



Statement of Qualifications for Owner Representative Services

Cleveland Heights - University Heights City School District

Presented by:





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RESOURCE INTERNATIONAL, INC.

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November 8, 2013

Mr. Stephen A. Shergalis
Director of Business Services
Cleveland Heights-University Heights City School District
2155 Miramar Boulevard
University Heights, Ohio 44118

**RE: Statement of Qualifications for Owner Representative Services
Cleveland Heights-University Heights City School District**

Dear Mr. Shergalis:

Resource International, Inc. (Rii) is pleased to present our qualifications to provide Owner Representative Services to Cleveland Heights-University Heights City Schools. Established in 1973, Rii is a multi-disciplined firm providing Owner representation, construction management, engineering, planning and technology services. With a focus on K-12 projects, we offer a wealth of experience and knowledge in the design, construction and occupancy phases of educational facilities and are well versed in the specific requirements of the educational environment.

With more than 150 employees in offices across Ohio and the Midwest, Rii is a pure Owner's Agent, operating only as Owner Representatives and Agency Construction Managers. Currently providing or having completed Owner advocacy services on more than \$1.4 billion in K-12 projects, we are thoroughly familiar with management of at-risk contractors as well as the new project delivery methods under the Ohio Construction Reform.

We are proposing a lead Project Manager who will serve as the primary Owner Representative contact, supported by a team of K-12 specialists with expertise in all facets of design, construction and facility operations. Project Manager and lead Owner Representative, Andy Rogers, LEED AP BD+C, has just completed the Newark City Schools \$150 million facilities improvement program and the \$24 million new Coshocton Elementary School. Mr. Rogers is a fierce advocate of our Owner's interests, and has the experience and knowledge to provide the highest degree of service and dedication to CHUH City Schools.

Mr. Rogers will be supported by a team that is experienced in all facets of K-12 programs, including facility assessment and master planning, budget implementation and management, design document compliance reviews, program and construction scheduling, cost estimating, construction operations and management and Owner training and occupancy. Rii will provide CHUH City Schools with the support, expertise and knowledge of a full-service Construction Management organization with the economy of an Owner Representative.

Key aspects of our team's experience include the following:

- **Relevant experience with similar sized K-12 programs** – Rii recently completed the Newark City Schools \$150 million facilities improvement program. This program consisted of renovations, additions, and new construction of every building in the Newark City Schools District, including five new elementary schools, renovations and additions to two existing elementary schools, two new middle schools, renovations and additions to an existing middle school, and additions and renovations to the existing Newark High School while occupied. This program was completed in two phases, the first being under the guidelines of the Expedited Local Partnership Program and second as a part of the Ohio School Facilities Commission's Expedited Local Partnership Program. Directly mirroring the phasing plan set forth by CHUH City Schools, we are experienced with the requirements of the Expedited Local Partnership Program, as well as the transition to an OSFC-funded program.

Celebrating 40 years of Extraordinary People and Projects



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- **Experience with community learning centers including integral aquatic facilities** – Rii recently completed the \$100 million Wadsworth High School and Community Center. This project was the result of a partnership between Wadsworth City Schools, Wadsworth Public Library, Wadsworth-Rittman Hospital, and the City of Wadsworth. This partnership allowed the construction of a stunning, state-of-the-art facility which includes a new 450,000 SF high school with an integral community center, 45,000 SF field house with four basketball courts and elevated running track, competition, community and rehabilitation pool aquatic center, new center for older adults and YMCA Facility and a new 900 seat state-of-the-art auditorium.
- **Experience with the OSFC and Expedited Local Partnership Program** – In addition to completing projects under the Expedited Local Partnership Program as Construction Managers, Rii also currently serves as Regional Program Consultant (RPC) for the OSFC. As RPCs, our team has managed the assessment of more than 74 million SF of educational spaces and has master planned more than \$5 billion in total project costs. As a part of our role as RPCs, Rii has also managed the ELPP process for 28 individual Districts with more than \$900 million in total project costs.
- **100% EDGE participation** – As an EDGE Certified business with the State of Ohio, we have a strong commitment to providing opportunities and mentorship to minority and disadvantaged businesses. We have a proven track record of not only partnering with minority and disadvantaged businesses on past and current projects, but also in successfully providing outreach and implementation of the State of Ohio's EDGE participation programs on K-12 projects.

With the successful passage of CHUH City School's facilities bond issue, our team is ready to immediately commence work upon selection at the direction and in partnership with the District. We will provide seamless integration into the project, with available and experienced personnel, as well as a full service Cleveland office located just 11 miles from CHUH's Administrative Offices.

We appreciate this opportunity and look forward to partnering with the administration, staff, students and community of CHUH City Schools.

If you have any questions or need further information on the team please contact us.

Sincerely,
RESOURCE INTERNATIONAL, INC.

Robert Hart, LEED AP BD+C
Vice President – K-12 Facilities, Construction Management



1. Firm History



**100% EDGE
Certified**

Resource International, Inc. (Rii), founded in 1973, is a broad-based, multi-disciplined professional organization that is engaged in construction management, information technology, civil engineering and planning and design of buildings and infrastructure projects valued in excess of \$1 billion dollars annually. Today, the Columbus-based corporate headquarters and its branch offices throughout the Midwest employ more than 150 engineers and professionals and list an impressive roster of projects for local and state government, K-12 and higher education institutions, transportation agencies, healthcare, sports and entertainment.

Rii's full service Cleveland branch office is located just 11 miles from Cleveland Heights-University Heights City School District (CHUH).

Cleveland Office

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Corporate Headquarters

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Additional branch offices and laboratories are located in Cincinnati, Ohio, as well as in Indianapolis, Indiana; Pittsburgh, Pennsylvania; Palm Beach, Florida.

Owner's Representative (OR) / Construction Management (CM) Services

As ORs, Rii's role in the Project Team will be to represent solely the interests of the District throughout the design, construction and closeout process of each individual project. We will serve as an extension of the District staff, coordinating with assigned design professionals, construction consultants, contractors and other parties, while working with the local community to ensure that the project best represents the goals and image of the District.

It is imperative that the OR have the experience, knowledge and depth of services with design, construction and post-construction phases on public agency projects to best protect

1. Firm History

the interests of the District. The Rii team understands every activity that must be managed and monitored throughout all project phases. In addition, we put specific emphasis on phases and work items that pose the greatest challenge to the project budget, schedule and quality.

Including OR and CM services, not only has Rii provided complete program management for nearly 150 individual K-12 projects, but has also provided needs assessment and master planning for more than 2 billion SF of educational facilities. We are experts at the creation/management of budgets for K-12 facilities, as well as cost tracking, change management and financial closeout, having provided these services on more than \$1.4 billion in total K-12 project costs.

We have an extremely talented staff with expertise in design phase activities including constructability and value engineering reviews, scheduling, estimating, bid document preparation, project bidding, and bidder qualification reviews. During construction, our staff focuses on project quality control, schedule management, potential cost and change order management, safety program monitoring and overall management of all construction related activities.

As industry professionals, Rii also offers claims management expertise with a focus on mitigation of potential claims including reduction or elimination of impact to the project schedule or budget.

Why Rii

Since our inception 40 years ago, Rii has remained a pure Owner's advocate specializing in K-12 educational projects. We embrace one simple goal, and that is to perform as an Owner's Agent. Our personnel are focused solely on meeting the needs of our Clients and helping them navigate the complex processes required to design, construct and occupy K-12 facilities. We do not perform as at-risk contractors, as our focus is purely on Owner advocacy. Additionally, we are experts at assimilating our staff and services to become a fierce advocate and effective extension of the project staff of our Clients.

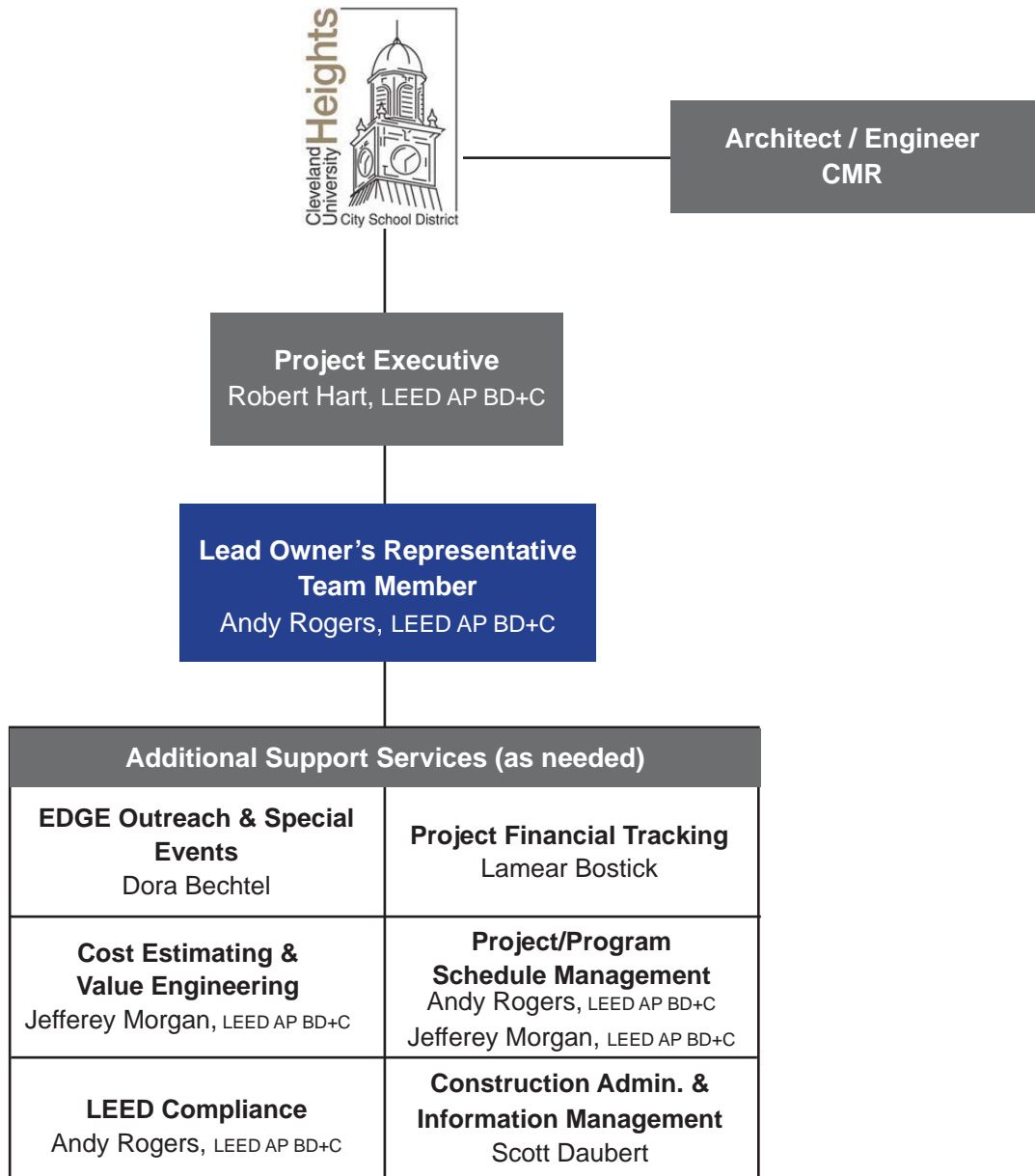


2. Key Personnel

For this program, we are proposing a project staff of dedicated design and construction professionals well versed in the requirements of public agency projects and with a focus and dedication to protecting the interests of our Owners as ORs. Having provided Construction Management services on more than \$550 million of public agency projects and more than \$900 million as ORs, our personnel have a wealth of experience and expertise representing the interests of our Owners throughout the design, construction and occupancy phases.

