimates, Oxford Schools representatives will be able to view the project and our assumptions in developing the estimate in a 3D format. An example of the 3D/BIM estimating process is shown below.

The estimate confirmation/reconciliation process with the Design Team will be enhanced by the ability to perform side-by-side reviews of both 3D images of the design documents and 2D color graphics of our estimate takeoffs and assumptions. This will provide the Design Team and Clark Construction Company the ability to quickly and accurately reconcile any deviations and make any necessary adjustments in the estimate prior to submitting it to Oxford School’s representative. The benefit of this process is that it will provide both Clark Construction Company and the Design Team a high level of confidence in the accuracy of the cost estimate being presented to Oxford Schools and avoid any second guessing or indecision about moving forward in the design process.
4. Briefly explain your construction phase services.

**Health and Safety Planning and Management**

Clark Construction Company’s health and safety record is among the best in the construction industry. Clark’s Experience Modification Rate (EMR) average over the last five years is .69. Clark is recognized as one of the nation’s safest construction firms.

Nationally, Clark Construction has won first place in the category of “Construction Management under 500,000 Work Hours” in the **14th Annual AGC/WILLIS Construction Safety Excellence Awards** competition.

Clark has also been named the recipient of the highest safety award given by Michigan Occupational Safety and Health Administration (MIOSHA). In May 2010, Clark was awarded the **MIOSHA CET Platinum Award** in recognition of the company’s outstanding safety record having achieved more than nine years and over 2.5 million worker hours without lost time due to injury. Today, we have achieved more than 16 years and 4 million hours worker hours without lost time due to injury, This remarkable accomplishment is the result of the Clark culture of safety and our innovative safety program.

**Clark Health and Safety Policy**

The Clark safety policy serves to underline the fact that protecting the health and safety of students, staff, public, trade personnel and Clark employees is the most important objective each and every day.

- Clark Construction Company holds health and safety to be its highest priority at all times, under every circumstance.
- Health and safety shall govern every course and method of action.
- Potential risk to health and safety shall be evaluated prior to commencement of all work activities.
- Work practices shall be employed which create conditions free of potential injury.
- An environment of concern for the health and safety of each person shall be promoted on the project site.

**Student, Staff, and Visitor Safety**

Clark Construction Company’s health and safety program is tailored to meet the unique safety challenges associated with K-12 educational facility construction. Our project team will perform the following to ensure the safety of every student, staff and administration personnel and visitors:

- Conduct pre-construction facilities and administration personnel safety planning meetings
- Determine the optimal time frame to perform the work
- Develop a project specific health and safety plan taking into consideration:
  - Student, staff and visitor building entry and exit requirements
  - Emergency exit routes
- Develop a plan to eliminate potential impact to the educational environment including:
  - Managing construction noise levels
  - Air quality
  - Visual distractions to education
  - Facility operational requirements
  - Safe routes for construction traffic
• Review the safety plan with facility and building administration personnel
• Include safety plan in bid documents and Trade Contracts
• Implement and manage the safety plan
• Erect safety barriers and safety signage
• Maintain egress routes
• Coordinate all construction activities around educational schedules
• Confirm satisfaction of building administration on a daily basis
• Make adjustments to safety plan as required to maintain a continuous safe environment

Trade Contractor Safety

Clark Construction Company is dedicated to the safety of every person. This includes Oxford Schools’ construction oversight personnel, architects and engineers, as well as trade and material delivery personnel.

Clark will institute a project specific health and safety plan to meet the unique needs of each project. Important aspects of each project specific health and safety plan include the following.

• Oxford Schools student, staff, administration and public safety measures
• Trade Contractor compliance with all MIOSHA Health and Safety requirements
• Trade Contractor health and safety program integration
• Activity hazard Analysis
• Pre-task Safety Planning
• Trade Contractor Health and Safety Representative on site at all times.
• Project specific health and safety orientation training for each trade person
• Daily Cleanup Program
• Personal Protective Equipment Requirements
• Fall Protection for any Height Above 6’-0”
• Fire Protection Plan
• Safe work requirements for specific activities including:
  - Confined Space
  - Crane Operations
  - Aerial Lift Operation
  - Scaffolding
  - Equipment Lock-out/Tag-out

Oxford Schools can be assured of the health and safety of students, staff, visitors, as a result of Clark Construction Company’s ardent focus on project site health and safety.
Construction Phase Cost Control

Our proposed project team, possesses the essential expertise to serve as guardian of Oxford Schools’ construction budget.

Our cost management process places emphasis on holding trade contractors responsible and assuring zero impact to the project budget. Our approach as guardians of the budget begins early in the pre-construction phase with our structured approach to cost estimating and design document constructability review. The Clark Team will ensure that all trade contractors perform their complete scope of work in accordance with the contract documents at no additional cost.

As construction progresses, Oxford Schools will likely come across additional items of work it desires to be completed. As a result of our proven processes and our pre-construction and construction team’s efforts, Clark K-12 clients have realized substantial project cost savings. This savings can be utilized by the school district for additional facility improvements and enhancements or IT purchases.

Clark Construction offers our proprietary Connect™ project web portal, which utilizes web-based program management software called “Encompass Website,” allowing all Project Team members instantaneous access to all documents (a sample Project Summary follows). Project parameters such as RFI status, submittal status, drawing updates and issues, meeting minutes, photos, and daily reports are all accessible by the trade contractors, architects, engineers, consultants and owner representatives so that every project team member has up-to-the-minute project data available to them at the click of a mouse. At the Owner’s request we can also include a financial file (with password access) including budget, trade contractor cost status, potential change orders, etc.
**Services**

**Connect™** provides our Client’s real-time detailed project status information through a Web-based portal. The Clark team will employ our proprietary **Connect™** project web portal, providing Oxford Schools representative’s access to all project documents including real-time project cost reports. Our current cost status reporting provided through **Connect™** will enable the Oxford Schools to prioritize and make informed cost-related decisions.

Changes in the scope of work during construction can occur for a variety of reasons including hidden conditions such as inadequate soil bearing capacities and deteriorated piping. Our project team will include the necessary funding within the project budget to cover any such item. In the event a potential change order condition occurs the Clark Team will act in the interest of Oxford Schools to minimize any cost. The Clark Team will perform the following steps.

1) Thoroughly analyze the condition giving rise to a potential change  
   a) Change process proceeds to the next step only if the condition is determined to be a valid change in the scope of work

2) Thoroughly analyze Trade Contractor quotations

3) Require Trade contractors to make necessary quotation corrections

4) Submit Clark-approved quotation to the project architect for approval

5) Submit to Oxford Schools for acceptance

6) Obtain Board of Education Approval

7) Changes in the work will proceed only upon receipt of written approval authorization by Oxford Schools

**Schedule Management**

Clark Construction Company has never failed to meet a K-12 facility occupancy date.

Clark Construction Company’s schedule management process focuses on tracking and management of all major activities throughout the project life cycle, including design, bidding, contract award, material procurement, construction, commissioning, administration and staff occupancy and start of school. Typical Construction Phase project milestone activities include:

- Site Mobilization
- Construction activity start date
- Construction activities
- Commissioning
- Operational training
- Project closeout
- Administration and staff office and classroom set up
- Administration and staff occupancy
- Start of School
- Warranty follow-up
Clark Construction Company utilizes a unique, trademarked Clockwork™ Tradehour Scheduling Process which provides precise work activity duration planning. This exceptional approach to planning construction activities eliminates the possibility of failing to meet project completion dates due to lower than planned trade work production rates. Clockwork™ focuses on total trades hours, crew size and number of crews required to complete the work in a fixed time frame. Clark has developed an extensive database of proven trade hour production rates upon which the planned project production rates are based.

During the post-bid review process, with the apparent low qualified bidding contractors, our production expectations will be confirmed and agreed to by the successful bidder. Minor schedule modifications may be made as a result of the input of the successful Trade Contractor. This precise approach to schedule planning affects total Trade Contractor buy-in as the preliminary construction schedule becomes the baseline construction schedule to be incorporated into the trade contracts.

As construction progresses actual daily trade hours and production rates are crosschecked against the baseline schedule. Any shortfall in daily production is quickly identified and corrective action taken as needed. As a result of this close production rate scrutiny, major schedule delays which would not otherwise be apparent for several days or weeks are eliminated.

Trade contractors will be required to submit a two-week “look ahead” schedule each week which includes planned trade hours, crew sizes and production rates. Clark will cross check this “look ahead” schedule against the baseline schedule to assure the near future planned activities will meet the schedule requirements.

The Clark Team will assure that Oxford Schools administration and staff will have adequate time to move into their completed spaces. These move activities will be included in the project schedule and strictly adhered to. The Clark team will communicate the progress schedule status on a weekly basis to Oxford Schools. We will communicate planned move-in dates well in advance and provide continual confirmation.

Clark’s proprietary tradehour scheduling process Clockwork™ is an integral feature in our schedule management procedure. Clockwork™ provides a unique approach to scheduling based on the projected number of trade hours that will be required to construct a project. This method can be used for 1) initial verification of the schedule, 2) as an aid to completing a CPM schedule, and finally 3) as a tool to gauge the progress of a project on a daily basis.

Clockwork™ provides a precise measuring tool for daily monitoring and management of all construction activities. Actual trade hours and production rates are compared on a daily basis to project specific planned trade hours and production rates. This daily monitoring tool provides immediate information upon which the Clark Team can respond to assure that any time or production deficiencies are quickly corrected to maintain the project on schedule.
Implementation of Clark’s trade hour scheduling process **Clockwork™** will assure that the project remains on schedule to all meet occupancy requirements.

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**Quality Control**

Clark Construction Company’s quality management system guarantees that we consistently provide the highest quality administrative and on-site construction quality management service to our clients. Our proposed staff possesses the crucial technical knowledge of building systems utilized in K-12 construction. Clark Construction Company conducts ongoing professional training to assure our personnel are knowledgeable in the latest developments in building systems, materials and methods of construction.

Clark Construction Company’s project specific quality control program is incorporated into the project early in the design phase. Pre-construction estimating, scheduling, constructability reviews, and value management are focused on achieving conformance to the Oxford Schools’ quality goals and expectations.
Our construction phase quality program consists of the following significant elements:

- Post-Bid Quality Review
- Clash Detection – 3D Modeling
- Systems Commissioning
- Trade Contractor Pre-installation Quality Conferences
- Material and Equipment Inspection Prior to Installation
- Material Samples and System Mock-ups
- First Work in Place Quality Inspection
- Continuous Daily Inspection
- Final Review and Acceptance by:
  - Clark Construction Company
  - Architect
  - Oxford Schools

**Pre-Award Quality Review**

Prior to recommending award of a trade contract to Oxford Schools, we will conduct a complete review of the required scope of the work and quality expectations with the trade contractors. We will verify each trade contractor’s track record of performing similar work of the highest quality on time and on budget. Contractors with the expertise and skill to accomplish the project goals will be recommended to be awarded a contract.
Design Document Constructability Review

Clark Construction Company’s Critique™ pre-construction document constructability review process goes beyond industry standard practices. Requests for Information (RFIs) and changes in the work will be reduced substantially as a result of our constructability review process. Our Project Manager and Superintendent together with our Planning Department will review project documents against our Project Evaluation Database looking specifically for “lessons learned” and for clarity and content.

After the documents have been reviewed by the Planning and Project Team, a “Document Review List” is generated. This report is distributed to the entire team for review, design modifications where required, and sign off.

Requests for Information (RFIs) and change orders will be largely eliminated as a result of employing the Clark Critique™ constructability review process.
Clash Detection (3D Modeling)

Clarity™ is a Clark Construction Company proprietary “Clash Detection Review” process. Clarity™ eliminates building system piping and equipment clashes, increases field production rates and assures ease of access to service building systems.

Clark’s Clarity™ process utilizes 3D Building Information Technology (BIM). This technology allows the project team to identify, in a virtual environment, interferences between mechanical, electrical, structural, and other system components as well as clearance requirements for maintenance access to equipment. These interferences are resolved in a clash detection/resolution meeting prior to the start of shop fabrication and long before installation. Our clash detection process eliminates change orders and potential rework related to systems coordination.

Clarity™ is a Clark Construction Company proprietary “Clash Detection Review” process. The Clarity™ process eliminates building system conflicts, increases field production rates and assures ease of access to service building systems. Major Trade contractors including structural steel, HVAC, plumbing piping, and electrical are required to design fabrication drawings utilizing Building Information Management (BIM) software. The Clarity™ process consists of the following steps in the virtual realm:

• Create a 3D model of the structure and all MEP work
• Review the model with all Trade contractors involved identifying clashes
• Make modifications to eliminate clashes before they occur in the field

Clarity™ eliminates change orders that would otherwise occur between various building system components.
Pre-installation Conferences/Continuous Inspection

Clark Construction Company’s Project Manager and Superintendent will conduct a pre-installation conference with the trade contractor foreman to ensure a complete understanding of the quality of workmanship expected. As the first work is put in place by the trade contractor the Clark Construction Company Superintendent will inspect the work for compliance with the contract documents and quality of workmanship. Corrections to the work if needed will be performed by the trade contractor. First-in-place work of the highest quality will serve as the example to be followed for the balance of the work.

Rolling Completion Lists

Clark Construction Company’s “Rolling Completion List” process is employed as each trade contractor completes portions of their work. The “Rolling Completion List” is a continuous process whereby our Project Superintendent identifies any deficiencies in the work and provides each trade contractor with a list of issues and required correction time frame. This process serves to eliminate items which would otherwise be on the project close-out punch list.

