July 24, 2020

Ms. Kathryn Vallis
Coastal Resources Planner
Lake Michigan Coastal Program
Indiana Department of Natural Resources
Indiana Dunes State Park Annex Office
1600 North 25 East
Chesterton, IN 46304
219.926.9757
kvallis@dnr.IN.gov

Re:

Hammond Boys & Girls Club 5840 Calumet Avenue Hammond, IN 46320 Federal Consistency Review

Dear Ms. Vallis:

The City of Hammond's Redevelopment Commission through the Department of Community Development plans on allocating U.S. Department of Housing and Urban Development (HUD) funds towards exterior improvements at the Hammond Boys & Girls Club located at 5840 Calumet Avenue, Hammond, IN (Site). Under HUD regulation 24 CFR 58.58, the City of Hammond has assumed HUD's Environmental Review responsibilities for the project, including compliance with the State Coastal Zone Management (CZM) Program (24 CFR 58.22). Amereco Inc. is assisting the City of Hammond with preparation of the Environmental Review. Enclosed is information and materials to assist you in determining as to whether the project described below is consistent with the approved State CZM Program.

Project Area/Site:	Hammond Boys & Girls Club, 5840 Calumet Avenue in Hammond, IN		
Source of HUD Funds:	14.218 Community Development Block Grants/ Entitlement Grants (Housin and Community Development Act of 1974, Title I, as amended, 42 U.S.C 5301-5317)		
Description of Proposed Project:	This undertaking will consist of demolishing several asphalt and concrete structures south of the building and west of the alley and excavating a portion of landscaping along the south face of the building. The razed / excavated areas will subsequently be revitalized by adding new landscaping and constructing a new concrete patio and sitting area in the location of the existing asphalt pavement south of the building. With the exception of new canopies extending off of the building, renovations to the exterior portion of the building are not included within this project and scope of work.		

Scope of Work:	<ul> <li>Removing the irregular shaped asphalt parking lot south of the existing building and east of the existing alley (including the entry drive off of Eaton Street).</li> <li>Possibly removing the asphalt pavement along the west face of the existing building. This existing asphalt pavement may remain for new bus drive depending on field conditions. If removed, new asphalt will be installed.</li> <li>Removing the concrete curbs and islands associated with said parking lot and drive.</li> <li>Removing a concrete walkway south of the existing building.</li> <li>Removing an existing concrete apron along the west face of the building.</li> <li>Removing existing signage from near the southeast corner of the site.</li> <li>Excavating an area of existing grass and landscaping near the southwest corner of the existing building.</li> <li>Excavating an area along south face of existing building to allow for new sidewalk.</li> <li>Installing a 4-inch thick reinforced concrete sidewalk with tooled control joints to match existing square pattern south and west of existing building.</li> <li>Installing a concrete patio ("Donor Patio") and sitting area with benches / furniture and connecting concrete walkways to the north, east, and south.</li> <li>Installing a concrete curb along south and west portions of the site, to match existing curb conditions.</li> <li>Installing new landscaping south of the existing building and east of the existing alley, including trees and shrubs.</li> <li>Installing new flagpole.</li> <li>Installing a new flagpole.</li> <li>Installing a new flagpole.</li> <li>Installing a read canopy in three (3) locations: two (2) along south face of building over the main entrance and one (1) along west face of building near new bus drive.</li> <li>Provide final grading, grass seed, and mulch throughout site.</li> </ul>
Projected Start Date:	Fall 2020
Projected Duration:	2 months
Projected Completion Date:	Fall 2020

The proposed activity complies with Indiana's approved coastal management program and will be conducted in a manner consistent with such program.

Please contact me if you have any questions or need additional information.