To best serve the interests of the District, we are proposing a team led by a Project Manager with expertise in construction and program management and supported by professionals capable of providing a comprehensive array of services. Dedicated only to serving the needs of the District, our organization combines the efficiency of staff of an OR with the support and experience of a full-service public agency CM.

For ease of review, an organizational chart and resumes are provided in this section.



2. Key Personnel



Andy Rogers, LEED AP BD+C
Lead - Owner's Representative

Summary of Experience:

Mr. Rogers has 11 years of experience in the construction industry, combining field quality control services with CM and OR programs. He has managed, or is managing, more than \$100 million in projects and is well-versed in the policies and procedures of public agency projects. In addition, to Mr. Roger's responsibilities as a CM and OR, Mr. Rogers heads up Rii's Constructability Review Team (CRT). Comprised of construction professionals, Rii's CRT performs constructability and compliance reviews for all of Rii's public agency projects. Including specialists in specific construction trades, the CRT group reviews all phases of design documents, providing expert commentary on the feasibility, completeness and jurisdictional compliance and provides a comprehensive report to the design team and Owner. With a goal of improving the quality of documents produced for bidding, our team's reviews alleviate the potential for scope and schedule impacts, as well as reducing negative cost changes to the project.

As Lead OR for the CHUH School District, Mr. Rogers be responsible for overall management of the Rii Project Team and will be dedicated solely to protecting the interests of the District.

Education:

BS, Management,
Franklin University

Associates Degree,
Civil Engineering
and Surveying,
Stark State College
of Technology

Certifications:

LEED AP BD+C

Recent Projects:

- **Coshocton City New PreK-6 Elementary School, Coshocton, Ohio** - Mr. Rogers serves as the Project Manager overseeing the entire project team for this \$23 million project. As a new 118,000 SF elementary school, this facility is being constructed adjacent to the District's existing high school on a 6-acre footprint. The building is being constructed on a site with significant elevation changes, requiring the installation of a complex retaining wall systems to support the building and site layout, as well as extensive foundation systems to support the designed third story. The new facility will be LEED Silver Certified at minimum with emphasis on energy and atmosphere.
- **Newark High School Additions & Renovations, Newark, Ohio** - Project Manager responsible for project budget, schedule and quality. Originally constructed as a campus style facility, the original Newark High School Campus consisted of 11 individual facilities housing grades 9-12 spread over a 46 acre site. The detailed project schedule required the phased demolition/renovations of individual buildings with new construction designed to create a single facility serving all students upon completion. With a total cost of \$46 million and 164,302 SF of additions and 137,792 SF of renovations while the High School is occupied, the final phase of the program commenced in Aug. 2012 with final completion in Dec. 2012. This facility will attain at a minimum LEED Silver Certification.
- **John Clem Elementary Additions & Renovations, Newark, Ohio** - Project Manager responsible for project budget, schedule and quality. Originally constructed in 1958, the existing Elementary was situated on a 15 acre site in a residential area. Rii renovated the existing 28,152 SF with additions of 34,017 SF. This \$10.5 million facility now contains a Variable Flow Refrigerant System as a part of the focus on energy and atmosphere credits, and will be LEED Silver Certified.

2. Key Personnel



Robert Hart, LEED AP BD+C
Project Executive

Summary of Experience:

Mr. Hart currently serves as the Vice President of Construction Management Services for Rii, overseeing owner's representation, construction management, planning, facilities assessment and related disciplines on public agency projects. Mr. Hart manages Rii's Construction Management Division which has completed more than \$550 million in total project costs and more than \$900 million as ORs. As a fierce advocate of the interests of our project Owners, Mr. Hart's experience includes complete program management for more than 30 individual facilities including new construction, occupied and unoccupied renovations and utility infrastructure. As a LEED Accredited Professional, Mr. Hart understands the importance of sustainable design practices, the requirements for attaining LEED facility certification, and the best practices for ownership and maintenance of a LEED Certified Facility.

Education:

BS, International Relations, Cornell University

Registration:

LEED Accredited Professional, BD + C

Certification:

Certified 30-hour OSHA Safety Course

Training:

Prolog Project Management Software, Primavera P6 Scheduling Software, Timberline Estimating, PayDirt Cut/Fill

Recent Projects:

- **Coshocton City New PreK-6 Elementary School, Coshocton, Ohio** - Mr. Hart serves as the Project Executive overseeing the entire project team for this \$23 million project. As a new 118,000 SF elementary school, this facility is being constructed adjacent to the District's existing high school on a 6-acre footprint. The building is being constructed on a site with significant elevation changes, requiring the installation of a complex retaining wall systems to support the building and site layout, as well as extensive foundation systems to support the designed third story. The new facility will be LEED Silver Certified at minimum with emphasis on energy and atmosphere.
- **Regional Program Consultant, Columbus, Ohio** - Project Director responsible for overall performance of Rii Project Team. Responsibilities include the assessment and master planning of more than 5 million SF of educational facilities with total project costs of more than \$2 billion dollars. Additionally, the Rii Project Team has been responsible as ORs for design and construction phase management on more than \$900 million in total project costs. Responsibilities include design and compliance reviews, project reporting, project cost tracking and financial oversight and project and program closeout.
- **Milton-Union Exempted Village New K-12 School, West Milton, Ohio** - Project Director responsible for the overall performance of the Rii Project Team. This project consists of a new 211,000 SF building to house all District students, replacing all existing facilities with a total program cost of \$42.1 million. Constructed on a green, 30-acre site, the new facility consists of two multi-story academic areas and a building services, gymnasium, stage, dining, kitchen and associated space area. With a goal of LEED Gold Certification, key design items include a storm water collection and storage system, green roofs, solar panels and an on-site power generating windmill.
- **Wadsworth High School and Community Center, Wadsworth, Ohio** - Mr. Hart served as Project Director for the \$100 million, 450,000 SF project. This project was highlighted by a partnership between Wadsworth City Schools, the City of Wadsworth, Wadsworth Public Library, and SUMMA Healthcare.

2. Key Personnel



Jefferey Morgan, LEED AP BD+C **Cost Estimating & Value Engineering**

Summary of Experience:

Mr. Morgan has 23 years of experience in the construction industry in both general trades and construction management operations. In his career, Mr. Morgan has served as a Project Engineer, Lead Project Estimator, Lead Project Scheduler and Project Manager on various public agency program projects for such noted clients as the Ohio State Architects Office, Ohio Attorney General's Office, Greater Cleveland Regional Transit Authority, the Ohio School Facilities Commission and several Ohio school districts.

Mr. Morgan has prepared estimates for more than \$500 million of Ohio facilities, in addition to serving as Project Manager for the past decade on multiple public agency projects, from occupied renovations to green site new builds. His experience with project management, estimating, and scheduling is unmatched in this industry, making him a critical member of the Rii Project Team.

Recent Projects:

- **Coshocton City New PreK-6 Elementary School, Coshocton, Ohio** - Project Estimator responsible for required phase estimates including site, architectural and MEP. As a new 118,000 SF elementary school, this facility is being constructed adjacent to the District's existing high school on a 6-acre footprint. The building is being constructed on a site with significant elevation changes, requiring the installation of a complex retaining wall systems to support the building and site layout, as well as extensive foundation systems to support the designed third story. The new facility will be LEED Silver Certified at minimum with emphasis on energy and atmosphere.
- **Milton-Union Exempted Village New K-12 School, West Milton, Ohio** - Project Manager responsible for project budget, schedule and quality; Project Estimator responsible for required phase estimates including site, architectural and MEP. This project consists of a new 211,000 SF building to house all District students, replacing all existing facilities with a total program cost of \$42.1 million. Constructed on a green, 30-acre site, the new facility consists of two multi-story academic areas and a building services, gymnasium, stage, dining, kitchen and associated space area. The school recently received LEED Gold Certification.
- **Newark High School Additions & Renovations, Newark, Ohio** - Project Estimator responsible for required phase estimates including site, architectural and MEP. Originally constructed as a campus style facility, the original Newark High School Campus consisted of 11 individual facilities housing grades 9-12 spread over a 46 acre site. The detailed project schedule required the phased demolition/renovations of individual buildings with new construction designed to create a single facility serving all students upon completion. The project has a total cost of \$46 million and includes 164,302 SF of additions and 137,792 SF of renovations while the High School is occupied. This facility will attain at minimum LEED Silver Certification.

Education:

BS, Construction Management and Technology, Bowling Green State University

Associate of Science and Technology, Construction Technology, Sinclair Community College

Registration:

LEED Accredited Professional BD+C

Training:

OSHA - 30 Hour Certification

2. Key Personnel - Additional Support & Owners

Additional Support Services (As Needed)

Allowing Rii to provide the highest level of OR services without the cost and scope commitment of an Agency CM, the following personnel and services will be provided to better serve the District.

Dora Bechtel - EDGE Outreach & Special Events

Ms. Bechtel has worked within OSFC Programs since 2000. Ms. Bechtel works directly with Districts and assists with the coordination between districts, architects, engineers, construction managers, contractors and the Commission. She possesses a thorough understanding of the Assessment and Master Planning process and all related policies and procedures. Key project responsibilities include tracking and documenting project expenditures through construction and verifying their validity and applicability to the project through applicable reporting. Additionally, Ms. Bechtel serves as Closeout Specialist for Rii's projects. She manages final project accounting and fund reconciliation, creates project and program closeout binders and ensures that all required documentation is completed to allow for final District project closeout.

Education:

BS, Business Administration, Ohio Northern University

Lamear Bostick - Project Financial Tracking

Ms. Bostick is responsible for the daily tracking of all project and program related expenses, commencing at design initiation until individual project and complete program closeout. She coordinates the distribution and review of all expenses among project stakeholders, and ensures the timely and accurate processing of consultant invoices, contractor payments and miscellaneous design and construction-related expenses. On a monthly basis, Ms. Bostick reviews approved expenses with District financial staff, reconciling all payments and creating a formal monthly sign-off to ensure continuous and accurate project accounting. Most recently, Ms. Bostick provided complete financial tracking for the Wadsworth City Schools Facilities Improvement Program, which included the construction of a new 450,000 High School and Community Center, as well as the construction of three new elementary schools. Ms. Bostick tracked expense through four individual cost centers and provided cost reporting on a monthly basis to project stakeholders. Ms. Bostick also served as prevailing wage coordinator, ensuring compliance with City of Wadsworth requirements for prevailing wage work on City specific areas of the Community Center.

Education:

MBA, Tiffin University

BA, Communications, Cleveland State University

Scott Daubert - Construction Administration & Information Management

In addition to his 16 experience in the CM and construction industry, Mr. Daubert brings a strong background in construction materials quality control methodology and inspection and testing services. Mr. Daubert's hands-on experience is critical when site quality control issues arise, including determination of appropriate testing regimes to address specific issues as well as interpretation of testing and inspection reports. Mr. Daubert's responsibilities include maintaining detailed project documentation including project filing, meeting minutes, submittals, project schedule updates, project financial updates, contractors' daily logs, project safety implementation and management and other required project management activities.