Building System Commissioning

Clark Construction Company recommends a complete third party commissioning process for most new building and complex renovation projects. For those projects where third party commissioning is not utilized we will employ a comprehensive commissioning process tailored to the project in order to thoroughly check, test and start building equipment and to assure entire systems are functioning as designed. This procedure incorporates many of the elements of a third party commissioning procedure including the following.

- Pre-Construction Systems Review
- Material and Equipment Installation Inspections
- Electrical Termination Verification
- Equipment Start-up Procedures
- Load and Flow Testing
- Air Volume Testing
- Air Balancing
- Temperature Consistency Verification
- Operator Training and Video Taping
- Preventative Maintenance Plan
- Post-Occupancy Review Procedure
- Occupant Satisfaction Review
Code Compliance and Regulatory Requirements

Michigan K-12 educational construction codes and regulatory requirements are regularly modified by the various departments having jurisdiction. Project cost, schedule and occupancy approval can be greatly impacted if the Construction Manager is not current with recent or pending code and regulatory modifications. Clark Construction Company remains apprised of recent and pending modifications to code and regulatory requirements through a variety of means.

Our K-12 management staff stays current through code and regulatory compliance presentations by the various State of Michigan departments and through receipt of direct Michigan Legislature Notification Website e-mails of pending and implemented legislation.

Code and regulatory information regarding the following documents and departments is available through this direct e-mail site:

- The Revised School Code Act 451 of 1976
- Bureau of Fire Safety
- The Bureau of Construction Codes (BCC)
- Michigan Mechanical Code
- Michigan Occupational Safety & Health Administration (MIOSHA)
- Michigan Commission on Disability Concerns (MCDC)
- Department of Public Health
- Wage & Hour Division

Close Out Process

Clark’s Closer™ process provides a structured expedited approach to finalizing all project close-out activities. Closer™ insures a seamless transfer of the building at the end of the project, which is paramount in assuring building users are comfortable and that all systems perform as expected.

During the Closer™ process at approximately 80% completion of the project we will train Oxford Schools facility maintenance staff on all building systems and turn over all system documentation. We will also schedule a 30-day after occupancy follow-up review of the building systems with your staff.

Key elements in the efficient and rapid results of our close-out procedure are: 1) close-out is planned and scheduled at the start of the project and 2) the close-out activities are managed to completion just as construction activities are managed.

The following items are planned, scheduled and managed under our close-out procedure.

- Building System Inspection Testing and Balancing
- Commissioning
- Operator Training
SERVICES

- Equipment Operation Manual Turnover
- Punch List Process
- Attic Stock Delivery
- Certificate of Substantial Completion
- Occupancy Certificate
- Occupancy
- Final Cost Reconciliation
- Final Billing
- Client Satisfaction Survey

Clark’s Closer™ Close-out Process was developed in response to one of the major areas needing improvement in the construction industry - project close-out. Our Closer™ procedure has made Clark an industry leader in expediting project close-out.

Following are highlights of our proprietary Closer™ Close-out Process:

- Begin with the End in Mind - within the first 90 days we will work with the project team to develop a closeout schedule
- Work Completion List Prior to Punchlist - Review of the trade contractor’s work for completeness and quality as the work is put in place and corrections are made immediately rather than waiting for completion of the project
- Systematic Turnover of Project Documentation - develop the project closeout files and conduct user training sessions as construction progresses as opposed to waiting until the end of the project
- After Turnover of the Project - conduct an eleven month walk-through after completion and turnover to ensure that the facility is performing as designed, prior to the expiration of warranties.

All closeout documentation will be received and logged in Connect™ before final payment to the trade contractor is released.

**Clark’s Closer™ process provides a seamless transfer of the building to occupants upon completion of construction and assures all building systems are performing as designed.**
**Punch List Procedure**

Throughout the construction phase Clark will complete a work completion/correction list for each Trade Contractor as work is completed. Items on this list will be corrected prior to formal punch list development by Oxford Schools and the architect. Trade contractors will be required to perform the corrections within a specified time frame in accordance with the project close-out schedule. Work not complete within the allotted time frame will be performed expeditiously by others at our direction at the expense of the responsible Trade Contractor.

**Occupancy Assistance**

Clark Construction Company will play a significant role in assisting with building occupancy. We have experience in all aspects of the move-in process including coordination of movers, connections to equipment, and follow-up confirmation.

**Total Project Completion and Closeout**

Oxford Schools can expect projects to be closed-out in total with final billings submitted within 90 days of receipt of certificate of occupancy. Clark considers a K-12 project to be 100 percent when all required documentation is turned over, all costs are closed out, all work, including punch list is complete, and all systems are operating as designed and most importantly, when the user groups, administration and the Board of Education are satisfied with the project.

**Post Construction Follow-up**

Clark Construction Company’s post-construction follow-up procedure includes:

- Facility Review 6 Months and 11 Months after Occupancy
- Major Equipment Inspections at 11 Months into the 1 Year Warranty Period
- Customer Satisfaction Surveys at 6 and 11 Month Review
- Major Trade Contractors Take Part in Post-Construction Review

Our goal to satisfy Oxford Schools will not end at completion of the construction phase. Clark Construction Company is committed to your complete satisfaction during the Post Construction Phase and beyond.
1. Provide a list of all major projects, including similar and relevant projects, your firm has in progress or has completed in the past 10 years. Include the name of the Project, Owner, Owner’s contact information, construction value and percent complete.

Below and on the next pages are charts with our active projects and completed projects.

### CLARK CONSTRUCTION COMPANY ACTIVE PROJECTS

<table>
<thead>
<tr>
<th>Project Details</th>
<th>Cost</th>
<th>Status</th>
<th>Type</th>
<th>Scheduled Completion</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Michigan University - Athletic Project Programming</td>
<td>$3,000,000</td>
<td>Pre-construction</td>
<td>CM Agency</td>
<td>TBD</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: GMB Architects</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Park Mixed Use Development, Royal Oak</td>
<td>$65,000,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Aug 2019</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: Kieger Klaft</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>MSU Business College Complex - Graduate Pavilion</td>
<td>$44,000,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Aug 2019</td>
<td>5%</td>
</tr>
<tr>
<td>Architect: FTCI and LVM</td>
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</tr>
<tr>
<td>MSU Interdisciplinary Science and Technology Building</td>
<td>$100,000,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Aug 2019</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: Smith/Group, Scott Maggart</td>
<td></td>
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</tr>
<tr>
<td>Eastern Michigan University Strong Hall Swing Space</td>
<td>$1,500,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Jul 2019</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: Niagara Murano</td>
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</tr>
<tr>
<td>Eastern Michigan University Strong Hall</td>
<td>$30,000,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Jan 2019</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: Stantec</td>
<td></td>
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</tr>
<tr>
<td>North Central Michigan College 3 Year Master Plan</td>
<td>$6,500,000</td>
<td>Pre-construction</td>
<td>CM Agency</td>
<td>Sep 2018</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: Neumann/Smith Architecture</td>
<td></td>
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<tr>
<td>CMU South Quad Residence and Dining Hall</td>
<td>$75,000,000</td>
<td>Pre-construction</td>
<td>Design Build</td>
<td>Aug 2018</td>
<td>2%</td>
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<tr>
<td>Architect: Neumann/Smith Architects</td>
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<tr>
<td>Shepherd of the Lakes School Addition</td>
<td>$5,000,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>May 2018</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: ASI Collaborative Architecture, Dan Jacobs, 734.645.3103</td>
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</tr>
<tr>
<td>Muskegon Community College Health &amp; Wellness Center</td>
<td>$14,000,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Mar 2018</td>
<td>2%</td>
</tr>
<tr>
<td>Architect: The Collaborative</td>
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</tr>
<tr>
<td>Spectrum Health System - Butterworth Hospital ED Renovation</td>
<td>$2,300,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Mar 2018</td>
<td>0%</td>
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<tr>
<td>Architect: HK3</td>
<td></td>
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</tr>
<tr>
<td>Michigan Health &amp; Hospital Association (MHA) Administration Building Addition</td>
<td>$5,000,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Dec 2017</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: Mayotte Group Architects</td>
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<tr>
<td>Sparrow Reference Lab</td>
<td>$6,035,000</td>
<td>Pre-construction</td>
<td>GC</td>
<td>Dec 2017</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: Bergmann Associates</td>
<td></td>
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<tr>
<td>Sparrow Health System Starbucks Café</td>
<td>$250,000</td>
<td>Pre-construction</td>
<td>GC</td>
<td>Jun 2017</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: TBD</td>
<td></td>
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</tr>
<tr>
<td>Beaumont Health - West Atrium Public Restroom Refresh</td>
<td>$82,000</td>
<td>Pre-construction</td>
<td>CM at Risk</td>
<td>Feb 2017</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: NUA</td>
<td></td>
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</tr>
<tr>
<td>East Lansing Public Schools 2016 Bond Program</td>
<td>$25,000,000</td>
<td>Pre-Bond</td>
<td>CM Agency</td>
<td>TBD</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: GMB Architecture + Engineering</td>
<td></td>
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</tr>
<tr>
<td>Adrian Public Schools 2014 Bond Program</td>
<td>$25,000,000</td>
<td>Pre-Bond</td>
<td>CM Agency</td>
<td>Oct 2018</td>
<td>0%</td>
</tr>
<tr>
<td>Architect: SHW Group/Stanlec</td>
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</tr>
</tbody>
</table>
### CLARK CONSTRUCTION COMPANY ACTIVE PROJECTS

<table>
<thead>
<tr>
<th>Project Details</th>
<th>Cost</th>
<th>Status</th>
<th>Type</th>
<th>Scheduled Completion</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham Public Schools 2015 Bond Program</td>
<td>$66,000,000</td>
<td>Construction</td>
<td>CM Agency</td>
<td>Dec 2018</td>
<td>35%</td>
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<tr>
<td>Architect: TMP Architecture</td>
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<tr>
<td>Villages at Bloomfield Mixed Use Development</td>
<td>$15,000,000</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Oct 2018</td>
<td>0%</td>
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<tr>
<td>Tim McCafferty, Redico/PCCP Architect</td>
<td></td>
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<tr>
<td>Macomb County Central Campus Renovations</td>
<td>$65,000,000</td>
<td>Construction</td>
<td>GC</td>
<td>Mar 2018</td>
<td>65%</td>
</tr>
<tr>
<td>Gino Del Pup, Owner Representative, Plante Moran Cresa, 248.603.5097 Architect: Wakely Associates/Partners in Architecture</td>
<td></td>
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</tr>
<tr>
<td>Gun Lake Casino Phase 2B</td>
<td>$49,300,000</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Oct 2017</td>
<td>65%</td>
</tr>
<tr>
<td>Dave Wright, Owner’s Representative, 816.752.0464 Architect: Friedmutter Group</td>
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<tr>
<td>McLaren Central Michigan - ER Expansion &amp; Renovation</td>
<td>$5,700,000</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Oct 2017</td>
<td>2%</td>
</tr>
<tr>
<td>Mike Tervillger, VP Facilities &amp; Support Services, 989.772.6720 Architect: Bergmann Associates</td>
<td></td>
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</tr>
<tr>
<td>Southgate Community Schools 2015 Bond Program</td>
<td>$12,854,647</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Sep 2017</td>
<td>25%</td>
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<tr>
<td>Theresa McLachlan, Director of Business &amp; Finance Architect: TMP Architecture</td>
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<tr>
<td>Saline Area Schools 2015 Bond Program</td>
<td>$67,500,000</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Aug 2017</td>
<td>45%</td>
</tr>
<tr>
<td>Scot Graden, Superintendent, 734.401.4001 Architect: Kingscott Associates</td>
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<tr>
<td>CMU Summer Projects 2017</td>
<td></td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Aug 2017</td>
<td>0%</td>
</tr>
<tr>
<td>Linda Slater, Director, 989.859.5100 Architect: WTA and AEComm</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Muskegon Community College Downtown Center</td>
<td>$11,000,000</td>
<td>Construction</td>
<td>GC</td>
<td>Jul 2017</td>
<td>30%</td>
</tr>
<tr>
<td>John Selmon, VP Student Services and Administration, 231.777.0265 Architect: C2AE</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>MSU Grand Rapids Research Center</td>
<td>$88,000,000</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Jul 2017</td>
<td>80%</td>
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<tr>
<td>Dick Temple, Michigan State University, Project Manager, 517.355.3366 Architect: SmithGroup</td>
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<td></td>
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<tr>
<td>Beaumont Health System - Troy Special Projects</td>
<td>$1,000,000</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Mar 2017</td>
<td>5%</td>
</tr>
<tr>
<td>Don Paul, Michelle Mullins Architect: SS&amp;L, Ghafari, BHS</td>
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<td></td>
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<td></td>
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<tr>
<td>Beaumont Health System-Troy Phased Powerhouse Expansion</td>
<td>$7,600,000</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Mar 2017</td>
<td>90%</td>
</tr>
<tr>
<td>Jake Meadows Program Leader, 248.995.6429 Architect: Harley Ellis Devereaux</td>
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<td></td>
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</tr>
<tr>
<td>MSU Cage Wash Revisions - Clinical C</td>
<td>$260,000</td>
<td>Construction</td>
<td>CM Agency</td>
<td>Mar 2017</td>
<td>95%</td>
</tr>
<tr>
<td>Sue Hopper, Engineer, 517.353.3222 Architect: Petter Basso Associates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capitol View Renovations 2016 - Boji Group</td>
<td>$11,300,000</td>
<td>Construction</td>
<td>CM at Risk</td>
<td>Jan 2017</td>
<td>95%</td>
</tr>
<tr>
<td>Michael Leinweber, VP Construction Services, 517.377.3000 Architect: Saroki Associates</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
## CLARK CONSTRUCTION COMPANY COMPLETED PROJECTS - Attachment #3.5