Sincerely,

Krista Rose Project Manager Amereco Inc. 219.531.0531

krose@amerecoeng.com

**Enclosures** 

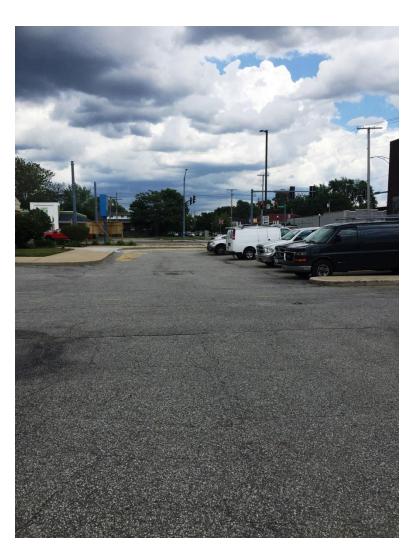
Project Location Map Site Photographs CDBG Application

### Project Location Map Hammond Boys & Girsl Club 5840 Calumet Avenue Hammond, IN 46320

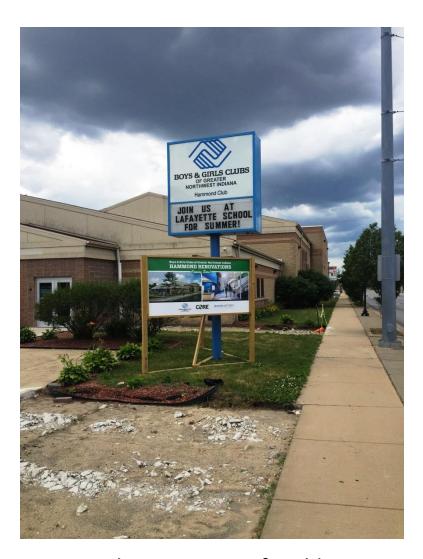




South Side (Front) of Building (Primary Area of Improvements)



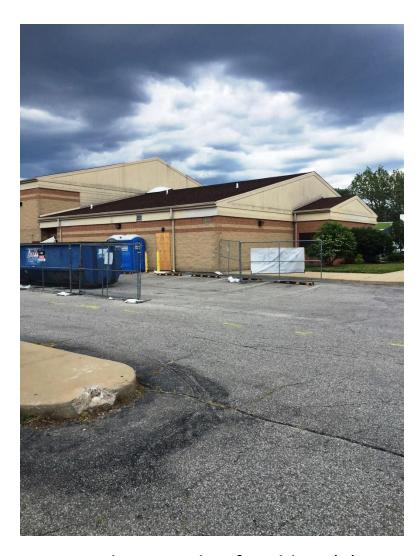
Existing Asphalt South of Building (Primary Area of Improvements)



Southeast Corner of Building (Sign To Be Removed)



Southwest Corner of Building (Placement of New Sidewalk & Canopies Along South Face of Building)



Southwest Side of Building (1) (Area for New Bus Drive Along West Face of Building)



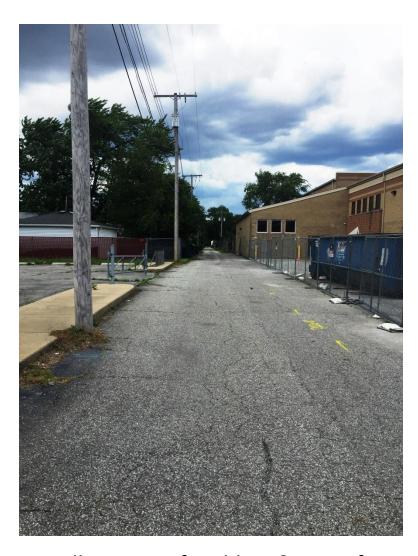
Southwest Side of Building (2) (Showing Area for New Canopy & Bus Drive)



Looking North Along East Face of Building (1)



Looking North Along East Face of Building (2)



Alley West of Building & East of Existing Parking Lot



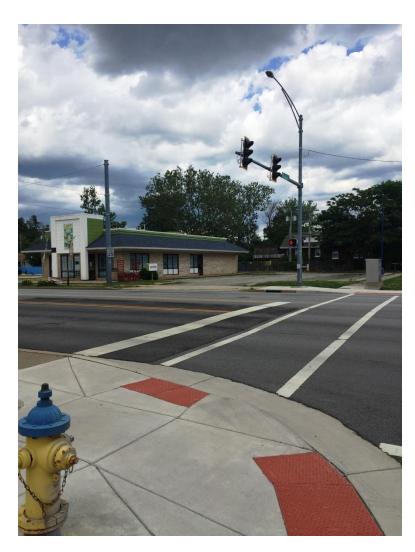
West Adjoining Properties (Residential)