Education:

BA, The Ohio State University

Certifications:

ACI Concrete Field Testing Technician - Grade 1

2. Key Personnel - Additional Support & Owners

Owners

Farah Majidzadeh

CEO & Chairperson / Co-Owner (Majority %)

Ms. Majidzadeh came to the United States in June of 1960 after receiving her Nursing Degree from the School of Nursing & Homeopathic Medicine in London, England. In 1973, Ms. Majidzadeh started Resource International, Inc. (Rii) as a one-person company from the basement of her home, which has grown to a successful and diverse firm still operating under her management. Rii is a full-service Civil Engineering firm specializing in planning, design, construction management, asset management and information technology services. Rii has seven regional and project offices throughout Ohio, the Midwest and Florida, with previous work in Kuwait and Saudi Arabia.

Education:

Nursing Degree,
School of Nursing &
Homeopathic Medi-
cine, London, England

Kamran Majidzadeh, PhD, PE

President / Co-Owner

Dr. Majidzadeh, PE, Emeritus Professional of Civil and Environmental Engineering at The Ohio State University, has more than four decades of experience as both an academic and professional in infrastructure management, asset condition investigations, and innovative material modeling and design services for government agencies worldwide. Additionally, he has provided pavement management studies for the Ohio Turnpike, Kansas Turnpike, Ohio Department of Transportation, and other state agencies. Dr. Majidzadeh has also led asset management studies, including the Highway Maintenance Management System project (HMMS), for the Kingdom of Saudi Arabia's entire roadway network.

Education:

Ph.D., Civil Engineer-
ing, University of Illinois

MS, Civil Engineering,
University of Illinois

Registration:

Registered Professional
Engineer, Ohio (#PE-
45049), Florida (#PE-
65433), Indiana (#PE-
10708872)



3. Ability to Provide Owner Representative Services

The role of an Owner's Representative (OR) is simple in its mission and complex in execution. Simply put, an OR's sole focus is protecting the interests of the client from initiation of design to final project occupancy and closeout. Each phase of the project, including design, construction and occupancy, requires multiple disciplines, involves numerous project personnel, and requires a multitude of decisions, reviews and approvals. To effectively serve as an OR, project personnel must be experienced, competent and professional, and be capable of representing the interests of Cleveland Heights-University Heights (CHUH) City Schools in a positive and professional manner. Whether it be providing quality control oversight during construction operations, assisting in community meetings, or coordinating with local jurisdictional officials, the OR must serve as a seamless extension of the District's staff, effectively carrying out the District's mission and capable of responding to any challenge presented during the program.

We believe in a team-oriented approach based on a foundation of mutual respect for all parties and an understanding of the goals and responsibilities of each project stakeholder. A team approach will produce the highest opportunity for project success, as well as create a work environment most conducive to communication and cooperation between all members of the project team.

For CHUH, we are proposing a lead Project Manager to serve as the primary OR who will be supported during every phase of design, construction and occupancy with a team of experienced K-12 OR and Construction Management (CM) professionals. This team, which combines the efficiency and cost savings of a single lead OR with the expertise and experience of a full-service CM operation, will be capable of addressing the most complex project issues on behalf of CHUH City Schools.

We understand K-12 educational environments, the importance of effective communication with District personnel, Board of Education and the community at large, as well as the challenges of successfully managing a comprehensive facilities improvement program.

3. Ability to Provide Owner Representative Services

4. Firm's Experience in Performing Engineering Studies and Construction Administration (CA)

As experienced ORs and CMs, Rii is intimately familiar with the requirements of administering K-12 facilities improvement programs. The progression of individual projects from design initiation to construction requires an evolution of services and focus, with pure Owner advocacy being the central requirement around which all activities must revolve. The initiation of construction operations signals the start of the most significant phase of risk to the District in regards to project costs, schedule, quality and fulfillment of the District's project goals. As the OR's primary goals are to mitigate risk while ensuring that the project reflects the District's vision, the construction phase is perhaps the most critical to the overall success of the program.

The OR's CA focuses on monitoring the overall progress of the project, including cost tracking, schedule review and analysis, quality control inspections and oversight, and progress reporting to District stakeholders. As the potential exists for competing goals between a CMR and the District, it is imperative that the OR have an equal or superior knowledge of K-12 construction methodology, CPM scheduling, construction expenditure tracking versus established budgets and installation of core building systems.

Rii's CA personnel are seasoned construction professionals, well versed with construction operations, phasing and logistics with a detailed focus on quality control reviews of building materials and systems. Upon identification of any items that present a potential risk to the District, including quality, schedule or cost, we will request an immediate action plan from all involved parties and press for quick resolution as outstanding items increase in schedule impact and cost if left unresolved. At no point will our personnel allow deficient materials or workmanship; nor unappropriate behavior by any personnel be tolerated as we believe in a zero tolerance policy in K-12 educational environments.

Each project undertaken by CHUH will be a reflection of the District, and as ORs, Rii will ensure that each project reflects the District in a positive manner, is

sensitive to the communities in which they will be constructed, and results in minimal educational disruption to the students and staff of CHUH schools.

5. Assisting Ohio Public Owners with Selection of and Soliciting SOQs and Proposals

As ORs, the Rii team is well versed in representing our Owners in the purchasing of goods and services, as well as the advertising and selection of various professional services required for design and construction programs. We are very familiar with the requirements of public agency projects for purchasing/bidding, as well as the creation of RFPs, advertising, review and selection of professional services as defined in Section 153 of the Ohio Revised Code. Past experience with purchasing and selection as representatives of our Owners include:

- Construction Manager at Risk selection
- Prime contractor bidding, negotiation and award
- Site assessment, review and purchase
- Architectural and design services
- Commissioning agent
- Surveying
- Geotechnical investigations and inspection and testing services
- Document printing and distribution
- Environmental services such as Phase I and II Environmental Site Assessments as well as Hazardous Materials Abatement
- Loose furnishings
- Major HVAC equipment pre-purchases
- Technology and technology infrastructure
- Miscellaneous project purchases

The key to assisting our clients with the selection of key consultants is to first understand the overall project goals of the District as well as the desired outcomes of involved personnel. Understanding what will make a project successful by District standards is critical to providing assistance in the selection process. Each consultant has a unique approach to providing services, as well as varied levels of experience and knowledge, which makes them more or less suited to be a part of the CHUH project team. The OR's goal is to not only assist in the formal selection process, but to help determine what project personnel will have the highest probability in providing quality service to the District.

3. Ability to Provide Owner Representative Services

6. Firm's Experience in Facilitating a Guaranteed Maximum Price

As experienced K-12 OR and CM professionals, Rii is well versed in the contractual and practical requirements of facilitating a Guaranteed Maximum Price agreement. Contract documents under Ohio Construction Reform prescribe a detailed process for reaching a GMP agreement, one that the Rii team is familiar with, having recently submitted a GMP for a K-12 project funded by the Ohio School Facilities Commission (OSFC).

Reaching a GMP is a complicated process, requiring at a minimum the completion of the design development stage of design documents (DD). It is imperative that the DD documents be a high quality representation of the District's facility requirements, free of errors, ambiguity and omissions. This is accomplished through a cooperative review process between the OR, the CMR or other at-risk contractor and the design team, ensuring that design documents are in accordance with District standards, meeting the requirements of permitting and regulatory agencies, and are thoroughly reviewed for constructability.

At submission of the GMP, it is critical that all required documents as required in the contract are also submitted by the at-risk contractor, including detailed estimate, program and construction schedule, subcontractor prequalification plan and criteria, and critical assumptions and qualifications from the at-risk contractor. It is imperative that the submitted list of assumptions and qualifications by the CMR (as a part of the GMP submission) reflect the design intent of

the architect and is in line with the facility expectations of District personnel.

The importance of transparency and communication during this process is imperative to the future success of the program and for that reason we enthusiastically endorse the District's decision to retain Project Management Consultants as a facilitator for the program and would suggest their services during GMP negotiations. Having worked with PMC on numerous K-12 projects in the past for a variety of project-related partnering sessions, we believe their involvement will greatly benefit communication regarding the GMP agreement between the District and selected CMR(s). It is critical that the final GMP document not only provide a detailed breakdown of costs by the CMR, but also thoroughly document any assumptions and qualifications included in these costs to ensure that they reflect the individual project as well as overall District facility goals.

Additionally, as expert K-12 cost estimators, Rii will review submitted cost information by the CMR to ensure that cost estimates are detailed, reflect current market conditions, and reflect the exact scope of work as designed by the District's architect. As ORs, we must ensure that the GMP estimate is not excessively conservative as the result is a lost opportunity for value in the facility design, including forced reduction of the overall building volume, as well as key systems and materials. While value can be added back to each facility via add alternates after bidding, it is not typically possible to regain value in core building components that have been reduced as a cost savings measure during the design phase.



3. Ability to Provide Owner Representative Services

- 7. Prior Experience in Providing Owner's Representative Services for K-12 Public Schools in Ohio
- 8. Firm's Experience with OFCC Programs

The Rii team is comprised of K-12 facilities specialists, working on projects within the umbrella of the OSFC as well as Districts pursuing programs outside of the OSFC. Project experience includes all nature of grade configurations and facility types, ranging from elementary, middle and high schools as well as single building K-12 and career technical facilities. Building locations range from green sites in rural areas to tight site construction in urban settings and include new builds, additions and occupied and unoccupied renovations.

As K-12 ORs and CMs, Rii has been working on OSFC programs since 1998. In that time, we have completed \$550 million as CMs, more than \$900 million as ORs, and have participated in CM project teams with total project costs in excess of one billion dollars. Individual OSFC programs that Rii has been involved in include the Expedited Local Partnership Program, Classroom Facilities Assistance Program, Vocational Facilities Assistance Program, Exceptional Needs Program and the Accelerated Urban Initiative.

Additionally, Rii serves as a Regional Program Consultant (RPC) providing facilities assessment and master planning services, as well as maintenance planning and technology consultant services for the OSFC. As RPCs, Rii has managed the assessment of 74 million square feet of K-12 educational facilities and master planned an excess of \$5 billion in total project costs.

Our personnel have also conducted Ohio School Design Manual compliance reviews on more than 600 individual OSDM compliant projects with a total square footage of more than 15 million square feet.

With experience from K-12 facility assessment and master planning, through design, construction, occupancy and maintenance operations, Rii personnel are experts at not only K-12 programs, but also the requirements and personnel of the OSFC.

Detailed descriptions of select project experience can be found under Section 4. Project Experience of this submittal.



Pike County Career Technology Center



Huber Heights



Midview Local Schools



Newark City Schools

3. Ability to Provide Owner Representative Services

9. Experience with Pre-WWII Buildings and Community Learning Centers

Experience with Pre-WWII Buildings

As facility assessors and master planners, Rii has provided scope and cost assessments for multiple facilities constructed from prior to WWII to as early as the late 1800s. Assessments include complete cost and scope recommendations to bring these facilities up to the most current educational and code standards and reflecting the challenges presented by the age of the individual facilities.

Additionally, as CMs Rii recently completed the Newark City Schools Wilson Middle School Additions and Renovations project. Originally constructed in 1929, Wilson Middle School presented very unique challenges in the age of the facility, the materials and systems installed in the facility, as well as the original educational programming concepts. With extremely robust structural designs and antiquated mechanical/electrical/plumbing building infrastructure, updating this building to current standards was both time and cost intensive, but ultimately an extremely successful project.