<table>
<thead>
<tr>
<th>Project</th>
<th>Owner</th>
<th>Architect</th>
<th>$ Amount</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capitol View Office Complex Renovation</td>
<td>Ron Boji, BojiGroup, 517.377.3000</td>
<td>Sarak Associates</td>
<td>$11.3 million</td>
<td>Jan-17</td>
</tr>
<tr>
<td>CMU Summer Projects 2016</td>
<td>Central Michigan University, Linda Slater, Director, 989.774.6551</td>
<td>WTA and Bergmann Associates</td>
<td>$3.7 million</td>
<td>Jan-17</td>
</tr>
<tr>
<td>MSU Cage Wash Revisions - Clinical C</td>
<td>Michigan State University, Sue Hopper, Engineer, 517.363.3222</td>
<td>Peter Basso Associates</td>
<td>$2.6 million</td>
<td>Dec-16</td>
</tr>
<tr>
<td>Sparrow St. Lawrence Outpatient Surgery Refresh</td>
<td>Sparrow Health System, Julie Howe, Project Manager, 517.371.7041</td>
<td>Progressive A/E</td>
<td>$1 million</td>
<td>Nov-16</td>
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<tr>
<td>Sparrow Health Center Lansing</td>
<td>Sparrow Health System, Ryan Odell, Program Manager, 517.364.2649</td>
<td>Hobbs + Black Associates</td>
<td>$15.3 million</td>
<td>Nov-16</td>
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<tr>
<td>JNL Executive Suite Renovation</td>
<td>Jackson National, Greg Farhat, Director of Corporate Support Services, 517.367.4419</td>
<td>Gresham, Smith &amp; Partners</td>
<td>$4.2 million</td>
<td>Nov-16</td>
</tr>
<tr>
<td>Kettering University Mott Lab Buildout</td>
<td>Kettering University, Joe Aspberger, Director of Physical Plant, 810.577.2549</td>
<td>Stantec</td>
<td>$1.7 million</td>
<td>Nov-16</td>
</tr>
<tr>
<td>Kettering University Mott Lab Buildout</td>
<td>Kettering University, Joe Aspberger, Director of Physical Plant, 810.577.2549</td>
<td>Rowe</td>
<td>$4 million</td>
<td>Nov-16</td>
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<tr>
<td>Southeast 911 Communication Transmission Tower</td>
<td>Ryan Wood, Clinton County Administrator</td>
<td>C2AE</td>
<td>$1.7 million</td>
<td>Oct-16</td>
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<tr>
<td>Beaumont Health System-Troy E. Campus Drive</td>
<td>Jake Meadows, Project Executive, 586.747.7467</td>
<td>Harley Ellis Devereaux</td>
<td>$1.4 million</td>
<td>Sep-16</td>
</tr>
<tr>
<td>UofM Intramural Sports Building</td>
<td>University of Michigan, Matt Fuller, Project Manager, 734.323.5973</td>
<td>Integrated Design Solutions</td>
<td>$16 million</td>
<td>Sep-16</td>
</tr>
<tr>
<td>Central Michigan University Biosciences Building</td>
<td>Central Michigan University, Steve Esch, 989.774.1864</td>
<td>SHW Group</td>
<td>$90 million</td>
<td>Sep-16</td>
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<tr>
<td>Haslett Public Schools Performing Arts Center, Sinking Fund</td>
<td>Haslett Public Schools, Steve Cook, Director of Finance; 517.339.1068</td>
<td>TMP Associates</td>
<td>$3.8 million</td>
<td>Sep-16</td>
</tr>
<tr>
<td>Dearborn Public Schools 2013 Bond Program</td>
<td>Dearborn Public Schools, Brian Whiston, Superintendent, 313.827.3000</td>
<td>SHW Group/ TMP Architecture</td>
<td>$57 million</td>
<td>Sep-16</td>
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<tr>
<td>Livingston County Jail Expansion</td>
<td>Livingston County, Belinda Peters, Administrator, 517.546.3669</td>
<td>Lindhout Assoc.</td>
<td>$16.4 million</td>
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<tr>
<td>Emergent B50/East Parking Lot Renovation</td>
<td>Emergent Biosolutions, Peter Dayrell, Project Engineer, 517.327.1537</td>
<td>MayotteGroup</td>
<td>$2.75 million</td>
<td>Aug-16</td>
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<tr>
<td>Little River Casino Resort</td>
<td>Dennis Beaudrie, Owner's Representative, 916.704.9403</td>
<td>Cunningham Group Architecture</td>
<td>$14.8 million</td>
<td>Aug-16</td>
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<tr>
<td>LLBean at Partridge Creek Mall</td>
<td>Dan Dagle, Sr. Construction Project Manager, 207.552.2922</td>
<td>Cuhaci &amp; Peterson, Architects &amp; Engineers, LLC</td>
<td>$1.3 million</td>
<td>Jul-16</td>
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<tr>
<td>Sparrow Hospital Gathering Place</td>
<td>Sparrow Health System, Austin Holcomb, Senior Project Manager, 517.364.2733</td>
<td>SmithGroup, JLR</td>
<td>$11.6 million</td>
<td>Jul-16</td>
</tr>
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</table>
### CLARK CONSTRUCTION COMPANY COMPLETED PROJECTS - Attachment #3.5

<table>
<thead>
<tr>
<th>Project</th>
<th>Owner</th>
<th>Architect</th>
<th>$ Amount</th>
<th>Completion Date</th>
</tr>
</thead>
</table>
| East Lansing Public Schools MacDonald Middle School Renovations        | East Lansing Public Schools  
Richard Pugh, 517.333.7470               | TowerPinkster                                | $8 million | Jul-16          |
| Jackson National Data Center                                           | Jackson National  
Agnes Arbuckle, Project Manager, 517.367.2471 | C2AE                                           | $12 million | Apr-16          |
| Beaumont Health System Royal Oak Family Birth Center Door/Frame Openings| Clint Hodgson, Senior Project Manager, 248.752.5689 | N/A                                            | $.5 million | Mar-16          |
| Panera Bread – GM Renaissance Center                                   | CBRE  
Kevin Clark, 314.651.3237                | Norr                                           | $6 million | Mar-16          |
| Dart Container Bldgs. #2 & #3 Offices and Infrastructure               | Dart Container Corporation  
John Alfano, Facility Manager, 517.676.3800 | MayotteGroup                                   | $9 million | Mar-16          |
| FSU Program Management                                                 | Ferris State University  
Mike Hughes, Associate Vice President Physical Plant, 231.591.9292 | Multiple                                      | $8 million | Jan-16          |
| Ahwood Stadium Renovations and Misc. Projects                          | Kettering University  
Joe Aspinger, Director of Physical Plant, 810.762.9749 | N/A                                           | $2.5 million | Dec-15        |
| MSU Bioengineering Research Facility                                   | Michigan State University  
Dan Bollman, 517.355.9575                  | IDS                                           | $49.1 million | Nov-15        |
| CMU Summer Program Management                                          | Central Michigan University  
Linda Slater, Director, 989.774.6551          | Multiple                                      | $3 million | Oct-15          |
| Grand Ledge Public Schools 2015 Sinking Fund                           | Grand Ledge Public Schools  
Craig Harley, CFO, 517.925.5430             | GMB Architecture and Engineering              | $.9 million | Oct-15          |
| Femco, Inc. New Office and Warehouse                                   | Femco, Inc.  
Mark Cooper, President, 810.503.9348        | Hobbs + Black Architects                      | $13 million | Oct-15          |
| City of Marshall Law Enforcement Center                                | City of Marshall  
Tom Taskiewicz, 517.781.5183               | Redstone Architects                           | $8.5 million | Sep-15          |
| Muskegon Community College Science Center                              | Muskegon Community College  
John Selmon, Vice President of Student Services, 231.777.0265 | Kingscott Associates | $9.6 million | Sep-15          |
| Ft. Stewart Air Support Operations Course                              | U.S. Army Corps of Engineers               | Emerson                                      | $6.5 million | Aug-15          |
| IKEA Canton Warehouse Expansion                                         | IKEA North America  
Jim Hartzel, 610.834.0180 x 5151            | GreenbergFarrow                               | $6 million | Jul-15          |
| Landaal Packaging System Facility Expansion                            | Landaal Packaging  
Plante Moran, Vice President, (248) 320-6442 | Bergmann Associates                           | $5 million | Jul-15          |
| Dart Container Building #5 Office Building & Infrastructure            | Dart Container Corporation  
John Alfano, Facility Manager, 517.676.3800 | MayotteGroup                                  | $18 million | Jul-15          |
| City of Marshall Fire Station                                           | City of Marshall  
Tom Taskiewicz, 517.781.5183               | Redstone Architects                           | $3 million | May-15          |
| MSU - Clinical “C” Building                                            | Michigan State University  
Todd Wilson, 517.432.4355                    | Peter Basso Associates                        | $8.5 million | Jan-15          |
### CLARK CONSTRUCTION COMPANY COMPLETED PROJECTS - Attachment #3.5

<table>
<thead>
<tr>
<th>Project</th>
<th>Owner</th>
<th>Architect</th>
<th>$ Amount</th>
<th>Completion Date</th>
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</thead>
<tbody>
<tr>
<td>Westfarms Mall Entrance</td>
<td>The Taubman Company, Len Brozowski, 248.258.6800</td>
<td>Hobbs + Black Associates</td>
<td>$14 million</td>
<td>Jan-15</td>
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<tr>
<td>MacDonald Middle School Renovation</td>
<td>East Lansing Public Schools, Richard Pugh, 517.333.7470</td>
<td>TowerPinkster</td>
<td>$8 million</td>
<td>Dec-14</td>
</tr>
<tr>
<td>Grand Ledge Public Schools Sinking Fund 2014</td>
<td>Grand Ledge Public Schools, Craig Harley, CFO, 517.925.5430</td>
<td>GMB Associates</td>
<td>$7.5 million</td>
<td>Dec-14</td>
</tr>
<tr>
<td>Dart Container Datacenter</td>
<td>Dart Container Corporation, John Alfana, Facility Manager, 517.676.3800</td>
<td>MayotteGroup</td>
<td>$1.5 million</td>
<td>Dec-14</td>
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<tr>
<td>VOA - PACE Lansing Senior Community Care of Michigan</td>
<td>Volunteers of America, Michael Snow, 703.254.9045</td>
<td>Bergmann Associates</td>
<td>$1.7 million</td>
<td>Nov-14</td>
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<tr>
<td>Ft. Riley Physical Fitness Center</td>
<td>U.S. Army Corps of Engineers</td>
<td>Bullock Tice Associates</td>
<td>$11.6 million</td>
<td>Oct-14</td>
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<tr>
<td>Dearborn Intermodal Passenger Rail Facility</td>
<td>City of Dearborn, Barry Murray, 313.943.3179</td>
<td>NeumannSmith</td>
<td>$19 million</td>
<td>Oct-14</td>
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<tr>
<td>Karmanos Family Natural Birth Center</td>
<td>Beaumont Health System, Clint Hodgson, 248.561.2633</td>
<td>Harley Ellis Devereaux</td>
<td>$4 million</td>
<td>Oct-14</td>
</tr>
<tr>
<td>University of Michigan Field Hockey Stadium</td>
<td>University of Michigan, Mike Marenghi, Project Director, 734.763.1249</td>
<td>Integrated Architecture</td>
<td>$13.5 million</td>
<td>Sep-14</td>
</tr>
<tr>
<td>University of Michigan South Quad Residence Hall Renovation</td>
<td>University of Michigan, Matt Fuller, Project Manager, 734.323.5973</td>
<td>IDS, SmithGroup Jlf</td>
<td>$60 million</td>
<td>Sep-14</td>
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<tr>
<td>Oakland University Upper Playing Fields</td>
<td>Oakland University, Terry Stalstimer, 248.370.2100</td>
<td>Gissim Metz Andriese</td>
<td>$7.8 million</td>
<td>Oct-14</td>
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<tr>
<td>Dart Container Corporate Office Building &amp; Warehouse</td>
<td>Dart Container Corporation, John Alfana, Facility Manager, 517.676.3800</td>
<td>Bergmann Associates</td>
<td>$50 million</td>
<td>Sep-14</td>
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<tr>
<td>St. Johns Public Schools 2010 Bond Program</td>
<td>St. Johns Public Schools, Dedrick Martin, Superintendent, 989.227.4002</td>
<td>Kingscott Associates</td>
<td>$64.3 million</td>
<td>Sep-14</td>
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<tr>
<td>Central Michigan University Dow Science Active Learning Classrooms</td>
<td>Central Michigan University, Sara Vanderveen, Project Manager, 989.774.1910</td>
<td>Stantec</td>
<td>$1.4 million</td>
<td>Aug-14</td>
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<tr>
<td>Central Michigan University South Quad Improvements</td>
<td>Central Michigan University, Linda Slater, Director, 989.774.6551</td>
<td>Clark Trombly Randers</td>
<td>$4 million</td>
<td>Aug-14</td>
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<tr>
<td>Pontiac School District Restoration Work</td>
<td>Pontiac School District, Kelly Williams, Superintendent, 248.451.6800</td>
<td>N/A</td>
<td>$2.3 million</td>
<td>May-14</td>
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<tr>
<td>Central Michigan University Wannier Hall 106 Renovations</td>
<td>Central Michigan University, Linda Slater, Director, 989.774.6551</td>
<td>William A. Kibee &amp; Associates</td>
<td>$6 million</td>
<td>May-14</td>
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<tr>
<td>Ferris State University Steam Boiler Addition</td>
<td>Ferris State University, Dan Sovirski, 231.591.3885</td>
<td>Fishbeck, Thompson, Carr &amp; Huber</td>
<td>$2 million</td>
<td>Dec-13</td>
</tr>
<tr>
<td>Gun Lake Casino Phase 2A</td>
<td>Match-E-Be-Naah-She-Wish Band of Potawatomi Indians, Joe Haley, Owners Rep, 702.495.3229</td>
<td>Jeter, Cook, &amp; Jepson Architects</td>
<td>$6.9 million</td>
<td>Dec-13</td>
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<tr>
<td>Twelve Oaks Mall Cheesecake Factory Renovation</td>
<td>The Taubman Company</td>
<td>Neumann/Smith &amp; Associates</td>
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<tr>
<td>Troy Intermodal Transit Facility Improvements</td>
<td>City of Troy, Steve Vandette, 248.524.3383</td>
<td>Neumann/Smith &amp; Associates</td>
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<td>Oct-13</td>
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<td>Fowler Public Schools 2012 Bond Program</td>
<td>Fowler Public Schools, 989.593.2596</td>
<td>URS Corporation</td>
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<td>Oct-13</td>
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<tr>
<td>Beaver Island Summer Projects 2013</td>
<td>Central Michigan University, Don McIntyre, 989.774.6559, Andy Reihl, 989.774.6647</td>
<td>Bergmann Associates</td>
<td>$4 million</td>
<td>Sep-13</td>
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</table>
## CLARK CONSTRUCTION COMPANY COMPLETED PROJECTS - Attachment #3.5