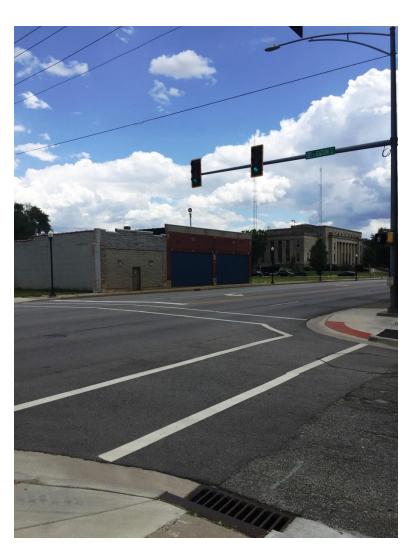
North Adjoining Property (1) (Commercial)



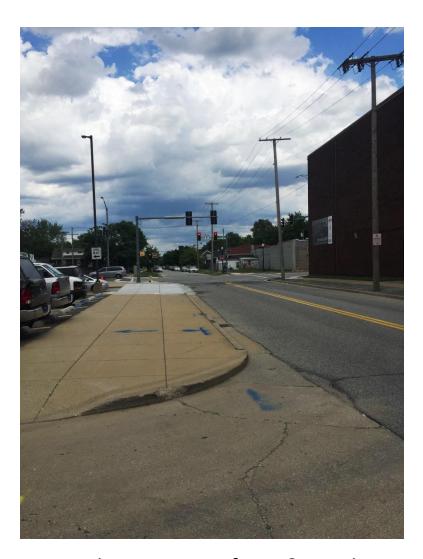
North Adjoining Property (2) (Commercial)



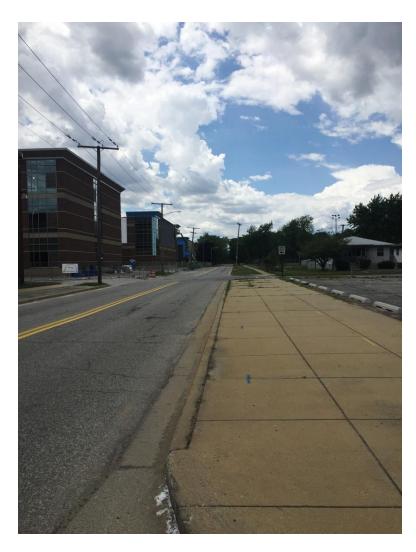
East Adjoining Properties (Commercial)



Southeast Adjoining Properties (Commercial)



South Perimeter of Site & South Adjoining Property (Hammond High School)



South Perimeter of Site & Southwest Adjoining Properties (Commercial)



March 4, 2020

Owana J. Miller, Community Development Director Department of Planning and Development 5925 Calumet Ave, Suite #115 Hammond, IN 46324

Dear Owana,

On behalf of Hammond Boys & Girls Club, Boys & Girls Clubs of Greater Northwest Indiana submits its application for the Hammond Community Development Block Grant. Our request is for \$171,702 to renovate the exterior of our building and surrounding space in order to heighten the curb appeal of our Club and create an attractive focal point for community members traveling down Calumet Avenue.

This request is part of our organization's \$1.6 million capital campaign to completely renovate the Hammond Club and transform it into a state-of-the-art facility that provides a fun and positive place for youth in the community to safely spend their out-of-school time. While these funds would exceed our initial project goal, they would allow us to dramatically enhance the visual appeal of our Club, and we are confident that this renovation will increase the number of youth and teens who attend Club, and that when finished, our building will serve as a cornerstone of the community and drive civic pride.

Enclosed is our application and all relevant documents. I hope that after your review, you find our proposal worthy of funding. If you have any questions, please do not hesitate to contact our Vice President, Club Services Mark Jones at (219) 764-2582 ext. 225 or by email at mjones@bgcgreaternwi.org. Thank you very much for your time and consideration.