Changes to the interior spaces to create flexible educational spaces required major structural changes and temporary shoring systems to allow for a safe work environment. Above ceiling and chase work often resulted in uncovering hazardous materials not known to exist in the building, requiring quick decision making and flexible scheduling to allow work to continue while problem areas were isolated and abated. The introduction of ducted systems also required creative use of existing spaces so as to not diminish availability of space above ceiling nor take away from the original interior design of the building.

The finished product addressed the educational needs of the District while still maintaining the aesthetics and character of the original building. The project was completed with the established OSFC master plan budget and in accordance with the project schedule.

Experience with Community Learning Centers

Recently completed by Rii as CMs, the Wadsworth City Schools New High School and Community Center is a shining example of what is achievable when a public agency reaches out in partnership with local community organizations and governmental entities. Starting with a concept years before the first stages of design, Wadsworth City Schools pushed the boundaries of traditional thinking and imagined a facility that would serve both the students and community all under one roof. This required facilitated partnerships between all stake holders, first identifying the goals of each and next mapping out a plan to accomplish those goals. Not only was space allocation and design a critical concept, but agreeing on a funding plan as well as methodology for sharing in facility design and construction costs. The complexity of this program was great, as each Owner had specific design criteria for their usage space and shared space areas had to be agreed to by all parties. The end result was a stunning facility championed by the Wadsworth Community Partnership, which includes Wadsworth City Schools, Wadsworth Public Library, Wadsworth-Rittman Hospital, and the City of Wadsworth. With a total project cost of just less than \$100 million, this new facility serves as a testament of what can be achieved through cooperation and shared vision. Key facility concepts include:

- A new 450,000 SF high school with an integral community center
- 45,000 SF field house with four basketball courts and elevated running track
- Competition/community/rehab pool aquatic center
- New Center for Older Adults and YMCA Facility
- New 900 seat state-of-the-art auditorium

Additional project experience can be found in Section 4 of this submittal.



3. Ability to Provide Owner Representative Services

10. Firm's Equipment and Facilities

Rii's Project Team is based out of our Cleveland office, located only 11 miles from the CHUH City Schools Administrative Offices and ideally situated to provide OR services for the entire District program.

Each member of the project team is provided the latest in technology, equipment and facilities to ensure the highest level of service to the District, including both office-based and mobile technology. In addition to the required resources for standard OR services, our personnel are also well versed in specialty presentations including graphic products for use with Board of Education and additional executive level presentations as well as activities such as community information and outreach meetings.

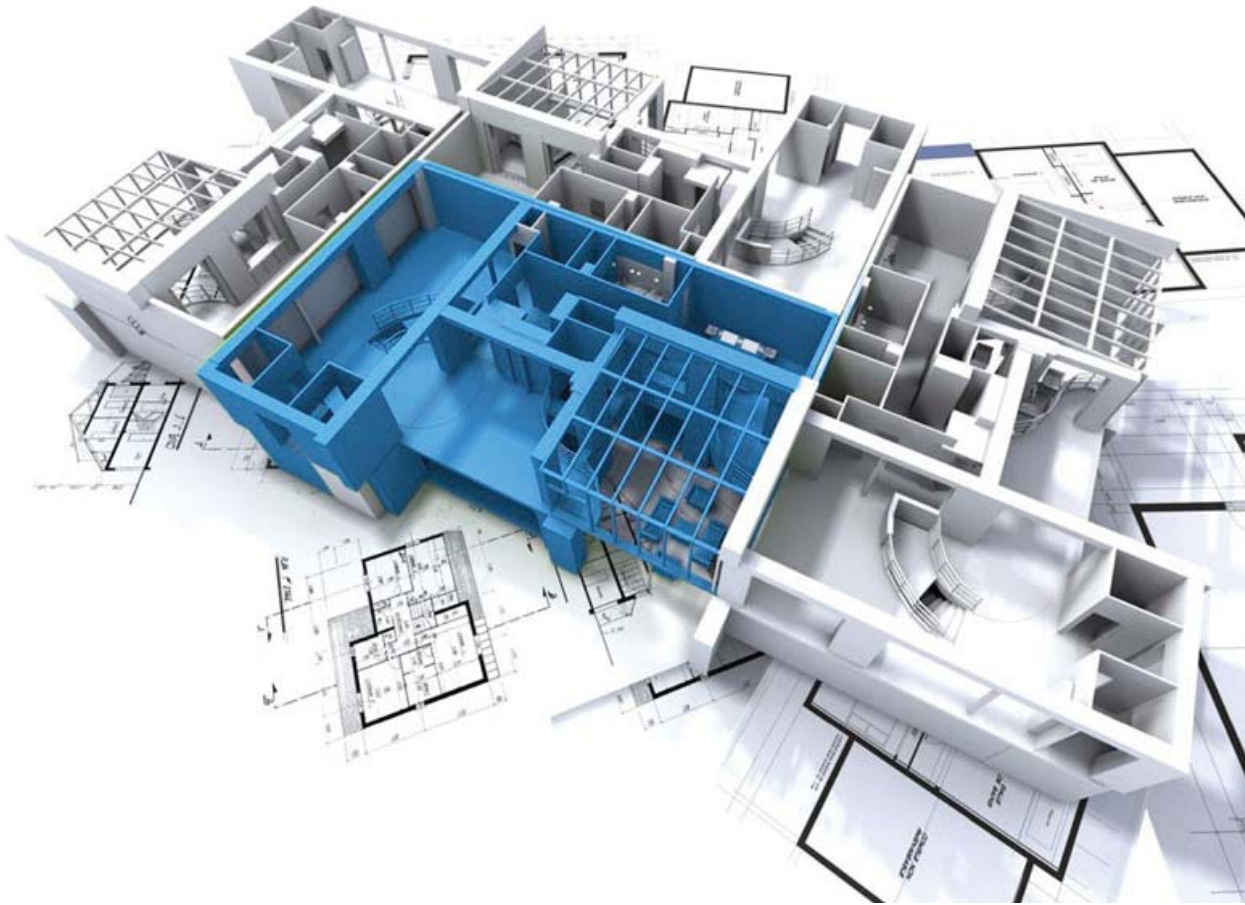
11. Firm's Experience in Monitoring a Project Schedule

The project schedule is perhaps the most important project control mechanism. Our team of highly trained personnel has extensive, proven ability and experience in the development of a complete project schedule, which is accomplished through team planning and the establishment of critical dates in both design and construction. Our schedules are prepared using critical path methodology (CPM) utilizing Primavera P6, and are linked to a document-control package titled Prolog®. Schedules are also prepared in a time-oriented format, providing graphical depictions of project progress and visual identification of schedule performance.

The key to meeting schedule success throughout the program is to establish and follow a realistic design schedule agreed to by all parties. Design phase schedules must not only reflect the design durations of the design team, but also develop realistic phase review and approval durations for Program of Requirements, Schematic Design, Design Development and Construction Document Phases. Design schedules must also reflect review and approval durations for local and state regulating agencies that have jurisdiction over the project design.

Rii has created, implemented and managed CPM schedules for more than \$550 of K-12 educational facilities as well as numerous other public agency projects. It is imperative that the OR have the same or superior level of knowledge and experience of the at-risk contractors when reviewing submitted CPM schedules to ensure that they not only reflect the true status of the project and program, but also incorporate all required industry standards and best practices for scheduling. Schedules can be manipulated to show a desired outcome that does not truly reflect the status of the project or the resulting risk to the District's schedule and budget. For that reason, it is critical that Rii's personnel have the detailed knowledge and experience to not only review the schedule as a whole, but the individual details, methodology and logic that is the basis for the entire document.

3. Ability to Provide Owner Representative Services



12. Firm's Ability to Evaluate Programs Related to BIM

Building Information Modelling (BIM) represents a major advancement in K-12 facility design as it allows for a transition from the traditional two dimensional design document to a three dimensional model, able to not only show facility design in three dimensions but able to detect and resolve conflicts prior to starting construction operations. BIM also allows for detailed estimating take-offs based on produced three dimension models as well as imbedded product and maintenance information for key building systems such as mechanical/electrical/plumbing infrastructure.

Rii has recent experience with projects designed with BIM compliant software, which allowed for conflict resolution during the design phase, ultimately reducing cost through elimination of conflicts in the field which also reduced the number of negative impacts to the project schedule. Our personnel understand the design requirements to produce BIM design documents, as well as the enhanced uses and opportunities beyond producing three dimensional modeling. We advocate CHUH take advantage of the full benefit of BIM for this program, which will ultimately document as-built conditions in the field, coordination of core building infrastructure and incorporation of maintenance data for key pieces of equipment. The end result is an interactive and valuable as-built building model that can be used by District personnel for maintenance operations and life cycle cost analysis planning.

3. Ability to Provide Owner Representative Services

13. Experience and Plans Related to Sustainability Initiatives in the Development of the Project

With 10 LEED Accredited Professionals on staff and a wealth of K-12 sustainable design concepts, Rii is well suited to assist CHUH in pursuing green building design and construction initiatives. We believe that LEED Certification is more than points on a scorecard, but a Team approach to sustainable concepts that provide great benefits to the Owner, individual facility users and the community in general.



As a member of the U.S. Green Building Council (USGBC), our team has a wealth of experience with K-12 specific sustainable concepts and is well versed in the design, construction and close-out phase requirements for documenting LEED compliance during the design, construction and occupancy phases of the project. **To date, our K-12 team has completed two projects that have attained LEED Gold Certification, as well as nine additional projects that have attained or will attain a minimum of LEED Silver Certification.**

While specific sustainable concepts have focused on energy and atmosphere for K-12 projects, we have experienced a wide variety of creative ideas to attain District LEED project goals. Sustainable concepts have included improvements over existing building systems designs, as well as introduction of cutting edge technologies, all designed to improve building performance and energy efficiency with the least possible impact on the surrounding environment.

Examples of sustainable core building systems design have included high efficiency variable air volume, geothermal, chilled beam and variable refrigerant flow as well as improvements to associated systems. Additionally, we have constructed facilities with rainwater harvesting for building usage and irrigation, on-site wind turbine for power generation, green roofs and solar energy systems. Standard practices also include construction and operational materials recycling and re-use, day lighting, low emitting materials, reduced light pollution and minimized building impact on surrounding environment.



Based on project experience and involvement with completed facilities utilizing a variety of sustainable practices, the Rii team can advise CHUH on the cost and operational effectiveness of various concepts to achieve the greatest benefit to the District and showcase the District's commitment to sustainable schools.

14. Experience in Enabling Education Innovations in All Education Areas

As K-12 ORs and CMs, Rii has reviewed more than \$1.5 billion in educational facility programming and tracked initial owner's requirements to completed design documents for bidding. Each program represents the space needs for each educational program in the facility, broken down by educational discipline, including required building support spaces, infrastructure and construction factors (i.e. walls, chases, mezzanines).

These programs represent the educational concepts of more than 50 individual Districts comprising more than 150 individual building projects for every grade configuration and type of project possible. Programs have ranged from traditional educational methods to 21st Century education concepts, taking advantage of extended learning areas, open spaces, flexible classroom spaces and non-traditional building spaces. We bring each of these experiences and ideas to CHUH personnel for consideration/inclusion into the upcoming facilities improvement program.

Additional project experience can be found in Section 4 of this submittal.