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<th>Architect</th>
<th>$ Amount</th>
<th>Completion Date</th>
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<tbody>
<tr>
<td>Anspach Hall HVAC System Replacement</td>
<td>Central Michigan University</td>
<td>Peter Basso Associates</td>
<td>$10 million</td>
<td>Sep-13</td>
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<td>Ft. Riley Battalion Headquarters, Kansas</td>
<td>U.S. Army Corps of Engineers</td>
<td>USACE Kansas City</td>
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<td>Swartz Creek H.S. Performing Arts Center</td>
<td>Swartz Creek Community Schools</td>
<td>SHW Group</td>
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<tr>
<td>Airport Community Schools - 2013 Summer Renovations</td>
<td>Airport Community Schools</td>
<td>SHW Group</td>
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<td>CMU 2012 Program Management</td>
<td>Central Michigan University</td>
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<td>Jul-13</td>
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<tr>
<td>CMU Lab Research Facility</td>
<td>Central Michigan University</td>
<td>Bergmann Associates</td>
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<tr>
<td>Center for a Sustainable Future - Phase I</td>
<td>Lenawee Intermediate School District</td>
<td>The Collaborative Inc.</td>
<td>$3.1 million</td>
<td>Mar-13</td>
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<td>North Central Michigan College Education and Science Center</td>
<td>North Central Michigan College</td>
<td>SHW Group</td>
<td>$10.5 million</td>
<td>Feb-13</td>
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<tr>
<td>Beaumont Health System Troy Campus - CPD Relocation</td>
<td>Beaumont Health Systems</td>
<td>URS Corporation</td>
<td>$2 million</td>
<td>Feb-13</td>
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<tr>
<td>Dow Kokam Battery Pack Plant Addition</td>
<td>Dow Kokam</td>
<td>Bergmann Associates</td>
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<td>Feb-13</td>
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<tr>
<td>MSU - Shaw Hall Dining Center and Food Emporium</td>
<td>Michigan State University</td>
<td>Neumann/Smith &amp; Associates</td>
<td>$13.2 million</td>
<td>Dec-12</td>
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<td>FireKeepers Hotel &amp; Events Center - Phase 1</td>
<td>Nottawaseppi Huron Band of the Potawatomi</td>
<td>Thalden Boyd Emery</td>
<td>$70 million</td>
<td>Nov-12</td>
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<td>Beaumont Health System Royal Oak Campus - Family Birthing Center</td>
<td>Beaumont Health System</td>
<td>SSOE, Inc.</td>
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<td>Beaumont Health System Troy Campus - Flash CT Imaging Center</td>
<td>Beaumont Health System</td>
<td>Stuckey Vitale Associates</td>
<td>$170,000</td>
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<td>Airport Community Schools Bond Program</td>
<td>Airport Community Schools</td>
<td>SHW Group</td>
<td>$10 million</td>
<td>Oct-12</td>
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<tr>
<td>BWL REO Town 12&quot; Steam Pipe Line</td>
<td>Lansing Board of Water and Light</td>
<td>BWL Engineering</td>
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<td>MSU - Union Renovation</td>
<td>Michigan State University</td>
<td>SmithGroup, Inc.</td>
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<td>Oct-12</td>
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<td>Alma Public Schools, High School Renovations</td>
<td>Alma Public Schools</td>
<td>Wilgen Thackel Meyer &amp; Associates</td>
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<td>Sep-12</td>
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<td>Greenville Public Schools 2011 Bond Program</td>
<td>Greenville Public Schools</td>
<td>URS Corporation</td>
<td>$14.3 million</td>
<td>Sep-12</td>
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<td>Milan Area Schools 2009 Bond Issue Program</td>
<td>Milan Area Schools</td>
<td>Fanning/Howey Associates</td>
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<td>The School District of the City of Detroit - Finney High School</td>
<td>The School District of the City of Detroit</td>
<td>Albert Kahn Associates</td>
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<td>Lincoln Consolidated Schools 2010 Bond Program</td>
<td>Lincoln Consolidated Schools</td>
<td>SHW Group</td>
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<td>Project</td>
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<td>Completion Date</td>
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<td>Consolidated 911 Dispatch Facility</td>
<td>Ingham County John Neilsen, 517.676.7211</td>
<td>TowerPinkster</td>
<td>$5 million</td>
<td>May-12</td>
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<tr>
<td>Beaumont Health System Troy Campus - 7th Floor In-Patient Rehabilitation Unit</td>
<td>Beaumont Health System Jake Meadows, 248.964.9935</td>
<td>Bergmann</td>
<td>$3.6 million</td>
<td>Apr-12</td>
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<tr>
<td>McLaren Health - Greater Lansing - Prisoner Suite Upgrades</td>
<td>McLaren Health System Dan Medrano, 810.342.1100</td>
<td>TowerPinkster</td>
<td>$700,000</td>
<td>Feb-11</td>
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<tr>
<td>Crisler Arena Renovation</td>
<td>University of Michigan Mike Marenghi, Project Director, 734.763.1249</td>
<td>TMP/JLP</td>
<td>$12.5 million</td>
<td>Aug-11</td>
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<tr>
<td>MSU - Brody Hall Renovations</td>
<td>Michigan State University Nick Wilk, 248.417.8186</td>
<td>Design Plus</td>
<td>$49.8 million</td>
<td>Aug-11</td>
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<tr>
<td>Child Development Center, Ft. Stewart, GA</td>
<td>U.S. Army Corps of Engineers</td>
<td>Emerson Design</td>
<td>$11.5 million</td>
<td>Aug-11</td>
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<tr>
<td>Grand Ledge Public Schools - Bond Program</td>
<td>Grand Ledge Public Schools Brian Metcalf, Superintendent, 517.925.5401</td>
<td>GMB Architects</td>
<td>$34 million</td>
<td>Aug-11</td>
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<tr>
<td>Akron Naval Marine Reserve Center, Akron, OH</td>
<td>U.S. Army Corps of Engineers</td>
<td>Hobbs+Black</td>
<td>$11.3 million</td>
<td>Jul-11</td>
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<tr>
<td>Michigan International Speedway Pedestrian Tunnel</td>
<td>International Speedway Corporation Bruce Rein, Project Manager, 386.947.6797</td>
<td>HNTB</td>
<td>$1.5 million</td>
<td>Jun-11</td>
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<tr>
<td>Emmons Hall Renovations</td>
<td>Michigan State University Ken Dawson, 517.353.9716</td>
<td>Design Plus</td>
<td>$8.5 million</td>
<td>May-11</td>
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<tr>
<td>Northern Michigan Hospital Wellness Center</td>
<td>Northern Michigan Hospital Terry Bennett, 231.487.4125</td>
<td>French Associates/ Nicholas J. White</td>
<td>$8 million</td>
<td>Jul-11</td>
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<tr>
<td>Army Reserve Center, Ft. Custer, Battle Creek, MI</td>
<td>U.S. Army Corps of Engineers</td>
<td>CH2MHI</td>
<td>$10 million</td>
<td>Jul-11</td>
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<tr>
<td>Ann Arbor Municipal Center</td>
<td>City of Ann Arbor Matt Kulhanek, 734.972.9112</td>
<td>Quinn Evans</td>
<td>$42.7 million</td>
<td>Jun-11</td>
</tr>
<tr>
<td>Military Working Dog Facility 2, Fort Campbell, KY</td>
<td>U.S. Army Corps of Engineers James Miller Moore, Engineer, 270.798.9154</td>
<td>Pond &amp; Company</td>
<td>$2.8 million</td>
<td>Apr-11</td>
</tr>
<tr>
<td>W.J. Maxey Juvenile Center</td>
<td>State of Michigan Dave Flack, Physical Plant Manager, 517.373.4471</td>
<td>Tower Pinkster Titus</td>
<td>$21 million</td>
<td>Mar-11</td>
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<tr>
<td>College of Arts &amp; Science HVAC Replacement</td>
<td>Ferris State University Mike Hughes, Associate Vice President Physical Plant, 231.591.2920</td>
<td>Progressive</td>
<td>$6 million</td>
<td>Dec-10</td>
</tr>
<tr>
<td>Student Events Center Renovations - Mt. Pleasant</td>
<td>Central Michigan University Linda Slater, Director, 989.774.6551</td>
<td>SmithGroupJr</td>
<td>$20 million</td>
<td>Oct-10</td>
</tr>
<tr>
<td>Michigan College of Optometry</td>
<td>Ferris State University Mike Hughes, Associate Vice President Physical Plant, 231.591.2920</td>
<td>NeumannSmith</td>
<td>$22 million</td>
<td>Sep-10</td>
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<tr>
<td>Washtenaw Public Safety &amp; Justice Center - Ann Arbor</td>
<td>Washtenaw County Jason Fee, 734.263.1449</td>
<td>Tower Pinkster Titus</td>
<td>$36 million</td>
<td>Jul-10</td>
</tr>
<tr>
<td>Wright Patterson AFB Pipeline Dormitory - Akron, OH</td>
<td>U.S. Army Corps of Engineers</td>
<td>Burgess &amp; Niple</td>
<td>$11.6 million</td>
<td>Jun-10</td>
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<tr>
<td>Soldier Family Assistance Center - Fort Campbell, KY</td>
<td>U.S. Army Corps of Engineers</td>
<td>Emerson Design</td>
<td>$5 million</td>
<td>Feb-10</td>
</tr>
<tr>
<td>BRAC HPW Swing Space - Wright Patterson Air Force Base, OH</td>
<td>U.S. Army Corps of Engineers</td>
<td>Emerson Design</td>
<td>$7.3 million</td>
<td>May-10</td>
</tr>
<tr>
<td>Kellogg Eye Center Expansion - Ann Arbor</td>
<td>University of Michigan Health Systems Glenn Rittenger, Lead Engineer, 734.936.0574</td>
<td>KlingStubbins</td>
<td>$94 million</td>
<td>Dec-09</td>
</tr>
</tbody>
</table>
### CLARK CONSTRUCTION COMPANY COMPLETED PROJECTS - Attachment #3.5