Sincerely,

Ryan Smiley President/CEO Administration & Resource Center 3691 Willowcreek Road Suite 200 Portage, IN 46368 Tel: 219.764.CLUB bgcgreaternwi.org

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### **CITY OF HAMMOND**

### COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) APPLICATION

### **PROGRAM YEAR 2020**

Thomas M. McDermott Jr., Mayor

Africa Tarver, Executive Director

Owana J. Miller, Community Development Director

### APPLICATION MUST BE RETURNED <u>NO</u> LATER THAN, Thursday, October 31, 2019

To

DEPARTMENT OF PLANNING AND DEVELOPMENT
ATTN: Owana J. Miller, Community Development Director
5925 Calumet Ave, Suite #115
Hammond, IN 46324
(219) 853-6358 ext. #2





### 2020 CDBG APPLICANT INFORMATION

Organization: Boys & Girls Clubs of Greater Northwest Indiana

Program Title: Hammond Exterior Renovation

Mailing Address: 3691 Willowcreek Road, Suite 200, Portage, IN 46368

Street Address (if different): Same

Contact Person: Mark Jones, Vice President, Club Services

Contact Phone: (219) 764-2582 ext. 225

Email: mjones@bgcgreaternwi.org

FAX: (219) 850-1200

**DUNS Number:** 052039393

Requested CDBG Funding Amount: \$171,702

### PROGRAM DESCRIPTION

### **Organization's Mission:**

The mission of Boys & Girls Clubs of Greater Northwest Indiana is to inspire and enable the youth of our communities to realize their full potential as productive, responsible, and caring citizens.

### Describe the nature of the proposed program:

Boys & Girls Clubs of Greater Northwest Indiana recently launched a \$1.6 million capital campaign to completely renovate its Hammond Club. Hammond Boys & Girls Club plays an important role in the city, providing a fun and positive place where youth can safely spend their out-of-school time. The Club serves nearly 200 youth daily and has roughly 500 registered members. Approximately 98% of our members are from minority families and 60% live in single-parent households. Additionally, over 40% of Hammond Club members qualify for free or reduced lunch.

The renovated Club will provide Hammond youth with access to a STEM lab, art room, full-size gym, digital recording studio, Learning Center, Tween Lounge, and enhanced Gamesroom. The technology throughout Club will be updated, and teens will be given a dedicated entrance so they are not mingled with the younger Club members.

Our request for the Hammond Community Development Block Grant is for funding to transform the exterior of our building and reconfigure the surrounding space. While these expenses might exceed our initial project goal, they would allow us to dramatically enhance the visual appeal of our Club and include a sitting area and new signage near the entrance, as well as attractive landscaping that surrounds the entrance and runs north-south along Calumet Avenue. Our proposal includes funding for costs associated with excavation, pavement, landscaping, signage, a metal canopy, and miscellaneous fixtures, furniture, and equipment. We have attached a contractor estimate to this application. Our request to Hammond CDBG does not include funding for insurance, design, or construction fees.

Household Size	Income Limits
1	\$40,800
2	\$46,600
3	\$52,450
4	\$58,250
5	\$62,950
6	\$67,600
7	\$72,250
8	\$76,900



2019

Income Limits Income Documentation System set by Housing & Urban Development

### **ELIGIBILITY**

The primary purpose of Community Development Block Grant (CDBG) is to benefit households earning less than 80% of the HUD-adjusted median family income (low and moderate income). The program must be able to demonstrate and document how it will serve low and moderate income households. Please select and complete one of the three sections below:

 <b>PRESUMED BENEFIT:</b> Does the progra Check all that apply:	am exclusively serve one of the following populations?
☐ Elderly (62 and older) ☐ Severely Disabled Adults ☐ Abused Children ☐ Victims of Domestic Violence	☐ Illiterate Adults ☐ Homeless Persons ☐ Migrant Farm Workers ☐ People with HIV/AIDS

listed above, the program may need to verify the inthat more than 60% of the funds are used to benefit I	n does not exclusively serve one of the populations come of its clientele using the table below to ensure ow and moderate income households. If the program ient application that the program will use to collect the participants?)
Check at that apply:	
Pay stubs/Wage statements	☐ Support Checks
W-2's/Income Tax returns	TANF recipients/(please specify)
Social Security (SSI/SSA)	Free/Reduced Lunch
Bank Statements	Public Housing residents
Other (Specify) : Our Club is open to all youth; approximately 409 lunch. Our membership application requests that income, as well as if they qualify for a number of	t parents identify their annual household

AREA BASIS: The program may qualify based on the neighborhood(s) that it serves. Please describe the target area served by the program. (If the program will serve all of the residents in the City, please respond 'Citywide'.)