3. Ability to Provide Owner Representative Services

15. EDGE (the Rii Team is 100% EDGE Certified)

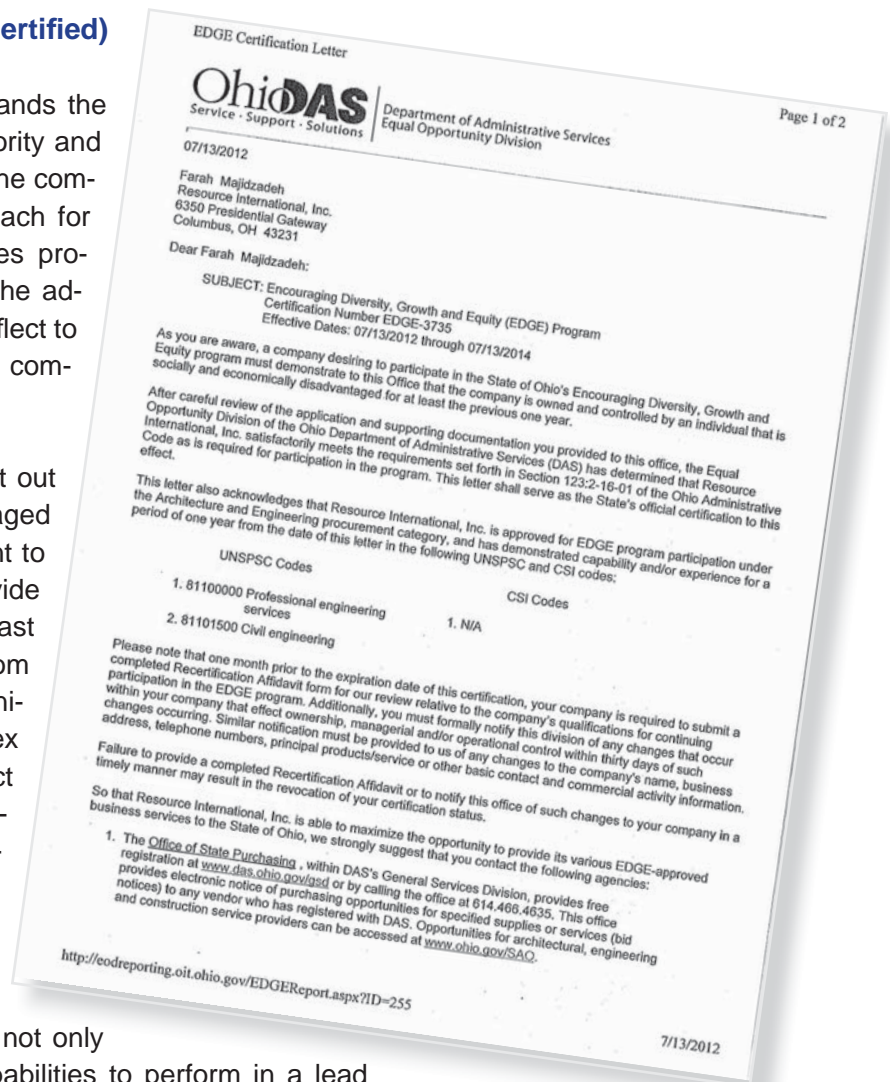
As an EDGE certified business, Rii understands the importance of providing opportunities to minority and disadvantaged businesses and showcasing the commitment of CHUH Schools to perform outreach for the upcoming projects. The planned facilities program presents an excellent opportunity for the advancement of local businesses and should reflect to the fullest extent possible the diversity of the community at large.

On past projects, Rii has consistently sought out and partnered with minority and disadvantaged businesses as a reflection of our commitment to diversity and opportunity. Our goal is to provide the same opportunities afforded to Rii in the past which has allowed our firm to steadily grow from a small but competent business to an organization capable of managing the most complex construction operations with individual District programs, including multiple new and renovation projects with costs in excess of \$150 million.

Additionally, we believe in providing mentorship to our partners, sharing our knowledge of the industry, along with best practices to not only provide opportunity, but to elevate their capabilities to perform in a lead capacity on future projects. To truly perform as intended, EDGE and minority/disadvantage programs should provide opportunity for growth and advancement (not just a percentage of goods and services).

As CMs for the OSFC, one of our key responsibilities has been to administer the State of Ohio's EDGE participation program, which includes educating bidding contractors on the requirements of the EDGE program, providing information to contractors regarding the availability and capability of EDGE certified businesses, and ensuring that selected bidders have a detailed plan in place to meet project-specific goals. Throughout construction, the Rii team performs compliance audits, documenting expenditures to EDGE firms, and ensures that individual contractor and overall project goals are attained.

We understand how the EDGE program works; we embrace the goal of providing opportunity to minority and disadvantaged businesses; and have a proven track record of meeting EDGE goals on public agency projects.



3. Ability to Provide Owner Representative Services

16. Experience with Participation in or Facilitation of Stakeholder Engagement

At the initiation of any K-12 facilities improvement program, from single building programs to comprehensive, multiple-facility phased undertakings, it is critical that the first step is an inclusive session of all stakeholders to establish individual project and overall program goals. Typically, attendees include District administration and staff, construction management and architectural partners, select community members, local jurisdictional agencies and other parties vital to the success of the program. The session must outline the District's educational and facility performance goals, establish sustainable design and construction opportunities, detail project and program organization and levels of authority, and give all participants the opportunity to share individual objectives and concerns for the program.



As a standard process on every K-12 program undertaken by Rii as ORs, this stakeholder alignment process sets a firm foundation for success on the overall program, allows participants to freely share their concerns, establishes methodologies for conflict resolution, outlines required approvals, and clearly establishes overall program processes and schedule.

Having experienced the benefits of this approach on nearly \$1.5 billion in K-12 facility projects, we are firm believers in the process and have repeatedly heard similar success stories across the state of Ohio on educational projects.



Project Example: Wadsworth City Schools

Rii served as CM for the Wadsworth City Schools Facilities Improvement Program. This program is in collaboration with the Wadsworth Community Partnership which includes Wadsworth City Schools, Wadsworth Public Library, Wadsworth-Rittman Hospital, and the City of Wadsworth.

Additional project details can be found in Section 4 of this submittal.

3. Ability to Provide Owner Representative Services

17. Record Keeping, Reporting, Monitoring and Other Information Management Systems Proposed to Use on Project

One of the most challenging aspects of a K-12 facilities program is the management and distribution of the massive amount of information that is required to successfully navigate the design, construction, occupancy and closeout phases. A typical program results in hundreds, if not thousands, of individual documents and decisions, each of which has an impact on the overall success of the program.

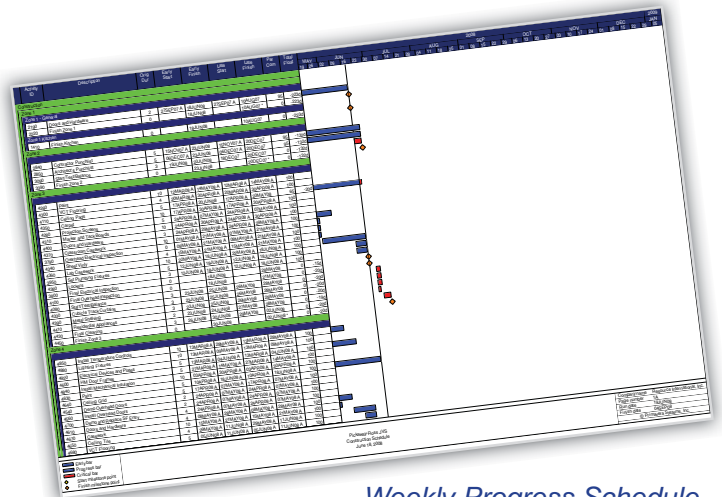
The role of the OR is to assist the District in reviewing all project documents, noting documents or issues that require further attention, and tracking these items until proper resolution. As experienced design and construction professionals, our personnel have a great deal of experience identifying issues that present risk to the District, as well as implementing aggressive action plans to reduce or eliminate any potential impact to the District's program.

The Rii team utilizes Prolog project management systems for project management purposes. This allows for effective, accurate and timely tracking of all facets of project documentation. We will incorporate produced documents from all members of the project team into the Prolog system to ensure the maximum amount of retention of critical information; as well as utilize system prioritization for tracking and resolution of design and construction issues that have the greatest impact on the success of the program.

Throughout the course of this program, there will be thousands of individual project documents and numerous formal and informal meetings involving the various project stakeholders. Our personnel understand the importance of prioritizing items that require Owner input, as well as providing progress reports to the board of education, administration and other interested parties. Transparency and the sharing of information are paramount, as well as an accurate portrayal of the progress of the project including quality, schedule and budget.

Code	Description	Original Budget	Current Budget	Project Budget	Contract Code	Document Code	Pending Contract	Apprais Contract	Project Cost	Project Revenue	Cost Bas Period	Cost To Date	Cost To Completion
AD	All Academic Activities	46,020	46,020	46,020	46,020		0	0	46,020	0	0	39,817	13,203
CF	Construction Management	14,402,242	14,402,242	14,402,242	14,402,242		0	0	14,402,242	0	0	14,402,242	0
LF	Professional Fees	880,000	880,000	880,000	880,000		0	0	880,000	0	0	880,000	0
MD	Master Plan Development	1,150,724	1,150,724	1,150,724	1,150,724		0	0	1,150,724	0	0	1,150,724	0
ND	Non-Construction	300,400	300,400	300,400	300,400		0	0	300,400	0	0	300,400	0
OS	Other Services	300,000	300,000	300,000	300,000		0	0	300,000	0	0	300,000	0
TOTAL BUDGET		16,209,386	16,209,386	16,209,386	16,209,386		0	0	16,209,386	0	0	16,209,386	0

Project Budget Report



Weekly Progress Schedule

3. Ability to Provide Owner Representative Services

18. Firm's Ability to Assist Owner with Managing Budgets

As ORs and CMs, Rii has overseen the development and management of more than \$1.4 billion in K-12 projects. This includes the establishment of SF cost sets for every type and size of K-12 facility in every region of Ohio. Our personnel understand the changing cost dynamics for facilities based on size of the individual facility, grade configurations and site criteria costs.

Rii can assist CHUH City Schools with confirming the project budget, making any adjustments based on the selected site, as well as making adjustments and allowances for selected major building systems. We can provide our experience and expertise to assist the District in making system and materials selections throughout the design process, detailing the cost of potential systems and materials and the overall impact of the design on the project budget. The main goal of this process is to provide the greatest educational facility to the students, staff and community of CHUH, while providing assurance that the project will be completed within the established project budget.

We have the expertise and ability to either review submitted cost estimates or to create cost estimates based on submitted design drawings or conceptual concepts early in the design phase. To provide expert cost estimating Owner's Representation, we must be expert cost estimators and our track record for K-12 facilities is outstanding.

For K-12 CM projects bid by Rii since January 2011, we have an exceptional level of accuracy in regards to published estimates and adherence to master plan budgets.

- Published estimates less than 1.24% variance from master plan budgets
- Low bids 2.71% variance from published estimates
- Low bids 1.5% variance from master plan budgets
- We have never rejected bids due to exceeding the master plan budget
- We have never rejected bids due to exceeding the ORC 10% aggregate variance from published estimates

Should a potential claim situation arise as a part of the District's program, the Rii team will provide professional and competent support to eliminate any risk. We embrace a comprehensive approach to claims management, which includes early identification of potential problems, aggressive management and mitigation, and a goal of quick and equitable resolution to protect the interests of our Clients. We have an unblemished track record in that we have never had a construction claim go to litigation on current and past public agency projects for more than 200 individual contracts with total costs of more than \$550 million.