<table>
<thead>
<tr>
<th>Project</th>
<th>Owner</th>
<th>Architect</th>
<th>$ Amount</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan State Police Headquarters - Lansing</td>
<td>State of Michigan, David Sproul, Project Director, 517.373.8322</td>
<td>Hobbs + Black</td>
<td>$24.8 million</td>
<td>Nov-09</td>
</tr>
<tr>
<td>Science &amp; Media Building - Livonia</td>
<td>Madonna University, J. David M. Houte, 734.793.3456</td>
<td>SmithGroup, Inc.</td>
<td>$18 million</td>
<td>Aug-09</td>
</tr>
<tr>
<td>FireKeepers Casino - Battle Creek</td>
<td>Nottawaseppi Huron Band of Pottawatomis, Homer Mandoka, Chairperson, 269.729.5161</td>
<td>Perez APC</td>
<td>$140 million</td>
<td>Jul-09</td>
</tr>
<tr>
<td>Stephen M. Ross School of Business</td>
<td>University of Michigan, Tom Schlaff, P.E., 734.763.3021</td>
<td>Kohn Pedersen Fox</td>
<td>$126 million</td>
<td>Oct-08</td>
</tr>
<tr>
<td>High School Renovations &amp; Sitework - Howell</td>
<td>Howell Public Schools, Rick Teres, Asst. Superintendent Finance, 517.548.6357</td>
<td>French Associates</td>
<td>$25 million</td>
<td>Sep-08</td>
</tr>
<tr>
<td>Fairlane Town Center Renovations - Dearborn</td>
<td>The Taubman Company, Robert Tremonti, 248.258.8800</td>
<td>NeumannSmith</td>
<td>$5 million</td>
<td>Aug-08</td>
</tr>
<tr>
<td>Crossroads Village - Canton</td>
<td>Grand Sakwa Properties, Gary Cooper, 248.855.5600</td>
<td>Rogvoy Architects</td>
<td>$15 million</td>
<td>Aug-08</td>
</tr>
<tr>
<td>Waterside Market Place - Chesterfield Twp.</td>
<td>REDICO, Scott Worhman, 248.784.6624</td>
<td>Rogvoy Architects</td>
<td>$50 million</td>
<td>Aug-08</td>
</tr>
<tr>
<td>Portland Federal Credit Union - Portland</td>
<td>PFCU, Gary May, 517.647.7571</td>
<td>Bernoth-Cookley</td>
<td>$5.5 million</td>
<td>Jun-08</td>
</tr>
<tr>
<td>IKEA Home Furnishings - Cincinnati, OH</td>
<td>IKEA North America, Mark Graper, 610.634.0180</td>
<td>GreenbergFarrow</td>
<td>$29 million</td>
<td>Mar-08</td>
</tr>
<tr>
<td>Twelve Oaks Mall Expansion - Novi</td>
<td>The Taubman Company, Robert Tremonti, 248.258.8800</td>
<td>NeumannSmith</td>
<td>$40 million</td>
<td>Sep-07</td>
</tr>
<tr>
<td>Fowlerville Community Schools Bond Program - Fowlerville</td>
<td>Fowlerville Comm. Schools, Richard Heinrich, Superintendent Finance, 517.223.6016</td>
<td>TMP</td>
<td>$50.1 million</td>
<td>Sep-07</td>
</tr>
<tr>
<td>Odawa Casino Resort - Petoskey</td>
<td>Little Traverse Bay Bands of Odawa, Barry Laughlin, 231.758.0233</td>
<td>Leo A. Daly</td>
<td>$108 million</td>
<td>Jul-07</td>
</tr>
<tr>
<td>Alma Public Schools Bond Program - Alma</td>
<td>Alma Public Schools, Mark Jacobas, Finance Director, 989.463.3111</td>
<td>Integrated Designs</td>
<td>$24 million</td>
<td>Apr-07</td>
</tr>
<tr>
<td>Lansing School District Bond Program - Lansing</td>
<td>Lansing School District, Brian Ralph, COO, 517.325.6115</td>
<td>GMB</td>
<td>$68.5 million</td>
<td>Dec-06</td>
</tr>
<tr>
<td>Steam Tunnel Extensions - East Lansing</td>
<td>Michigan State University, Scott Gordon, 517.432.0782</td>
<td>FTC</td>
<td>$11 million</td>
<td>Nov-06</td>
</tr>
<tr>
<td>Well Hall and Gerald R. Ford School of Public Policy - Ann Arbor</td>
<td>University of Michigan, Bill Kelly, Facilities Manager, 734.936.2395</td>
<td>Robert AM Stern</td>
<td>$27 million</td>
<td>Sep-06</td>
</tr>
<tr>
<td>Charlevoix Public Library Expansion/Renovations - Charlevoix</td>
<td>Charlevoix Public Library, Linda Adams, Library Director, 231.237.7360</td>
<td>Engberg Anderson</td>
<td>$7.6 million</td>
<td>Sep-06</td>
</tr>
<tr>
<td>Webberville Schools Bond Program - Webberville</td>
<td>Webberville Schools, Brian Fiddler, Superintendent, 517.521.3422</td>
<td>Fanning/Howey</td>
<td>$8.5 million</td>
<td>Sep-06</td>
</tr>
<tr>
<td>Gannon VocTech Center Renovations - Lansing</td>
<td>Lansing Community College</td>
<td>Hobbs + Black</td>
<td>$11 million</td>
<td>Jun-06</td>
</tr>
<tr>
<td>Capitol View Office Complex - Lansing</td>
<td>Michigan Services, Ron Boj, 517.377.3000</td>
<td>Hobbs + Black</td>
<td>$30 million</td>
<td>Jun-06</td>
</tr>
<tr>
<td>90th District Court &amp; Jail Expansion/Renovations - Petoskey</td>
<td>Emmet County, Martin Krupa, Controller, 231.348.1702</td>
<td>Tower Pinkster Titus</td>
<td>$5.3 million</td>
<td>Jun-06</td>
</tr>
</tbody>
</table>
2. Have you been associated with any projects that were not completed on time, causing the start of school to be delayed?

Clark Construction Company has not been associated with any projects that were not completed on time.

3. On one page, describe how your company stays up-to-date on education code and regulatory requirements.

Michigan K-12 educational construction codes and regulatory requirements are regularly modified by the various departments having jurisdiction. Project cost, schedule and occupancy approval can be greatly impacted if the Construction Manager is not current with recent or pending code and regulatory modifications. Clark Construction Company remains apprised of recent and pending modifications to code and regulatory requirements through a variety of means.

Among the most critical State of Michigan regulatory departments to remain current with is the Bureau of Fire Safety. Members of our K-12 Team meet bi-annually with the State of Michigan Bureau of Fire Safety. At this meeting, our staff is made aware of planned changes in regulatory requirements. In addition, our K-12 management staff stays current through code and regulatory compliance presentations provided by various State of Michigan departments and through receipt of direct Michigan Legislature Notification e-mails of pending and implemented legislation from the following departments:

- The Revised School Code Act 451 of 1976
- Bureau of Fire Safety
- The Bureau of Construction Codes (BCC)
- Michigan Mechanical Code
- Michigan Occupational Safety & Health Administration (MIOSHA)
- Michigan Commission on Disability Concerns (MCDC)
- Department of Public Health
- Wage & Hour Division
4. Describe your most recent K-12 project bid results. List the bid categories with number of bidders for each. Include your estimated amount per category and apparent award amount.

Clark Construction Company has a track record of pre-construction cost estimating within approximately 3% of the total of the low bidding Contractor amount. The following is our most recent K-12 bid result.

<table>
<thead>
<tr>
<th>Bid Cat.</th>
<th>Area of Work</th>
<th>Clark Estimate</th>
<th>Low Bid</th>
<th>Variance</th>
<th>Variance %</th>
<th># of Bidders</th>
</tr>
</thead>
<tbody>
<tr>
<td>04A</td>
<td>Demolition</td>
<td>$157,979</td>
<td>$148,756</td>
<td>$9,223</td>
<td>5.84%</td>
<td>4</td>
</tr>
<tr>
<td>04B</td>
<td>Concrete</td>
<td>$265,423</td>
<td>$253,750</td>
<td>$11,673</td>
<td>4.40%</td>
<td>5</td>
</tr>
<tr>
<td>04C</td>
<td>General Trades</td>
<td>$898,568</td>
<td>$917,000</td>
<td>$(18,432)</td>
<td>-2.05%</td>
<td>4</td>
</tr>
<tr>
<td>04D</td>
<td>Roofing</td>
<td>$921,516</td>
<td>$899,830</td>
<td>$21,686</td>
<td>2.35%</td>
<td>6</td>
</tr>
<tr>
<td>04E</td>
<td>Glass &amp; Glazing</td>
<td>$847,263</td>
<td>$812,333</td>
<td>$34,930</td>
<td>4.12%</td>
<td>3</td>
</tr>
<tr>
<td>04F</td>
<td>Access Control</td>
<td>$86,020</td>
<td>$84,177</td>
<td>$1,843</td>
<td>2.14%</td>
<td>3</td>
</tr>
<tr>
<td>04H</td>
<td>Painting &amp; Wallcovering</td>
<td>$90,460</td>
<td>$86,300</td>
<td>$4,160</td>
<td>4.60%</td>
<td>5</td>
</tr>
<tr>
<td>04I</td>
<td>Auditorium Seating</td>
<td>$136,817</td>
<td>$137,920</td>
<td>$(1,103)</td>
<td>-0.81%</td>
<td>3</td>
</tr>
<tr>
<td>04J</td>
<td>HVAC and Plumbing</td>
<td>$3,740,520</td>
<td>$3,650,000</td>
<td>$90,520</td>
<td>2.42%</td>
<td>5</td>
</tr>
<tr>
<td>04K</td>
<td>Electrical</td>
<td>$1,371,134</td>
<td>$1,324,000</td>
<td>$47,134</td>
<td>3.44%</td>
<td>4</td>
</tr>
<tr>
<td>04L</td>
<td>Communication</td>
<td>$655,340</td>
<td>$620,000</td>
<td>$35,340</td>
<td>5.39%</td>
<td>2</td>
</tr>
<tr>
<td>04M</td>
<td>Earthwork</td>
<td>$314,099</td>
<td>$309,000</td>
<td>$5,099</td>
<td>1.62%</td>
<td>5</td>
</tr>
<tr>
<td>04N</td>
<td>Asphalt Paving</td>
<td>$995,511</td>
<td>$970,000</td>
<td>$25,511</td>
<td>2.56%</td>
<td>6</td>
</tr>
<tr>
<td>04O</td>
<td>Playground Resurfacing</td>
<td>$43,429</td>
<td>$42,230</td>
<td>$1,199</td>
<td>2.76%</td>
<td>3</td>
</tr>
<tr>
<td>04P</td>
<td>Fencing</td>
<td>$10,991</td>
<td>$10,958</td>
<td>$33</td>
<td>0.30%</td>
<td>3</td>
</tr>
</tbody>
</table>

**Totals**: $11,277,089 | $11,008,273 | $268,816 | 2.38% | 61 |

Under Budget
Project Personnel
1. Provide an organizational chart showing your proposed team for the design and construction phases of our projects. Include a single page resume of each key individual highlighting experience with projects similar to ours.

Our team structure is depicted in the organizational chart on the following page.

2. Provide recent personal references from K-12 Educational clients and architects for each of the key team members.

**Gary Steller:**
Dearborn Public Schools: Glenn Maleyko, Superintendent - 313.827.3020
Milan Area Schools: Bryan Girbach, Superintendent - 734.439.5009; girbachb@milanareaschools.org
Airport Community Schools: John Krimmel, Superintendent - 734.654.2414; jkrimmel@airport.k12.mi.us
Kingscott Associates: Lee Andrea, Associate - 248.298.6384, landrea@kingscott.com

**Jim Kaiser:**
Dearborn Public Schools: Glenn Maleyko, Superintendent - 313.827.3020
Neumann/Smith Architecture: Derek Dinnkeloo, Project Manager - ddinnkeloo@neumannsmith.com

**Paul Bemis:**
Milan Area Schools: Bryan Girbach, Superintendent - 734.439.5009; girbachb@milanareaschools.org
Kingscott Associates: Lee Andrea, Associate - 248.298.6384, landrea@kingscott.com

**Gary Szor:**
Dearborn Public Schools: Glenn Maleyko, Superintendent - 313.827.3020
Kingscott Associates: Lee Andrea, Associate - 248.298.6384, landrea@kingscott.com

3. Will you guarantee, by contract, that key personnel will be assigned to our project for the entire design and construction?

We will guarantee, by contract, that key personnel will be assigned to the Oxford Schools Project for the entire design and construction phase. Any staffing changes as a result of promotions, persons retiring or otherwise leaving the company will be replaced with professionals of equal experience as acceptable to Oxford Schools.
PROJECT PERSONNEL

Architect TBD

Gary Steller
Project Director

Dave Reece
Pre-Construction Executive

Garry Myers
Sr. Estimator/Planner

Jim Kaiser
Sr. Project Manager

Paul Bemis
Bond Campaign Specialist

Justin Bailey
Site Safety Manager

Gary Szor
Project Superintendent

TBD
Project Superintendent

Matt Powers
Project Engineer
GARY STELLER
PROJECT DIRECTOR

As Project Director, Gary will provide overall pre-bond, pre-construction and construction phase leadership to ensure accomplishment of the expected program results. Gary will endeavor to assure that a partnering approach is maintained between all Program Team members including the Architect, Information Technology Consultants, Furniture and Equipment Planners and others. He will be an integral part of the Program Team participating in Project Team meetings. He will continuously monitor program status and provide guidance to the Clark Team. Where it would be of benefit to program results, Gary will be available to provide experienced constructive recommendations to the leadership of other team member firms.

Gary has more than $1.4 billion in K-12 Bond Program experience. His commitment, diligence, foresight and tenacity are the qualities which will bring about the project results expected by the District.

RELEVANT PROJECTS

Dearborn Public Schools
- $76 million 2013 bond program
- $150 million 2002 bond program
- $120 million 1997 bond program
- $115 million 1992 bond program

Saline Area Schools
- $67.5 million 2015 bond program

Birmingham Public Schools
- $66 million 2015 Bond Program

Milan Area Schools
- $50 million 2009 bond program

Detroit Public Schools
- $55 million; East English Village Preparatory Academy; 221,000 s.f.