Free/Reduced Lunch, WIC, etc. However, providing this information is not mandatory except

for in certain situations.

Citywide. Hammond Boys & Girls Club provides diverse activities that meet the interests of all youth. Our core programs engage young people in activities with adults, peers, and family members that enable them to develop self-esteem and reach their full potential. Based on physical, emotional, cultural, and social needs and interests of boys and girls, our Clubs offer program activities in five areas: character and leadership development; education and career development; health and life skills; the arts, and sports, fitness, and recreation.

### PERFORMANCE MEASUREMENT

1. How many unduplicated persons /	households will be served? 490
A. How did the organization a	arrive at this estimate?
	ntly has 496 registered members and an These figures are based on Club membership ance.
2. How many individuals are expected	to benefit from the service to be provided? 620
A. How did the organization	arrive at this estimate?
in its annual membership. These es and Average Daily Attendance num	0 and the Hammond Club will see a 25% increase stimates are based on our current membership abers, as well as our experience with a crship numbers at our East Chicago Boys & Girls
Indicate the number unita/hada com	
apply)  # of Case management sessions # of Bed nights provided # of Days housing provided	# of Completed job training program(s)/ # of Clients with increased income # of Employed Clients

### 4. What is the expected outcome of the program?

The goal of this project is the complete renovation of Hammond Boys & Girls Club. Due to the new and exciting experiences that the renovated Club will offer, we anticipate that this renovation will lead to increases in Average Daily Attendance, Club membership, and the number of teen members.

### • Describe the promotion of Hammond activity and growth.

- A. How do you anticipate growth in the City of Hammond?
- B. How does the City of Hammond benefit?

This project will promote growth in the city of Hammond in two ways. First, this renovation coincides with construction of the new Hammond High School, located across the street from Hammond Boys & Girls Club. Together, these new facilities will transform a significant block along Calumet Avenue and the new signage, sitting area, and landscaping will heighten the visual appeal of this area and foster pride in the community.

Secondly, this renovation will benefit the city by providing Hammond youth with an optimal Club Experience. This is a metric recorded in Boys & Girls Clubs of America's National Youth Outcomes Initiative, an annual survey that helps Clubs measure the experiences and outcomes youth are having within Clubs. An optimal Club Experience correlates with better performances in school and more involvement in the community. Specifically, 51% of 13-15 year old members who have an Optimal Club Experience are more likely to volunteer monthly in the community, 40% are less likely to consume alcohol, and roughly 40% of youth 9-12 are more likely to believe that school work is meaningful.

### **5.** Proposed Budget

### PART A: Line Item Budget

LINE ITEM	CDBG	OTHER	TOTAL
Salaries			
Fringe Benefits			
Professional Services			
Supplies & Equipment			
Rent/Lease			
Utilities/Telephone			
Mileage			
Other: Insurance			
Other	\$171,702 (Please see final page of this packet)		
Other			
Total			

### **PART B: Other Funding Sources**

Name of Funding Source	Secured? (Y/N)	Amount
1. Anonymous Donor	Y	\$1,000,000
2. City of Hammond	Y	\$400,000
3. Private Donations	Υ	\$100,000+
4. NBA All-Star Legacy Grant	Υ	\$50,000
5.		
TOTAL:		\$1,550,000

### STATEMENT OF APPLICANT

The undersigned acknowledges the following:

- 1. That, to the best of its knowledge and belief, all factual information provided is true and correct and all estimates are reasonable.
- 2. That no revised proposals/applications may be made or submitted in connection with this application once the deadline for applications has passed.
- 3. Understand the City of Hammond Department of Planning & Development may request or require changes in the information submitted, and may substitute its own figures, which it deems reasonable for any or all figures provided. That the applicant will participate in required interview for project assessment and cooperatively assist in the review process.
- 4. That, if the program(s)/project(s) is recommended and approved by the selection committee, the Department of Planning & Development reserves the right to reduce and/or cancel the allocation if federal entitlements are canceled, reduced, or rescinded.
- The Department of Planning & Development reserves the right not to fund any submittals received.
- 6. By submission of this application, the organization agrees to abide by the federal regulations applicable to this program.
- 7. With submission of this application, the organization agrees to abide by the Department of Planning & Developments' locally established policies and guidelines.
- 8. That past program and financial performance will be considered in reviewing this application.
- That services are to be provided at no cost to citizens during the grant period. All program income (i.e., fees, repayments, foreclosures, etc.) must be remitted to the Department of Planning & Development.
- 10. That, if the project/program is funded, the Department of Planning & Development, or a designated agency may conduct an accounting system inspection to review internal controls, including procurement and uniform administrative procedures, prior to issuance of payments for projected expenditures.
- 11. Upon the project funding, the Department of Planning & Development will perform an environmental review prior to the obligation of funds.
- 12. That, if a project is funded, a written agreement that includes a statement of work, records retention and reporting, program income procedures, local and federal requirements, circumstances that would trigger grant suspensions and terminations, and reversions of assets will be required between the organization and the Department of Planning & Development.
- 13. That a project's funding does not guarantee its continuation in subsequent action plans.
- 14. Provide written signatory authority from the organization's governing body indicating who can execute contracts and amendments on its behalf.
- 15. Disclosure by attached memo of matters that may give the appearance of a conflict of interest. (i.e., Department of Planning & Development, or City of Hammond staff members/employee on the Board of directors, staff members' families serving on the Board of Directors).
- 16. Note that each program/project has the potential to receive funding for a period not to exceed (3) years
- 17. A separate application must be submitted for each activity.

### NOTE THE APPLICATION SUBMITTED MUST HAVE THE ORGINAL SIGNATURES.

### **CERTIFICATION**

Applicant certifies that to the best of his/her knowledge, all information submitted as part of this application is true and that applicant will comply with all requirements if funding is approved.

Ryan Smiley Digitally signed by Ryan Smiley Date: 2020.03.04 11:40:20 -06'00'		3/4/2020	
Signature of Authorized Official		Date	
Ryan Smiley		President/ CEC	
Typed Name of Authorized Official		Title	
219-764-2582 rsmiley		@bgcgreaternwi.org	
Phone Number Email			
PRIVATE AGENCIES:			
Tanya Leetz Digitally signed by Tanya Date: 2020.03.04 11:41:4	a Leetz 44 -06'00'	3/4/2020	
Signature of President of Board of Directors	<u> </u>	Date	
Tanya Leetz		3/4/2020	
Typed Name of President of Board of Direct	tors	Date	

# Hew School, Ofew Club Together, Let's Make This Happen!

The very essence of a Boys & Girls Club is its actual physical structure. A Clubhouse that fills that age-old desire that many kids want and deserve, a place they can call their own! A place where they feel welcomed and a place where they belong! Our Hammond Club has provided this to the City and its residents for many years. Now it is time to "update" our Clubhouse for our youth and teens!

With a generous lead gift of \$500,000 and a \$1 for \$1 match up to \$500,000 from a very generous donor, we have the perfect opportunity to bring updated equipment, modern technology, and relevant programming to our community's most precious asset – our kids! They deserve the best Club and the best Club experience possible. I invite you to be a part of renovating our Hammond Club. With your support, you will also be a part of providing the best possible opportunities for Hammond youth helping them toward their journey of a GREAT Future!

Thank voil

Ryan Smiley President and CEO

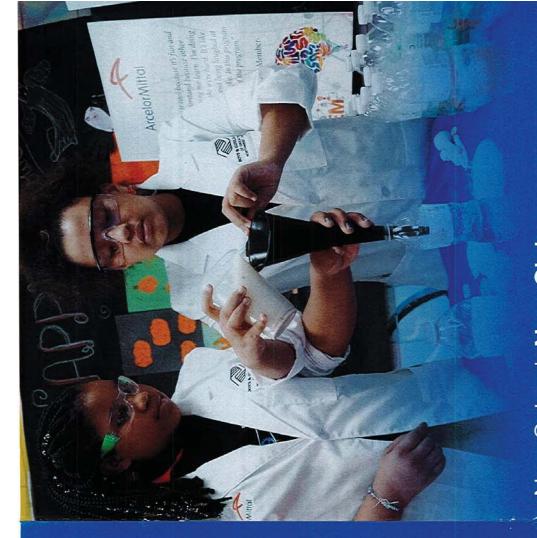
Boys & Girls Clubs of Greater Northwest Indiana

Hammond Boys & Girls Club

5840 Calumet Avenue Hammond, IN 46320 219.933.9820 bgcgreaternwi.org/newclub

Leave A Legacy Pledge Today!