Resource International, Inc.
Summary of CM Estimating Accuracy
Projects Bid Since 2011

Project	MP Budget	Estimate	Estimate Variance	Low Bid	Bid Variance	Budget Variance
Botkins Local New K-12						
General Trades	\$17,011,486	\$10,374,000	-2%	\$9,540,000	8%	9%
Fire Protection	included above \$234,900	NA	NA	\$225,436	4%	NA
Plumbing	included above \$909,200	NA	NA	\$894,000	2%	NA
HVAC	included above \$2,414,400	NA	NA	\$2,248,217	7%	NA
Electrical	included above \$3,491,800	NA	NA	\$2,510,000	28%	NA
Subtotal	\$17,011,486	\$17,424,300	2.43%	\$15,417,653	11.52%	9.37%
Coshocton New Elementary School						
General Trades	\$18,435,495	\$ 6,032,088.00	-1%	\$6,230,000	-3%	1%
Fire Protection	included above \$ 321,734.00	NA	NA	\$281,861	19%	NA
Plumbing	included above \$ 1,146,456.00	NA	NA	\$1,143,987	0%	NA
HVAC	included above \$ 2,884,293.00	NA	NA	\$2,795,000	3%	NA
Electrical	included above \$ 2,260,012.00	NA	NA	\$1,619,640	28%	NA
Technology	included above \$ 148,386.00	NA	NA	\$689,000	-364%	NA
Casework	included above \$ 649,455.00	NA	NA	\$423,200	35%	NA
Masonry	included above \$ 3,726,871.00	NA	NA	\$3,637,800	2%	NA
Kitchen Equipment	included above \$ 254,312.00	NA	NA	\$307,500	-21%	NA
Early Sitework Package	included above \$ 1,155,459.00	NA	NA	\$1,075,450	7%	NA
Subtotal	\$18,435,495	\$18,678,068	-0.77%	\$18,183,438	2.12%	1.37%
Newark McGuffey Elementary Additions and Renovations						
General Trades	\$8,551,336	\$4,671,251	1%	\$4,024,000	14%	7%
Fire Protection	included above \$185,507	NA	NA	\$99,440	46%	NA
Plumbing	included above \$544,007	NA	NA	\$750,000	-38%	NA
HVAC	included above \$1,249,945	NA	NA	\$1,300,000	-4%	NA
Electrical	included above \$944,626	NA	NA	\$894,497	5%	NA
Technology	included above \$596,526	NA	NA	\$725,300	-22%	NA
Casework	included above \$297,673	NA	NA	\$198,400	33%	NA
Subtotal	\$8,551,336	\$8,488,535	0.73%	\$7,991,637	5.85%	6.55%
Wadsworth New Isham Elementary School						
General Trades	\$8,290,749	\$5,664,000	-4%	\$6,053,000	-7%	-6%
Plumbing	included above \$574,000	NA	NA	\$488,570	15%	NA
HVAC	included above \$1,280,000	NA	NA	\$1,225,000	4%	NA
Fire Protection	included above \$115,000	NA	NA	\$109,600	5%	NA
Electrical	included above \$992,000	NA	NA	\$949,000	4%	NA
Subtotal	\$8,290,749	\$8,626,000	-4.00%	\$8,825,170	-2.32%	-6.45%
Wadsworth New Overlook Elementary School						
General Trades	\$8,305,938	\$5,351,200	-5%	\$5,680,000	-10%	-7%
Sitework	included above \$370,000	NA	NA	\$274,800	26%	NA
Plumbing	included above \$574,000	NA	NA	\$503,619	12%	NA
HVAC	included above \$1,280,000	NA	NA	\$1,140,000	11%	NA
Fire Protection	included above \$115,000	NA	NA	\$103,955	10%	NA
Electrical	included above \$992,000	NA	NA	\$959,000	3%	NA
Subtotal	\$8,305,938	\$8,682,200	-5.00%	\$8,867,374	-2.13%	-6.76%
Wadsworth New Valley View Elementary School						
General Trades	\$8,462,924	\$5,263,528	3%	\$5,667,890	-8%	0%
Plumbing	included above \$574,000	NA	NA	\$494,187	14%	NA
HVAC	included above \$1,280,000	NA	NA	\$1,255,000	2%	NA
Fire Protection	included above \$115,000	NA	NA	\$109,600	5%	NA
Electrical	included above \$992,000	NA	NA	\$944,000	5%	NA
Subtotal	\$8,462,924	\$8,224,628	3.00%	\$8,470,677	-2.99%	-0.97%
Midview New Middle School						
General Trades	\$11,999,306	\$7,655,000	0%	\$8,015,000	-5%	-1%
Fire Protection	included above \$194,000	NA	NA	\$157,400	19%	NA
Plumbing	included above \$772,000	NA	NA	\$848,000	-10%	NA
HVAC	included above \$1,611,000	NA	NA	\$1,752,500	-9%	NA
Electrical	included above \$1,805,000	NA	NA	\$1,311,000	27%	NA
Casework	included above \$292,000	NA	NA	\$224,000	23%	NA
Subtotal	\$11,999,306	\$12,037,000	0.00%	\$12,083,900	-0.39%	-0.70%
Overall Total of All Bid Results	\$81,057,135	\$82,059,629	-1.24%	\$79,839,849	2.71%	1.50%

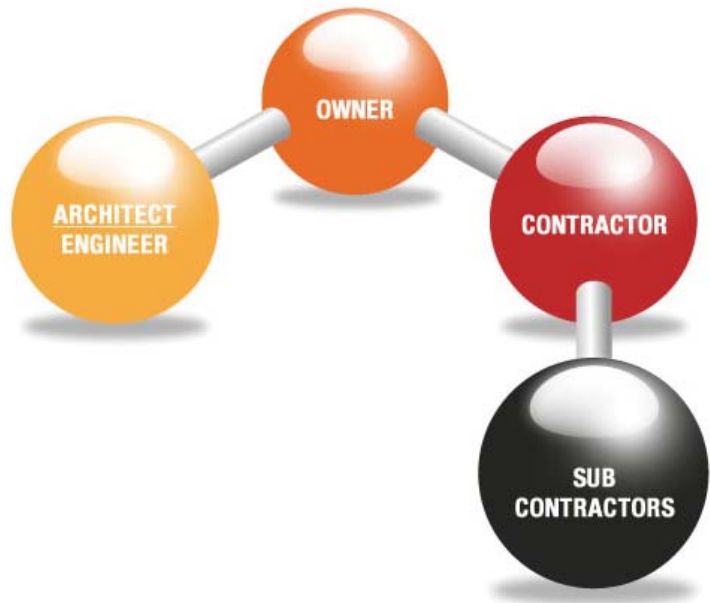
3. Ability to Provide Owner Representative Services

19. Experience with Working within the CM at Risk, General Contracting and/or Multiple Contract Delivery Methods

Ohio Construction Reform has brought great changes to the available contract delivery methods to Owners in the state of Ohio. The multi-prime, owner agency model has been largely replaced by CMR, General Contracting Method and Design-Build. As public agency CM professionals in Ohio, it has been our responsibility to fully educate ourselves on the new delivery methods, as well as the contract language, general conditions and other related requirements to these new methods.

Rii has provided services for K-12 projects utilizing a variety of project delivery methods including OR, General Contracting, Design-Build and Guarantee Maximum Price, as well as traditional Agency CM projects with multiple prime contracts.

Although Rii does not endeavor to become an at risk contractor under the CMR delivery model, we are intimately familiar with the contract language, general conditions and other front end requirements for CMR projects. In addition to attending numerous seminars regarding Ohio Construction Reform, our personnel have read every word of the new contract documents to better serve and identify potential risk areas for our clients. While CMR offers some great advantages over the old system, primarily the ability to prequalify contractors, the concept of a dedicated Owner's Agent until completion of the program has been lost under this delivery model. For this reason, CHUH's decision to retain an OR is an excellent decision regardless of the selected project delivery method.



Construction Manager (CM) "At Risk"

4. Project Experience

20. Previous Work Performed in Connection with the Owner or any other Ohio Public School Districts

Our Team is continuously searching for ways to improve our performance. This comes from the daily experiences serving as OR, performance reviews by the Client's and Owner's personnel, and feedback gained. Each comment we receive, positive or negative, is an opportunity to learn and an opportunity that we embrace as a vehicle to improve our performance. Included below is a project matrix for ease of review, along with project profiles on the following pages.

Project Title	Square Footage	Construction Cost	Contact Info
Coshocton City New PreK-6 Elementary School	<ul style="list-style-type: none"> New 118,000 SF 	\$23 million	OSFC & Coshocton City Schools Dr. David Hire, Superintendent Phone: 740.622.1901
Wadsworth High School & Community Center	<ul style="list-style-type: none"> New 450,000 SF building Dedicated SF for a public library addition 70,000 SF community center space 45,000 SF field house 	\$100 million	OSFC & Wadsworth City Schools Joseph Magnacca, Director of Facilities Phone: 330.336.1307
OSFC ELPP Regional Program Consultant (RPC)	<ul style="list-style-type: none"> Assessment of nearly 24 million SF of educational facilities Created District master plans for more than \$2 billion in K-12 projects Provided Owner's Representation Services for more than \$900 million in K-12 educational facilities 	\$900 million	OSFC Lisa Laney, Green Schools Program Director Phone: 614.466.6290
New K-12 School, Milton-Union Exempted Village Schools	<ul style="list-style-type: none"> New 211,000 SF building 3,700 SF of Board of Education Administrative Space New 9,130 SF media center 	\$42.1 million	OSFC & Milton-Union Exempted Village Schools Ginny Rammel, Superintendent Phone: 937.884.7910
Accelerated Urban Program for Columbus Public Schools	<ul style="list-style-type: none"> Estimated 8.5 million SF 	Est. \$1.6 billion program	OSFC & Columbus Public Schools, Facilities Design and Construction Barbara Ann Koelbl Phone: 614.365.5188
District-Wide Facilities Improvement Program, Newark City Schools	<ul style="list-style-type: none"> Renovations/additions to existing Newark HS to create a single building from existing 11 building campus while occupied Two new middle schools Additions/renovations to existing middle school Four new elementary schools Additions/renovations to three existing elementary schools Selected abatement and demolition of existing facilities 	\$150 million	OSFC & Newark City Schools Doug Ute, Superintendent Phone: 740.670.7005
New K-12 School, Botkins Local Schools	<ul style="list-style-type: none"> New 105,000 SF facility Single story administration, building services and gymnasium spaces with two-story academic wings Career technical spaces that will also include a greenhouse 	\$23 million	OSFC & Botkins Local Schools Connie Schneider, Superintendent Phone: 937.693.4241

4. Project Experience

COSHOCTON CITY NEW PRE K-6 ELEMENTARY SCHOOL

Owner: Coshocton City Schools & OSFC
Location: Coshocton, Ohio
Complete: Est. November 2013

Rii is currently providing complete CM services for the new Coshocton City Schools Elementary School. The new 118,000 SF elementary school will replace the District's three existing elementary schools.

With a total project cost of \$23 million, this new facility is being constructed directly adjacent to the District's existing high school on a six-acre footprint. The building is being constructed on a site with significant elevation changes, requiring the installation of complex retaining wall systems to support the building and site layout, as well as extensive foundation systems to support the designed third story.

This program also calls for the hazardous materials abatement of the District's existing three elementary schools, as well as complete facility demolition.