Novi Community Schools
- $75.6 million 2001 bond program
- $70 million 1998 bond program

Oakland Schools
- $65 million 2006 bond program

Romeo Public Schools
- $57 million 2000 bond program
- $37 million 1996 bond program

East China Public Schools
- $16 million 2001 bond program
- $56 million 1998 bond program

Lincoln Consolidated Schools
- $36 million 2010 bond program
- $35 million 2001 bond program
- $58 million 1998 bond program

Tecumseh Public Schools
- $28 million bond program

U of D Jesuit High School & Academy
- 1996 “Reclaiming our Future” project including new classrooms, art room, band room, computer labs, student atrium, cafeteria, art faculty/staff resource center and restoration of the school chapel

Fitzgerald Public Schools
- $16 million 2005 bond program
- $26 million 2003 bond program

Airport Community Schools
- $10 million 2011 bond program

Warren Woods Public Schools
- $56 million 2005 bond program
 (Pre-Construction Phase)

Pontiac School District
- 2014 Renovation and Roofing Program
- Whitmer Human Resource Center; 170,000 s.f.; $2.3 million elementary school renovation
- Pontiac Middle School; 110,000 s.f.; $850,000 renovation
- Kennedy Elementary School; 115,000 s.f.; $1.3 million Roof Replacement

Lenawee Intermediate School District
- Center for a Sustainable Future
- $3.1 million
JAMES KAISER
SENIOR PROJECT MANAGER

As Senior Project Manager, Jim will be responsible for the field staff, subcontractors and quality on the project. He will oversee the daily management of his projects including contract and cost administration, project schedule, development and bidding of bid packages, processing of bulletins and field orders, shop drawing and sample submittal, monthly budget analysis, profit projections, progress reports, monthly invoicing, weekly progress meetings, and project closeout.

RELEVANT PROJECTS

- Dearborn Public Schools 2013 Bond Program: 77,000 s.f., $76 million construction value, renovations at 28 K-12 facilities, 6-10 classroom additions at 6 elementary school buildings.
- University of Michigan
  - Kellogg Eye Center: $4.3 million plumbing contract serving a new 10-story addition to the existing building.
  - Michigan Stadium: $3.2 million plumbing contract for the east sideline and sound end zone stadium renovations.
- Oakland University
  - School of Education & Human Resources: $25 million; 130,000 s.f.
  - Oakland Center Expansion: $7.2 million; 30,000 s.f. two-story addition
  - Health Care Facility & Hannah Hall: $5.3 million; 20,000 s.f. health care facility with operating rooms, mechanical and electrical systems, laboratories including renovations to science buildings
  - Parking Structure: $4.3 million; 178,000 s.f., three-story 547 car parking structure
- Ford Motor Company
  - Product Development Center: $25 million, 250,000 s.f. executive training and educational facility with classrooms, breakout rooms, computer labs, observation room, several conference rooms, lounges, auditorium and television studios.
  - National Parts Division: $10 million, 80,000 s.f. office building renovation.
  - World Headquarters Service Garage: $3.5 million 56,000 s.f. service center for vehicles with 64-bay pre-cast facility.
  - Detroit Parts Division: $2 million, 45,000 s.f. office renovation with emphasis on upgrades to the mechanical system
- Mervyns Department Stores; Two 150,000 s.f. retail shopping facilities, $7 million
- Lord and Taylor Department Store; 162,000 s.f. renovation and expansion, $5.5 million
- Fairlane Training Center; Two story 153,000 s.f. executive training and educational facility with classrooms, breakout rooms, computer labs auditorium and television studios, $25 million.
- Cass Tech High School; $3.5 million mechanical and plumbing contract - all mechanical systems integrated into an energy efficient building system.
- Roush Industries; $14.7 million design build project for three new 84,000 s.f. office buildings.

EXPERIENCE/EDUCATION

- 30 years construction industry experience
- Bachelor’s Degree - Construction Management/Civil Engineering, Michigan State University
- Construction Project Management Certification, Michigan State University Graduate School of Business Administration
- OSHA-30 Certified
- U.S. Green Building Council - Member of Detroit Chapter
MATTHEW POWERS
PROJECT ENGINEER

Matt served as an integral member of the Dearborn Public Schools Bond Program. As a result of Matt’s drive and determination, all materials were procured on time in order to meet the project schedule.

As a project engineer Matt assists the project teams with various responsibilities including:

- Submittal review process
- Budget control management
- Master schedule management
- RFI submittals, responses and logs
- Maintaining Potential Change Order log
- Monthly invoicing
- Maintaining drawings and specifications log
- Monthly progress reports
- Project close out documentation

RELEVANT PROJECTS

- Dearborn Public Schools 2013 Bond Program; 77,000 s.f.; $76 million, renovations at 28 K-12 facilities, 6-10 classroom additions at 6 elementary school buildings.
- Kettering University General Motors Foundation Automotive Research Area; $4 million; new outdoor and indoor lab spaces, including a 19 acre automotive proving ground
- Volunteers Of America/PACE; $1.4 million; 17,000 s.f.; Senior Community Care Facility
- Dart Building No. 5; $25 million; 3,000 s.f. data center; 60,000 s.f. warehouse; 140,000 s.f. office renovation

EXPERIENCE/EDUCATION

- B.S. in Construction Management, Michigan State University
- OSHA 30 hour Construction Safety Certified
- 40 hour HAZWOPER Certified
- RISE (Residential Initiative on the Study of the Environment), Executive Board, 2009-2010
- ECO, MSU Environmental Student Organization, Member 2009-2010
- Student Builders and Contractors Association, Member 2009-2011
GARY SZOR  
Project Superintendent

Gary has more than 20 years experience in the construction industry, from land procurement and development to bringing projects through construction completion and certificate of occupancy. Through diligent field supervision, meticulous document review and utilizing a “team approach,” his strengths continue to identify critical issues and demands before becoming costly errors. Relied upon as a problem solver, Gary collaborates well with teams and communicates exceptionally well cross-functionally.

He is a graduate of Ferris State University with a degree in construction management and is OSHA-30 certified.

Through Clark Construction’s continuous education, Gary receives 40-50 hours of training annually on a variety of topics including mold awareness, dangers of lead and how to identify hazardous building materials, scaffold safety, construction safety harness, on-site safety awareness, CPR, etc.

Relevant Projects

- Dearborn Public Schools; $76 million 2013 bond program
- Rochester Community Schools, Rochester MI: Baldwin Elementary Renovation and Addition; Hamlin Elementary Renovation and Addition
- Washtenaw Community College, Ann Arbor, MI
  - Liberal Arts & Science Building Renovation
  - U.A. Plumbers & Pipefitters Training Center
  - Student Center Building – 2nd Floor Renovations
- Michigan State University, East Lansing, MI: Veterinary Clinical Center
- Michigan State Capitol, Lansing MI
  - House of Representatives Chamber Restoration; House of Representatives 4th Floor Office Restoration; Ground Floor East & West Corridor Restoration
- Brighton Gardens Assisted Living, Plymouth, MI
- Oakland County Courthouse, Pontiac, MI: West Wing Addition

Experience/Education

- B.S. in Construction Management - Ferris State University
- A.A.S. in Building Construction Technology Ferris State University
- OSHA-30 certified
DAVE REECE, AIA
PRE-CONSTRUCTION EXECUTIVE

Dave has 34 years of experience in commercial design and construction and currently serves as Senior Vice President for Clark Construction Company. Dave has worked with a wide range of clients and his strong attention to detail and the needs of his clients is the benchmark for his success. Dave has led projects in a variety of delivery methods including General Contracting, Construction Management at Risk and Design Build.

RELEVANT PROJECTS
• Dearborn Public Schools; $76 million 2013 bond program
• Airport Community Schools - $10 million; 2011 bond program
• Alma Public Schools - $23.64 million
• Webberville Public Schools - $16.4 million
• Fowlerville Public Schools - $50.1 million
• Crawford AuSable Community Schools - $15.1 million
• Birmingham Public Schools - $66 million; 2015 bond program
• Southgate Community Schools - $12.8 million; 2016 bond program
• Saline Area Schools - $67.5 million; 2015 bond program
• Milan Area Schools - $50 million; 2009 bond program
• St. Johns Public Schools - $64.3 million; 2010 bond program
• Greenville Public Schools - $14.5 million; 2011 bond program
• Lincoln Consolidated Schools - $36 million; 2010 bond program
• Lenawee Intermediate School District Center for a Sustainable Future
  - $3.1 million; LEED Platinum project
• Swartz Creek Community Schools High School Performing Arts Center
  - $13.6 million; 45,000 s.f.
• University of Michigan Crisler Arena Renovations - $12.5 million
• University of Michigan Intramural Sports Building
  - $21 million; 99,000 s.f.
• University of Michigan South Quad residence and Student Dining Hall Renovations
  - $55 million; 110,000 s.f.
• University of Michigan Kellogg Eye Center Expansion/Brehm Diabetes Research Tower
  - $94 million; 116,000 s.f. expansion
GARRY MYERS
SR. ESTIMATOR/PLANNER

Garry’s 30+ years in the industry have been dedicated to estimating and, during the past 8 years, Building Information Modeling (BIM).

Garry has served as Lead Estimator for many of our K-12 education projects. During his career he has been involved in estimating over $500 million in this market alone. These projects involved renovations and additions to operating buildings in multiple school districts. Recent projects with our proposed project team include Birmingham Public Schools, Southgate Community Schools, Saline Area Schools, Milan Area Schools, Lincoln Consolidated Schools, Airport Community Schools, and Detroit Public Schools.

He also has a wide range of experience that includes higher education, industrial, retail, government, and office buildings.

Garry received the 2009 John M. Clark Service Award, which annually recognizes an employee who demonstrates exceptional work ethic, service and dedication on behalf of the company and its customers.

RELEVANT PROJECTS
• Dearborn Public Schools; $76 million 2013 bond program
• Detroit Public Schools East English Village Preparatory Academy - $55 million; 221,000 s.f.
• Lansing School District New Pattengill Middle School - $30 million; 179,000 s.f.
• Howell Public Schools New Parker High School - $72 million; 295,000 s.f.
• Airport Community Schools - $10 million; 2011 bond program
• Alma Public Schools - $23.64 million
• Webberville Public Schools - $16.4 million
• Fowlerville Public Schools - $50.1 million
• Crawford AuSable Community Schools - $15.1 million
• Birmingham Public Schools - $66 million; 2015 bond program
• Southgate Community Schools - $12.8 million; 2016 bond program
• Saline Area Schools - $67.5 million; 2015 bond program
• Milan Area Schools - $50 million; 2009 bond program
• Lincoln Consolidated Schools - $36 million; 2010 bond program
• Lenawee Intermediate School District Center for a Sustainable Future - $3.1 million; LEED Platinum project
• Swartz Creek Community Schools High School Performing Arts Center - $13.6 million; 45,000 s.f.

EXPERIENCE/EDUCATION
• 30 years construction industry
• Colorado School of Trades
• Lansing Community College
• National speaker for both industry conferences and college courses. His article, “Conceptual Estimating and BIM” was featured in the January 2011 edition of Estimating Today magazine.
• Garry received the 2009 John M. Clark Service Award, which annually recognizes an employee who demonstrates exceptional work ethic, service and dedication on behalf of the company and its customers.
PAUL BEMIS
BOND CAMPAIGN SPECIALIST

As Clark’s Bond Campaign Specialist, Paul’s duties include consulting with school district officials, community campaign leaders and the district’s architect to develop bond communication goals, standards, promotional activities and associated costs for a successful bond vote.

He authored and created the “Classroom Model,” a bond strategy plan, which led to a 95% passage rate for bond issues over the last 15 years.

He has specialized in bond campaign management and marketing support for school districts and municipalities and has formed teams that have successfully passed and organized bond proceeds in Michigan and Ohio; totaling over $1.8 billion in the past decade.

SUCCESSFUL SCHOOL BOND PROGRAMS

Algonac Schools
Anchor Bay Schools
Ann Arbor Public Schools
Armada Schools
Birmingham Schools
Bloomfield Hills Schools
Brighton Schools
Caro Community Schools
Chippewa Valley Schools
Comstock Park Schools
Dearborn Public Schools
East Detroit Public Schools
Fraser Public Schools
Grosse Pointe Public Schools
L’Anse Creuse Public Schools
Lakeview Public Schools
Lapeer Community Schools
Memphis Community Schools
Milan Area Schools
Napoleon Schools
Richmond Community Schools
Roseville Community Schools
Troy School District
Shelby City Schools
Utica Community Schools
Van Dyke Public Schools
Willard City Schools

EXPERIENCE/EDUCATION

- 20 years construction industry experience
- Attended Ferris State University and Macomb Community College
- Former 12-year member of the Anchor Bay School Board of Education.
- MASA, MSBO, MASB member
1. What is your understanding of the scope of this project and the District Construction Management needs?

Scope of Work

Our proposed project team fully understands the scope of work in described in Oxford Community Schools Request for Proposal for Construction Management Services. To assure complete understanding of the scope of work we have had discussions with Oxford Community Schools representatives in regard to design and construction details.

Our team understands that among the priority items to be accomplished as part of the Bond Program are:

- Air conditioning of the District’s 5 elementary school buildings
- Upgrades to heating, ventilation, and air conditioning controls throughout the District
- Parking lot and sidewalk replacement at each of the buildings
- Exterior lighting upgrades at each building

Additional scope of work to be accomplished at individual buildings is as follows.