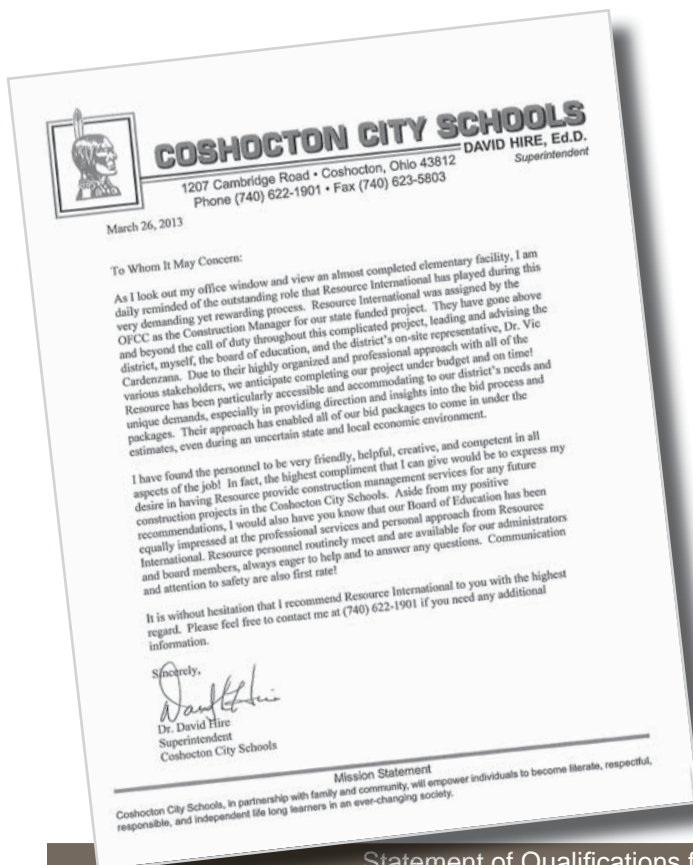
Relevant Scope Items:

- Constructability Review Experience
- Experience with OSFC Projects
- K-12 Construction Experience
- LEED for Schools Experience
- OSDM Experience

The new facility will be LEED Silver Certified at a minimum with specific emphasis on energy and atmosphere. Key components of the project include an underground storm water detention design along with a chilled beam HVAC system. Additionally, the District will be installing a photovoltaic system as a part of this program.

"I have found the personnel to be very friendly, helpful, creative, and competent in all aspects of the job! In fact, the highest compliment that I can give would be to express my desire in having Resource provide construction management services for any future construction projects in the Coshocton City Schools."

- Dr. David Hire, Superintendent



4. Project Experience

WADSWORTH HIGH SCHOOL & COMMUNITY CENTER

Owner: OSFC
Location: Wadsworth, Ohio
Complete: January 2013

Rii served as Construction Manager for the Wadsworth City Schools Facilities Improvement Program. This program is in collaboration with the Wadsworth Community Partnership which includes Wadsworth City Schools, Wadsworth Public Library, Wadsworth-Rittman Hospital, and the City of Wadsworth. The total project cost is \$100 million.

Project includes:

- A new 450,000 SF high school with an integral community center
- Dedicated square footage in the new high school for a public library addition with exterior access points planning to operate beyond the normal school schedule
- New Center for Older Adults & YMCA facility
- SUMMA Medical Center for Older Adults
- Competition and community pools, as well as an aquatic physical rehabilitation program
- Main competition gym as well as a 45,000 SF field house with an elevated running track

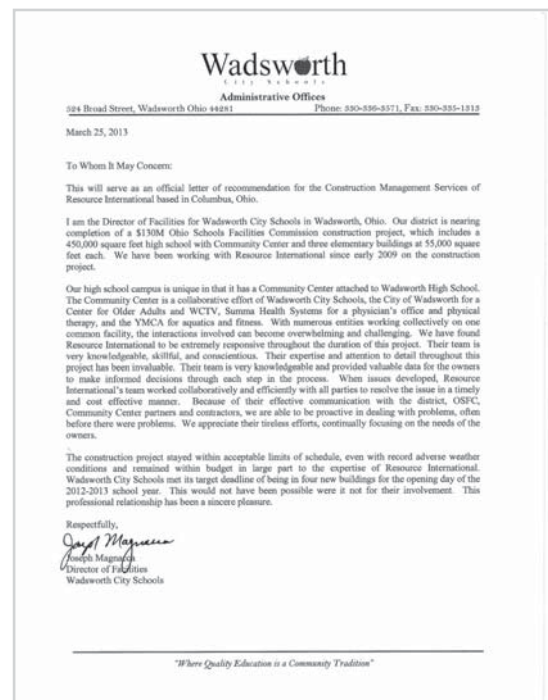
This project is one of the largest high schools in the state of Ohio and possibly the largest constructed as a part of the OSFC program.

The high school portion of this facility, 380,000 SF, was constructed in less than 24 months and opened for the 2012-2013 school season with the Community Center and associated spaces completed in November 2012.



Relevant Scope Items:

- Constructability Review Experience
- Experience with OSFC Projects
- K-12 Construction Experience
- Experience with Multi-Phased Projects
- LEED for Schools Experience
- OSDM Experience



4. Project Experience



OSFC ELPP REGIONAL PROGRAM CONSULTANT (RPC)

Owner: OSFC
Location: Various, Ohio
Complete: Ongoing

Rii is currently serving as a Regional Program Consultant (RPC) for the OSFC. Serving in this role since 2000, originally called Team Leaders for the ELPP, Rii is one of only two of the remaining firms selected for the initial program.

This program is divided into two main functions, the first being the management and assessment and master planning of Districts who request an assessment from the OSFC. The second is the management of Districts who upon acceptance of a master plan, choose to enter into the ELPP.

In this role, the Rii Project Team is responsible for working with individual Districts from design initiation through bidding, construction and facility closeout. Throughout the program, Rii's Project Team is responsible for tracking all project costs to determine ELPP credit for individual Districts. This also includes determination of locally funded initiative percentages for the project, including issuance of Locally Funded Initiative Memorandum during design and after main package bidding.

Rii is also responsible for Ohio School Design Manual (OSDM) compliance reviews throughout the design phase, performing reviews at Program of Requirements, Schematic Design, Design Development and Construction Document Phases. The Rii Team performs highly detailed reviews, covering every aspect of the submitted plans and specifications, and noting any variances from the manual. The Team will track any variances to the OSDM until either approval by the OSFC or change by the design team.

As a RPC and CM, the Rii Team has performed OSDM reviews on nearly 24 million SF of K-12 facilities and reconciled the expenses of \$830 million of total project costs.

Relevant Scope Items:

- Renovations/additions to existing Newark HS to create a single building from existing 11 building campus while occupied
- Two new middle schools
- Additions/renovations to existing middle school
- Four new elementary schools
- Additions/renovations to three existing elementary schools
- Selected abatement and demolition of existing facilities

4. Project Experience

NEW K-12 FACILITY, MILTON-UNION EXEMPTED VILLAGE SCHOOLS

District: Milton-Union Exempted Village Schools
Owner: OSFC
Location: West Milton, Ohio
Service: Construction Management
Complete: August 2012

Rii provided CM services for the New K-12 facility for Milton-Union Exempted Village Schools. The project called for a new 211,000 SF building to house all of the District's students, replacing all existing facilities with a total program cost of \$42.1 million. Being constructed on a green, 30-acre site, the new facility consists of two multi-story academic areas and a building services, gymnasium, stage, dining, kitchen and associated space area.

This facility has several locally funded initiatives, including 3,700 SF of Board of Education Administrative space, as well as materials upgrades to flooring systems. Additionally, this District is the first new build facility as a part of the OSFC to participate in the House Bill 264 Program for high efficiency energy systems.

The District embraced a comprehensive LEED plan, incorporating several unique LEED systems in an effort to attain LEED Gold Certification. Key LEED design items include a storm water collection and storage system, green roofs, solar panels and an on-site power generating windmill.

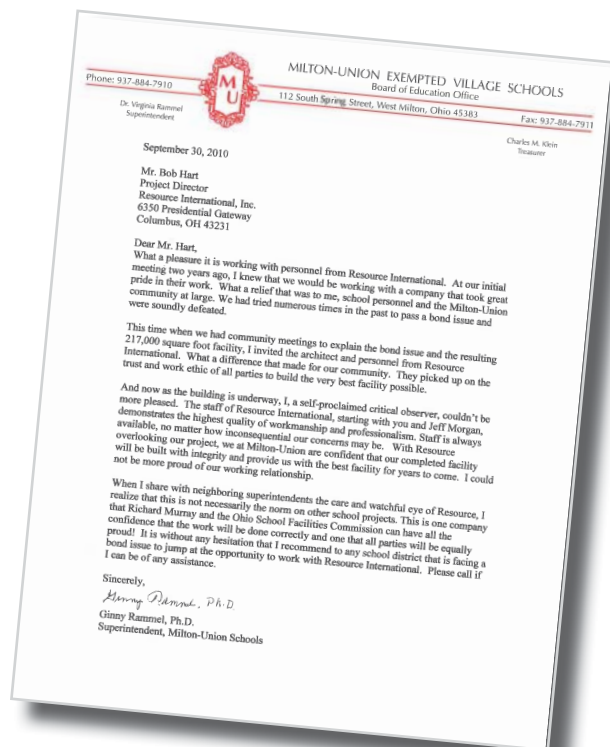
"...With Resource overlooking our project, we at Milton-Union are confident that our completed facility will be built with integrity and provide us with the best facility for years to come. I could not be more proud of our working relationship."

- Ginny Rammel, Superintendent



LEED Gold Certified Project:

The new K-12 Milton-Union project recently was certified LEED Gold. Key LEED design items include a storm water collection and storage system, green roofs, solar panels and an on-site power generating windmill.



4. Project Experience

ACCELERATED URBAN PROGRAM FOR COLUMBUS PUBLIC SCHOOLS

Owner: Columbus Public Schools & OSFC
Location: Columbus, Ohio
Complete: Ongoing

As part of the Smoot/Elford/Rii Project Team, Rii is providing complete Construction Management services for Columbus Public Schools' \$1.6 billion Facilities Rebuilding Program.

Rii is providing Schematic, Design Development, and Construction Document reviews, complete project estimates, value engineering studies, constructability reviews, project report updates, and numerous other pre-construction related activities. Rii is assisting in developing bid packages, conducting pre-bid conferences, assisting in bid opening and conducting post-bid analysis and research.

As a part of the construction phase, Rii is providing full-time, on-site supervision of the project. Specific responsibilities include contractor management, maintaining and updating construction schedule, change order review, submittal reviews and approval, project safety, contractor pay application reviews and submittals, project documentation, punchlist, owner transition and all other required activities.

Rii will also assist Columbus Public Schools and OSFC in continually updating the Program Master Plan for the duration of the project, which is estimated to be a 15-year program.



COLUMBUS DOWNTOWN HIGH SCHOOL

Number of Students:	800
Start Date:	May 2007
Completion Date:	Oct. 2008



WEDGEWOOD MIDDLE SCHOOL

Number of Students:	600
Start Date:	May 2006
Completion Date:	Sept. 2007
Total SF:	87,183



HUY ELEMENTARY SCHOOL

Number of Students:	450
Start Date:	July 2007

4. Project Experience

DISTRICT-WIDE FACILITIES IMPROVEMENT PROGRAM

District: Newark City Schools
Location: Newark, Ohio
Complete: Phase I – August 2009
Phase II – December 2012

Rii has been serving as the Construction Manager for the Newark City Schools since 2005 as a part of the District-wide facilities improvement program. During that time, the Rii Project Team has managed the design and construction of four new elementary schools, additions and renovations to an existing elementary school, construction of two new middle schools, and renovations and additions to an existing middle school. All facilities have been completed according to the initial program schedule, and more than 70 percent of total awarded contracts have gone to Newark based trade contractors.