- Oxford High School
  - Carpet replacement
  - Pool interior finish replacement
  - Roofing replacement (shingles - 300, 400 and 500 wings and built-up roofing - corridor, media center and cafeteria
  - Window Blinds
  - Air handling unit replacement
  - Fire alarm system replacement
  - Irrigation well and system for athletic fields
- Oxford Middle School
  - Sanitary and heating piping replacement throughout
  - Hot Water Boiler replacement
  - Fire alarm system replacement
- Clear Lake Elementary School
  - Fire alarm system replacement
- Daniel Axford Elementary School
  - Carpet replacement - corridors
  - Fire alarm system replacement
- Oxford Elementary School
  - Fire alarm system replacement
  - Fence repair
We understand that the planned scope of work included in the RFP for CM Services is subject to additional work being added as Bond Program planning continues.

Project Schedule

Clark Construction Company understands that the RFP for CM Services is based on construction work taking place over the summers of 2018, 2019 and 2020.

2. Describe your work plan for our project.

Optimize Probability of Successful Bond Referendum

The Clark Team has extensive experience and a record of accomplishment assisting Michigan public school districts successfully passing capital improvement bond referendums.

Our team will join with Oxford Community Schools representatives and the selected architect to develop a comprehensive list of capital improvement needs. The list of needs will include those identified in the RFP for CM Services. Clark Construction Company will provide cost estimates for the work. The list will be prioritized to identify the most important items to be included in the Bond referendum and to be accomplished within the Districts planned budget.

It has been beneficial to the success of past Clark clients Bond referendums to have community members and various District groups involved in the needs assessment process. This involvement leads to active support by community members during the Bond campaign process.

The Clark Team working in concert with the selected architect will assist in the development of the required documents to be submitted to the State of Michigan Department of Treasury. We will take part in the Preliminary Pre-Qualification Meeting with the Department of Treasury along with District representatives, District legal counsel and the Architect.

Following the Pre-qualification Meeting and the Oxford Board of Education approval to move forward with a Bond referendum Clark Construction Company will assist in assuring clear and accurate messaging to the community and Bond campaign planning.

Preliminary Preconstruction Schedule

After successfully passing the Bond November 7, 2017, the Clark Team, along with the selected architecture/engineering team will begin the pre-construction phase. It is essential that the design documents be completed not later than early March 2018 for the construction work planned to be completed during the summer of 2018.
The following is a suggested preliminary pre-construction schedule.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design/Estimating Phase</td>
<td>11/8/17</td>
<td>3/2/18</td>
</tr>
<tr>
<td>Develop Bid Documents</td>
<td>3/5/18</td>
<td>3/9/18</td>
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<tr>
<td>Bid Period</td>
<td>3/12/18</td>
<td>3/30/18</td>
</tr>
<tr>
<td>Trade Contract Awards</td>
<td>4/2/18</td>
<td>4/20/18</td>
</tr>
<tr>
<td>Material Procurement</td>
<td>4/23/18</td>
<td>5/25/18</td>
</tr>
</tbody>
</table>

Preliminary Construction Schedule

The Clark Team recognizes the need to accomplish vast amounts of work in the short summer months and to assure building administrators and staff are provided a window of time to move-in, set up, register students, and be fully prepared for the start of school.

Our proposed approach to scheduling the scope of work is based on our understanding of the District’s priorities and is subject to change to meet the requirements of the District. It is our understanding that the District desires to have the air conditioning of the 5 elementary school buildings completed as soon as possible. We are therefore planning to complete the air conditioning projects the summer of 2018. We understand that much of the site work (parking lots and concrete walks) can be accomplished in either years 2019 or 2020. In the event, some parking and walk areas are in dire need of replacement these may be advanced to the 2018 summer. Our current plan includes completing the majority of the work at the High School and Middle School during the 2018 school year along with the majority of the HVAC controls work. Miscellaneous items of work as determined by the Oxford Community Schools can be completed during the 2020 summer.

3. **Explain your approach to the establishment, use and management of contingency funds. What percent contingency do you recommend?**

Clark Construction Company’s structured approach to establishing the appropriate contingency fund ensures that the project will be completed within budget.

In order to establish the appropriate contingency fund for a project, Clark Construction Company’s project management team will perform a careful analysis of each area of work and determine a reasonable contingency fund for potential changes in the work.

An example of appropriate contingency fund establishment would be allocation for poor soil conditions for construction bearing. Clark will carefully review soil borings and the potential for changes in soil conditions between borings. A reasonable fund is established commensurate with the potential risk. A similar approach is taken in analysis of hidden conditions in existing facilities to be renovated.

Clark Construction Company’s philosophy regarding the purpose of a contingency fund is that these funds are held in reserve to cover additional cost items which are the result of two primary issues: 1) hidden or unforeseen condition items not possible to identify during the pre-construction phase without substantial
additional cost, and 2) construction document errors and omissions by the architect. Error and omissions contingency fund items are typically in the range of 1% - 2.5% of the construction cost.

Trade contractors will be held responsible for the entire scope of work in the contract documents as well as any related incidental items required to accomplish the work. The contingency fund will not be utilized to cover the cost of incomplete scope of work by trade contractors.

Contingency fund expenditures will be made only upon authorization by Oxford Community Schools.

4. Explain the involvement your company expects from the Owner.

Clark Construction Company as an agent for Oxford Community Schools will represent the interest of the district at all times. Our staff will serve as Oxford Community Schools construction department for the 2013 Bond Program. We will manage all construction aspects of the project from pre-construction through construction, and project close-out. We would expect only that Oxford Community Schools to provide a management level district representative to be involved in the bond program to provide overall project direction relative to schedule priorities and to whom our staff will provide weekly project status updates.

5. Explain your policy regarding re-bidding and change order charges.

Clark Construction Company will not charge additional cost for rebidding if required.

We understand that the bond program includes a construction contingency budget set aside for potential construction changes and trade contractor change orders. Clark Construction Company will not charge additional fees for such scope changes. The magnitude, location and complexity of changes may impact staffing requirements. In this event only, staffing costs may be incurred.

6. Explain your definition and approach to general conditions.

The project specific general condition fund is held by Oxford Community Schools and not included in Clark Construction Company’s contract. Any potential general conditions expense will be approved by Oxford Community Schools prior to any expense being incurred.

7. Are you proposing to render services with any other entity?

No.

8. Explain why your company is uniquely and most qualified to manage this project.

• **Proven Team** - The primary reason Clark Construction Company is uniquely and most qualified to serve Oxford Community Schools is our project Team’s approach, skill and experience. Our proposed Project Team has provided CM services on more than $1.5 billion successful K-12 projects throughout Southeast Michigan. Our Project Team has a proven track record of saving K-12 clients more than 6% of construction cost.
• **Relevant Project Experience** – K-12 education is one of our core market segments. Clark Construction Company has been providing Construction Management (CM) services to K-12 clients for more than 60 years. Over the past 15 years we have provided pre-construction and construction phase services on approximately $1 billion in K-12 construction projects.

• **Exceptional Safety Program** – Clark Construction Company consistently holds the lowest EMR rating possible in the construction industry. We were recently named the winner of the 2013 National AGC Safety Excellence Award. Clark Construction Company is the only contractor in Michigan to win this award. Clark is also the first recipient of the prestigious MIOSHA CET Platinum Award for outstanding safety performance, currently achieving more than 14 years and 4,000,000 work hours with no lost time injuries! This remarkable accomplishment is the result of a highly-focused and innovated safety program. Our Experience Modification Rate (EMR) average over the last five years is .70, which is considerably lower than the industry standard of 1.0.

• **Financial Stability** – Clark Construction Company is a family owned company that has been in business for 70 years. Sam Clark, our president, is the 3rd generation Clark family member to lead the company. Our relationship with our Bank and Insurance Company has been solid. We have been working with CHUBB Group of Insurance Companies for over 20 years. Our bonding rates for single projects are $175,000,000 and our overall aggregate bonding capacity is $750,000,000.

• **Local Participation** – One of the key goals on any publicly funded Construction Management project is to obtain maximum participation by trades from the local area. Clark Construction has been successful in achieving as high as 70% local trade contractor participation. We will conduct a local pre-bid conference encouraging local contractors to bid the projects.

• **Open Book Policy** – We will function as an extension of your staff to manage the construction process. The Clark Team operates on an open-book policy providing access to all project documentation you may wish to review. You can expect regular monthly construction progress reports disclosing all aspects of the project from budget updates, schedule status, safety reports, and progress photos. We will tailor the report to meet the needs of your Administration and Board.

• **Client Satisfaction** – Our education/K-12 customers have asked Clark Construction to be their Construction Manager on multiple programs, including Sinking Fund Programs. Our repeat business is a testament to our focus on customer satisfaction.

• **Trademarked Services** – Clark Construction Company provides several services specifically for K-12 customers. These proprietary services, Critique™, Clockwork™, Clarity™, Connect™, and Closer™, were developed as collaborative and value-added offerings. These services bring value to our project by increasing efficiency and productivity of the project team, eliminating expenses associated with document handling, and significantly reducing costs associated with change orders.
  
  – **Smoother Construction Process with Critique™** - Critique™ is a comprehensive design document review process which eliminates project change orders.
  
  – **Clash Detection Reviews on all projects - Clarity™** is a construction systems design coordination process whereby mechanical, electrical, plumbing, fire protection, architectural and other system
components are coordinated in advance of installation of work put in place on the project. 3D computer software is utilized to identify optimum system routing and to avoid system conflicts. This process results in saving construction time and money.

- **Clockwork™ Tradehour Scheduling Process** - Clockwork™ is an integral feature in our schedule management process and provides for tracking and management of all project construction activities. Trade hours and productivity rates are verified on a daily basis to assure project scheduled dates are achieved.

- **Connect™ Project Web Portal** - Connect™ is Clark’s proprietary web portal utilizing web-based program management software called “Encompass Website,” allowing all Project Team members instantaneous access to all documents.

- **Closer™ Close-Out Process** - Our Closer™ procedure has greatly decreased the time to close-out a project and significantly increased our client’s satisfaction.
1. What is your approach to project billing and fund disbursement?

Clark Construction Company will establish project billing and fund disbursement to meet the needs and desires of Oxford Community Schools.

Our staff will handle the entire construction billing process. This would include collection and review of invoices, assembling each project payment application in AIA format, obtaining architect approval and submitting to Oxford Community Schools for payment.

Clark Construction Company typically handles disbursement of construction funds to the trade contractors and material suppliers. We would receive a single check from Oxford Community Schools and immediately disburse individual checks to each trade contractor and material supplier. We are flexible and will follow any process Oxford Community Schools prefers.

a. Describe and flow chart your accounting process that provides the required information to the District’s Business Office for payment processing and budget analysis. Please provide copies of sample reports.

Please refer to the following two pages for this information.
Project Cost Accounting and Payment Processing Flowchart

1. Clark Construction Company Receives Trade Contractor Invoices
2. Clark Construction Company Project Manager/Superintendent Approval
3. Clark Construction Company Accounting Enters Invoice into System/Invoice Preparation
4. Submit Invoice to Architect for Approval
5. Trade Contractor payments are made either by Clark Construction Company or by Oxford Community Schools
6. Architect sends to Oxford Community Schools for payment
2. **What is the relation among the following: architect(s), construction manager, and owner?**

   This question was deleted in Addendum 2, dated 2/15/17.

3. **Describe procedures for reporting to the owner.**

   Clark Construction Company will provide a number of project status reports throughout the duration of the project.

   **Design Phase Reporting**
   Throughout the design phase our staff will provide detailed reports at the major design milestone points as follows: completion of schematic design; design development; and construction documents. These reports will include detailed analysis of matters relating to budget, schedule planning, health and safety planning and communication planning. We provide progress status reports to Oxford Community Schools on a weekly basis and provide reports to the Board of Education upon completion of each stage of design for each project.

   **Construction Phase Reporting**
   Clark Construction Company will take the lead in weekly project status meetings which will include Oxford Community Schools and the architects. Our staff will record meeting minutes and distribute to all parties. Our project team will present project status reports to the Board of Education at regular intervals (normally biweekly). All reports will include detailed project status relative to safety, budget, schedule and quality.

4. **How will you help assure budget adherence in today’s volatile construction market?**

   The Clark Team will assure budget adherence through experience and constant monitoring of current project costs. Our estimating staff researches markets on a daily basis which have the potential to effect construction materials and labor cost.

   Cost control begins during the pre-construction phase. Clark Construction Company will develop a comprehensive Project Budget during this phase that includes cost of work, fees, general conditions costs, and contingency. The budget will be developed and refined as details of the design are finalized. Our staff will consider the time frame from estimate to work-in-place and evaluate the risk for potential cost increases for each category of work. Of primary importance are areas of work that are highly reliant on oil and steel commodity prices.

   We will use our Timberline estimating software and the cost model concept to establish a conceptual phase budget. This conceptual budget will then be updated periodically as critical cost decisions are made and value engineering suggestions implemented. The summarized budget will be available on our **Connect™** web-based project management system. **Connect™** is an exceptional communication tool, giving you line item tracking of the budget with anticipated cost to complete and a detailed accounting of changes in construction contingency.
As the project progresses through the design development phase, we will update the budget to account for our bid packaging strategy. This gives us a line item budget for each bid package for comparison with bids received. After bids are received, we will incorporate this data into our Connect™ system.