The Rii Project Team is currently managing the construction of the remaining District facilities, including additions and renovations to two existing elementary schools and additions and renovations to Newark High School. With a total Master Plan cost of \$144 million and \$5 million in locally funded initiatives, the program is currently \$6 million under the project master plan budget.

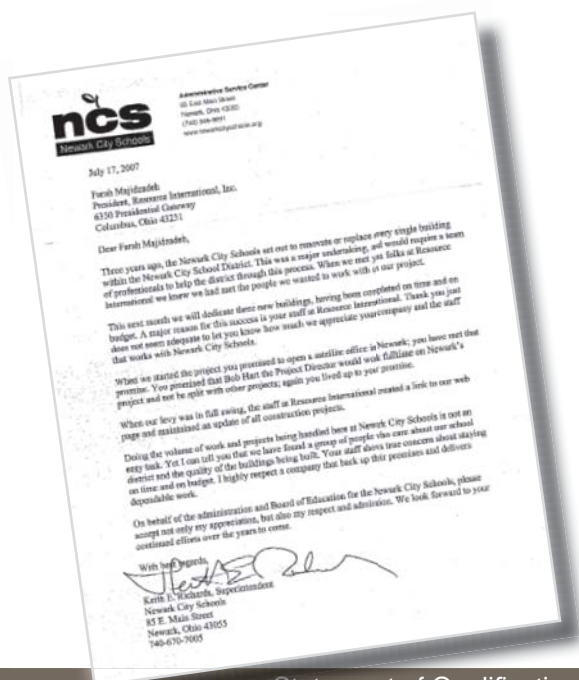


Relevant Scope Items:

- Constructability Review Experience
- Experience with OSFC Projects
- K-12 Construction Experience
- Experience with Multi-Phased Projects
- LEED for Schools Experience
- OSDM Experience

Program Challenges

Of particular complexity and difficulty, the Newark High School project consisted of 12 individual buildings situated on a campus style facility. The master plan called for the abatement and demolition of five of the existing buildings, the renovation of the remaining buildings and more than 140,000 SF of additions. Rii managed this program while the high school campus stayed occupied with students. Results included minimal disruption to the Newark City Schools educational program while optimizing the project schedule for this facility.



In the first phase of construction, Rii completed \$50 million of total project costs at four new buildings in 16 months.

4. Project Experience

NEW K-12 SCHOOL

District: Botkins Local Schools
Owner: Ohio School Facilities
Commission (OSFC)
Location: Botkins, Ohio
Complete: Ongoing



About the Project

The new K-12 School will be located on an 18-acre site which is adjacent to an existing trailer park and in close proximity to the existing Elementary/Middle/High School complex.

The current design indicated a site with dual entrances for bus and car traffic as well as a required detention pond. The new 105,000 SF facility will include single story administration, building services and gymnasium spaces with two-story academic wings. This building will also include career technical spaces in the single-story section that will include a greenhouse.

Relevant Scope Items:

- Experience with OSFC Projects
- K-12 Construction Experience
- Experience with Site Constraints
- LEED Experience

The start of construction is scheduled for spring 2013 and the completion will be in December 2014. Once the School District has vacated the existing school building, it will be demolished with the gym scheduled to remain. This work will occur in the winter and spring of 2015.

Rii's Role in the Project

Rii is providing complete Construction Management services for the new K-12 facility, as well as the abatement and demolition of the existing elementary, middle and high school buildings.



5. Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
5/28/2013

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 be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Wichert Insurance 119 N. Court Street PO Box 488 Medina OH 44258-0488		CONTACT NAME: Kathy Thuener PHONE (A/C, No, Ext): (330) 723-3631 FAX (A/C, No): (330) 723-1434 E-MAIL ADDRESS: kathy@wichert.com															
INSURED Resource International Inc Resource Professional Services, Inc. 6350 Presidential Gateway Columbus OH 43231		<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Cincinnati Insurance Co.</td> <td>10677</td> </tr> <tr> <td>INSURER B: Continental Casualty Company</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Cincinnati Insurance Co.	10677	INSURER B: Continental Casualty Company		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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INSURER D:																	
INSURER E:																	
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COVERAGES **CERTIFICATE NUMBER:** Master GL 2013-2014 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			EPP0194495	6/1/2013	6/1/2014	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 10,000
	<input checked="" type="checkbox"/> \$250 Per Claim Ded <input type="checkbox"/> Prop Damage Liab						PERSONAL & ADV INJURY \$ 1,000,000
GEN'L AGGREGATE LIMIT APPLIES PER:							GENERAL AGGREGATE \$ 2,000,000
<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC							PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY			EPP0194495	6/1/2013	6/1/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS	<input type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident) \$
							Medical payments \$ 5,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR			EPP0194495	6/1/2013	6/1/2014	EACH OCCURRENCE \$ 10,000,000
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE \$ 10,000,000
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			EPP0194495	6/1/2013	6/1/2014	WC STATUTORY LIMITS OTH-ER
ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)			Y/N				E.L. EACH ACCIDENT \$ 1,000,000
If yes, describe under DESCRIPTION OF OPERATIONS below			N/A				E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional Liability includes pollution			AEH 28-837-37-82	4/15/2013	4/15/2014	Each Claim \$3,000,000 Aggregate \$3,000,000

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

CERTIFICATE HOLDER For Information Purposes Only	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Kathy Thuener/KATHY <i>Kathleen A. Thuener</i>

ACORD 25 (2010/05)
INS025 (201005) 01

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“When we met you folks at Resource International we knew we had met the people we wanted to work with on our project. Your staff shows true concern about staying on time and on budget. We look forward to your continued efforts over the years to come.”

**- Keith E. Richards,
Former Superintendent, Newark City Schools**

6. References

Our Project Team’s ultimate goal is for our Clients to be completely satisfied with our performance. This not only includes the level of service that we provide during the duration of the project, but also our willingness to continue working with a Client after the project has been completed. This is to ensure that they are pleased, and have confidence that what has been provided is truly a long-term solution to their needs. We welcome you to call the client representatives listed for further information about our performance. In addition, we have included client performance evaluation letters on the following page.

1. **Joseph Magnacca**
Business Manager
Wadsworth City Schools
360 College Street
Wadsworth, Ohio 44281
Phone: 330.336.1307
Email: wadc_magnacc@wadsworthschools.org

2. **Doug Ute**
Superintendent
Newark City Schools
85 E. Main Street
Newark, Ohio 43055
Phone: 740.670.7005
Email: dute@laca.org

3. **Dr. David Hire**
Superintendent
Coshocton City Schools
1207 Cambridge Road
Coshocton, Ohio 43812
Phone: 740.622.1901
Email: dave.hire@omeresa.net



6. References

Wadsworth City Schools

Administrative Offices

Phone: 330-336-3571, Fax: 330-335-1913

524 Broad Street, Wadsworth Ohio 44281

March 25, 2013

To Whom It May Concern:

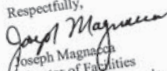
This will serve as an official letter of recommendation for the Construction Management Services of Resource International based in Columbus, Ohio.

I am the Director of Facilities for Wadsworth City Schools in Wadsworth, Ohio. Our district is nearing completion of a \$130M Ohio Schools Facilities Commission construction project, which includes a 450,000 square feet high school with Community Center and three elementary buildings at 55,000 square feet each. We have been working with Resource International since early 2009 on the construction project.

Our high school campus is unique in that it has a Community Center attached to Wadsworth High School. The Community Center is a collaborative effort of Wadsworth City Schools, the City of Wadsworth for a Center for Older Adults and WCTV, Summa Health Systems for a physician's office and physical therapy, and the YMCA for aquatics and fitness. With numerous entities working collectively on one common facility, the interactions involved can become overwhelming and challenging. We have found Resource International to be extremely responsive throughout the duration of this project. Their team is very knowledgeable, skillful, and conscientious. Their expertise and attention to detail throughout this project has been invaluable. Their team is very knowledgeable and provided valuable data for the owners to make informed decisions through each step in the process. When issues developed, Resource International's team worked collaboratively and efficiently with all parties to resolve the issue in a timely and cost effective manner. Because of their effective communication with the district, OSFC, Community Center partners and contractors, we are able to be proactive in dealing with problems, often before there were problems. We appreciate their tireless efforts, continually focusing on the needs of the owners.

The construction project stayed within acceptable limits of schedule, even with record adverse weather conditions and remained within budget in large part to the expertise of Resource International. Wadsworth City Schools met its target deadline of being in four new buildings for the opening day of the 2012-2013 school year. This would not have been possible were it not for their involvement. The professional relationship has been a sincere pleasure.

Respectfully,


Joseph Magnacca
Director of Facilities
Wadsworth City Schools

"Where Quality Education is a Community Tradition"

"We have found Resource International to be extremely responsive throughout the duration of this project. Their team is very knowledgeable and provided valuable data for the owners to make informed decisions through each step in the process... We appreciate their tireless efforts, continually focusing on the needs of the owners."

- Joseph Magnacca,
Director of Facilities,
Wadsworth City Schools



COSHOCTON CITY SCHOOLS

1207 Cambridge Road • Coshocton, Ohio 43812
Phone (740) 622-1901 • Fax (740) 623-5803

DAVID HIRE, Ed.D.
Superintendent

March 26, 2013

To Whom It May Concern:

As I look out my office window and view an almost completed elementary facility, I am daily reminded of the outstanding role that Resource International has played during this very demanding yet rewarding process. Resource International was assigned by the OFCC as the Construction Manager for our state funded project. They have gone above and beyond the call of duty throughout this complicated project. They have gone above district, myself, the board of education, and the district's on-site representative, Dr. Vic Cardenzana. Due to their highly organized and professional approach with all of the various stakeholders, we anticipate completing our project under budget and on time! Resource has been particularly accessible and accommodating to our district's needs and unique demands, especially in providing direction and insights into the bid process and packages. Their approach has enabled all of our bid packages to come in under the estimates, even during an uncertain state and local economic environment.

I have found the personnel to be very friendly, helpful, creative, and competent in all aspects of the job! In fact, the highest compliment that I can give would be to express my desire in having Resource provide construction management services for any future construction projects in the Coshocton City Schools. Aside from my positive recommendations, I would also have you know that our Board of Education has been equally impressed at the professional services and personal approach from Resource International. Resource personnel routinely meet and are available for our administrators and board members, always eager to help and to answer any questions. Communication and attention to safety are also first rate!

It is without hesitation that I recommend Resource International to you with the highest regard. Please feel free to contact me at (740) 622-1901 if you need any additional information.

Sincerely,


David Hire
Superintendent
Coshocton City Schools

Mission Statement
Coshocton City Schools, in partnership with family and community, will empower individuals to become literate, respectful, responsible, and independent life long learners in an ever-changing society.

"They [Resource International] have gone above and beyond the call of duty throughout this complicated project, leading and advising the district, myself, the board of education, and the district's on-site representative... Communication and attention to safety are also first rate!"

- Dr. David Hire,
Superintendent, Coshocton City
Schools