During the construction phase, we will update the monthly Project Budget Report to include trade contractors’ work completed, remaining amounts to be billed, and anticipated cost to complete – all compared to the original budget. The Project Budget will be included in all monthly reports of project progress.

We control project cost by using a proactive approach that includes:

- Developing bid packages specifically written so that trade contractors bid only the work that they are familiar with. This helps eliminate addition of “risk” money in trade contractor bids.
- Providing milestone schedules with bid packages so that trade contractors are informed as to when their performance is required. This eliminates claims for extras based on timing.
- Reviewing drawings for constructability prior to bidding to eliminate guesswork and confusion in the trade contractors’ estimating process.
- Controlling trade contractor markups for extra work through contract provisions.
- Thoroughly reviewing any bid package that may exceed the line item budget and recommending action to get it back in line.
- Scrutinizing all Potential Change Orders (PCOs) for content and cost, treating extra expenditures like spending our own money.

The success of the Clark Construction Company budget management system is based on working with the entire bond issue budget. We include budgets and costs for equipment, technology and other typical costs such as public utilities, government fees and costs, and Owner-directed costs in addition to construction. All items must be accounted for and tracked to assure that the project remains within budget.

We will also work closely with your financial consultants to maximize “earned interest.”

5. Who is financially liable when one contractor caused additional work for another contractor?

The Contractor causing additional work for another contractor will be held liable for any and all cost associated with the additional work.
1. Describe your approach to Safety.

Oxford Community Schools can be assured of the health and safety of students, staff, and visitors, as a result of Clark Construction Company’s ardent focus on project site health and safety.

**Clark Health and Safety Policy**

The Clark safety policy serves to underline the fact that protecting the health and safety of students, staff, public, trade personnel and Clark employees is the most important objective each and every day.

- Clark Construction Company holds health and safety to be its highest priority at all times, under every circumstance.
- Health and safety shall govern every course and method of action.
- Potential risk to health and safety shall be evaluated prior to commencement of all work activities.
- Work practices shall be employed which create conditions free of potential injury.
- An environment of concern for the health and safety of each person shall be promoted on the project site.

**Student, Staff, and Visitor Safety**

Clark Construction Company’s health and safety program is tailored to meet the unique safety challenges associated with K-12 educational facility construction. Our project team will perform the following to ensure the safety of every student, staff and administration personnel and visitors:

- Conduct pre-construction facilities and administration personnel safety planning meetings
- Determine the optimal time frame to perform the work
- Develop a project specific health and safety plan taking into consideration:
  - Student, staff and visitor building entry and exit requirements
  - Emergency exit routes
- Develop plan to eliminate potential impact to the educational environment including:
  - Managing construction noise levels
  - Air quality
  - Visual distractions to education
  - Facility operational requirements
  - Safe routes for construction traffic
- Review the safety plan with facility and building administration personnel
- Include safety plan in bid documents and Trade Contracts
- Implement and manage the safety plan
- Erect safety barriers and safety signage
- Maintain egress routes
- Coordinate all construction activities around educational schedules
Confirm satisfaction of building administration on a daily basis.
Make adjustments to the safety plan as required to maintain a continuous safe environment.

**Trade Contractor Safety**

Clark Construction Company is dedicated to the safety of every person. This includes Oxford Community Schools’ construction oversight personnel, architects and engineers, as well as trade and material delivery personnel.

Clark will institute a project specific health and safety plan to meet the unique needs of each project. Important aspects of each project specific health and safety plan include the following.

- Oxford Community Schools Student, staff, administration and public safety measures
- Trade Contractor compliance with all MIOSHA Health and Safety requirements
- Trade Contractor health and safety program integration
- Activity hazard Analysis
- Pre-task Safety Planning
- Trade Contractor Health and Safety Representative on site at all times.
- Project specific health and safety orientation training for each trade person
- Daily Cleanup Program
- Personal Protective Equipment Requirements
- Fall Protection for any Height above 6’-0”
- Fire Protection Plan
- Safe work requirements for specific activities including:
  - Confined Space
  - Crane Operations
  - Aerial Lift Operation
  - Scaffolding
  - Equipment Lock-out/Tag-out

2. Name of Contractor’s Safety Director/Representative (resume on next page)

The resume of Justin Bailey, Site Safety Manager, follows.
SAFETY

JUSTIN BAILEY
SITE SAFETY MANAGER

Justin will support the entire Clark Team in the areas of project health and safety. He will work with the pre-construction phase group assisting with health and safety planning for each project.

During the construction phase Justin will assist the Clark Construction Phase Team with ensuring all safety plans and requirements are being implemented by the Trade Contractors. He will perform regularly scheduled, on-site health and safety inspections and provide health and safety recommendations to the Trade Contractors.

His responsibilities include: Promoting jobsite safety and health; Administer Safe-2-Work program at project sites; Heighten employee safety awareness; Perform jobsite safety inspections monthly; Enforce safety standards (i.e., use of hardhats, safety glasses, gloves, etc.); Follow up on corrective procedures; Follow up investigation of all reportable accidents; Maintain safety postings at all jobsites; and Administer Safe-2-Work program at jobsites.

RELEVANT PROJECTS

• Dearborn Public Schools 2013 bond program; $76 million
• Grand Ledge Public Schools Sinking Fund 2015
• Haslett Public Schools Sinking Funds 2016
• East Lansing Public Schools 2013 MacDonald Middle School Renovation
• Saline Area Schools 2015 bond program; $67.5 million
• Birmingham Public Schools 2015 bond program; $66 million
• Southgate Public Schools 2015 bond program; $13 million
• Macomb County Central Campus Renovation; $65 million; 556,054 s.f.
• Michigan State University
  – Bioscience Engineering Building; $62 million
  – Grand Rapids Research Center; $60.5 million; 162,680 g.s.f.
• University of Michigan
  – Intramural Sports Building; $21 million
  – South Quad Residence and Student Dining Hall Renovations; $55 million
  – Ocker Field Hockey Stadium - $13.5 million
• Jackson National Insurance Data Center Expansion; $12 million
• Kettering University - Atwood Stadium, $1 million
• Central Michigan University Bioscience Building; $95 million, 170,000 s.f.
• Sparrow Hospital Gathering Space Cafeteria and Atrium; $12 million; 21,000 s.f.
• Dow/Kokam Battery Pack Assembly Plant; $8 million; 60,000 s.f.
3. Does Contractor/CM have a Formal Written Safety Program?

Clark Construction Company has a comprehensive written Health and Safety program. Our Health and Safety program will be tailored to meet specific requirements of each Oxford Community Schools project in order to assure the health and safety of students, staff and administration, public, and trades persons.

4. What is your EMR?

Clark Construction Company’s health and safety record is among the best in the construction industry. Clark’s Experience Modification Rate (EMR) average over the last five years is .69. Clark is recognized as one of the nation’s safest construction firms.

Nationally, Clark Construction won first place in the category of “Construction Management under 500,000 Work Hours” in the 14th Annual AGC/WILLIS Construction Safety Excellence Awards competition.

Clark has also been named the recipient of the highest safety award given by Michigan Occupational Safety and Health Administration (MIOSHA). In May 2010, Clark was awarded the MIOSHA CET Platinum Award in recognition of the company’s outstanding safety record having achieved more than 12 years and over 3.3 million worker hours without lost time due to injury. This remarkable accomplishment is the result of the Clark culture of safety and our innovative safety program.
REFERENCES

1. Provide a list of ten client references with contact names and phone numbers.

   • **Dearborn Public Schools**
     Glenn Maleyko, Superintendent - 313.827.3022; maleykg@dearbornschools.org

   • **Milan Area Schools**
     Bryan Girbach, Superintendent - 734.439.5009; girbachb@milanareaschools.org
     Richard Zornow, Facilities Director - 734.497.7523; zornowr@milanareaschools.org

   • **Adrian Public Schools**
     Bob Behnke, Superintendent - 517.264.6640; bbehnke@adrian.k12.mi.us

   • **Saline Area Schools**
     Scott Graden, Superintendent - 734.401.4001; gradens@salineschools.org

   • **Birmingham Public Schools**
     Daniel Nerad, Superintendent - 248.203.3004; dnerad@birmingham.k12.mi.us

   • **Southgate Community Schools**
     Leslie Hainrihar, Superintendent - 734.246.4600; hainrihal@sgate.k12.mi.us

   • **East Lansing Public Schools**
     Richard Pugh, Director of Finance - 517.333.7435; richard.pugh@elps.us

   • **Airport Community Schools**
     John Krimmel, Superintendent - 734.654.2414; jkrimmel@airport.k12.mi.us
     Dan Fahnestock, Transportation/Maintenance Director - 734.654.3433; dfahnestock@airport.k12.mi.us

   • **Grand Ledge Public Schools**
     Brian Metcalf, Superintendent - 734.654.2414;

   • **Swartz Creek Community Schools**
     Jeffrey Hall, Superintendent - 810.591.2300; jhall@swcrk.org

2. List your banking reference and include the name and phone number of a contact person.

   Bank of America
   Contact: James R. Spoelma, Client Manager
   201 Townsend Street, Suite 600, Lansing, MI 48933
   517.377.0540
FEE STRUCTURE

1. **Does your firm provide Pre-Bond issue election services?**

   Yes. Please refer to Section 1, questions 1 and 2.

   **What is your pre-bond issue election fee structure?**

   Clark Construction Company will provide full service pre-bond election services at no cost to the District.

2. **Based on your fee, what contractual limitations would you require on your service?**

   We have no contract limitations or modifications to the proposed contract.

3. **Are there any additional services you would include in your basic services that may be of interest to the Owner?**

   Clark Construction Company offers Oxford Community Schools a program tailored to student education in the construction industry. We will coordinate a curriculum to integrate with other technical programs.

   Clark Construction Company offers total budget management assistance. Our experience in budget management assistance on past projects has included construction technology, design, furniture and equipment and other project costs included in the bond program.

4. **How would you calculate fee on scope increases?**

   We understand that the bond program includes a construction contingency budget set aside for potential construction scope increases. **Clark Construction Company will not charge an additional fee for contingency budget scope increases.** Dependent upon the extent of the additional work, it may be necessary to add staffing to manage and oversee the work. Any required additional staff will be at hourly rates provided herein with no added fee.

5. **What other cost beyond the fee are anticipated? (i.e. Reimbursable, Bonding, Other Liability, Insurance, etc.)**

   Clark Construction Company will not charge any additional fees for services. Refer to our enclosed list of CM Administrative General Conditions for reimbursable costs.
Fee Proposal (Based on Oxford Community Schools RFP (3-Year Construction Schedule))

a. Construction Management Related General Conditions $144,100
   i. (Provide a list of general conditions, included with itemized breakdown)

b. Staff cost (provide hours and rates) $690,795

c. Fee (Includes all Overhead and Profit) 1.65% $330,000
   i. (Based on $20,000,000 Construction Cost (including Contingency)

   Total $1,164,895

d. Estimated Construction Related General Conditions as a % of Construction Cost 0.5–0.75%

List of Construction Management General Conditions

- Office Supplies $1,500
- Copy Machines $6,400
- General Liability Insurance $120,000
- Cell Phone Expense $6,000
- Postage/Delivery $900
- First Aid Supplies $300
- Mileage Expense $9,000
  o Total $144,100

Staffing Hours/Rates

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<tr>
<th>Position</th>
<th>Hours</th>
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<td>Senior Project Manager</td>
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<td>Project Superintendent</td>
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<td>Senior Estimator</td>
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<tr>
<td>MEP Estimator</td>
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<tr>
<td>Estimator</td>
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<td>Safety Manager</td>
<td>88</td>
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<tr>
<td>Admin/Cost Acc.</td>
<td>240</td>
<td>$50.10</td>
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  o Total Hours 9,580

Please refer to the following page for alternate proposal with a 2-year construction duration
Alternate Fee Proposal (Based on 2-Year Construction Schedule (2018 and 2019))

a. Construction Management Related General Conditions $137,000
   i. (Provide a list of general conditions, included with itemized breakdown)

b. Staff cost (provide hours and rates) $662,913

c. Fee (Includes all Overhead and Profit) 1.65% $330,000
   i. (Based on $20,000,000 Construction Cost (including Contingency)
      Total $1,129,913

d. Estimated Construction Related General Conditions as a % of Construction Cost .5-.75%

List of Construction Management General Conditions

- Office Supplies $1,000
- Copy Machines $5,200
- General Liability Insurance $120,000
- Cell Phone Expense $4,000
- Postage/Delivery $600
- First Aid Supplies $200
- Mileage Expense $6,000
  o Total $137,000

Staffing Hours/Rates

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<thead>
<tr>
<th>Position</th>
<th>Hours</th>
<th>Hourly Rate</th>
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<td>144</td>
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<tr>
<td>Senior Project Manager</td>
<td>3,633</td>
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<td>Project Engineer</td>
<td>3,286</td>
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<td>Project Superintendent</td>
<td>1,384</td>
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<tr>
<td>Senior Estimator</td>
<td>180</td>
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<td>MEP Estimator</td>
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<td>Estimator</td>
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<td>Safety Manager</td>
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<tr>
<td>Admin/Cost Acc.</td>
<td>160</td>
<td>$49.43</td>
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<tr>
<td>o Total Hours</td>
<td>9,151</td>
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