## New School. New Club.

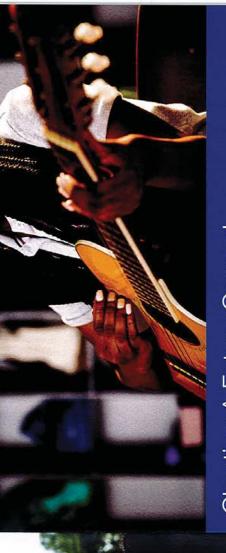
Hammond Boys & Girls Club Capital Campaign



BOYS & GIRLS CLUBS OF GREATER NORTHWEST INDIANA

## Keep the Rew School Feeling Going During After-School Hours

"When I was placed in the Club by my guardian, I needed extra support. That is exactly what I received!" - Cheyenne B.; 2017 Hammond Youth of the Year



## Charting A Future Course!

With a newly renovated Club, we expect more youth will be impacted in a positive way. The number of members attending our Club daily will double; and the number of lives touched indirectly is exponential!

Increase Average Daily Attendance by 50% to

300+ daily.



Increase Annual Membership by

25%

### Sagethet, Let's Build It!

Our new Hammond Club will be a place all youth will want to go after school. Across the street from the newly built high school, kids will feel a safe and welcoming environment from school to the Club with a cohesive campus atmosphere.

In addition to providing new amenities for younger youth, our new Hammond Club will feature dedicated space for teens.

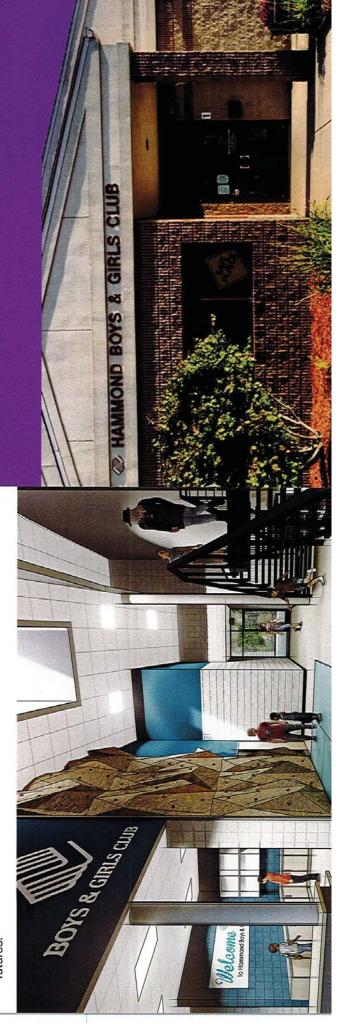
With a new high-school and a new Club, youth will be afforded modern and relevant opportunities that will help them in their journey toward successful futures!

### We Are Hammond.

The tradition of a Boys & Girls Club in the City of Hammond is a long-standing one!

Beginning in Miller Elementary School in Hammond's Hessville neighborhood, the Club moved to a small building in Columbia Center when the School City of Hammond re-claimed their elementary school. Columbia Center, too small to accommodate Club membership, prompted the building of the current Hammond Boys & Girls Club on Calumet Avenue in 1993.

Today, the Hammond Club has the opportunity to renovate and update the facility to better serve the needs and desires of Hammond youth. There is no time like the present! With the re-building of Hammond High School, sitting adjacent to the Club, and through the support of an anonymous, generous donor – it is time to transform Hammond Boys & Girls Club creating a state-of-the-art facility for kids!



### Making an Impact.

The new Hammond Club will not only be a shining representation of the community, but it will provide measurable impact.



- 70% of members report abstaining from alcohol use.
- 91% of members participate in 60 minutes of activities 4 or more days a week.



- 93% of members report there is leadership in the Club.
- 86% feel they belong in the Club.
- 87% report feeling respected by staff.



- 97% of members plan to attend college, tradeschool or higher education.
  - 91% of members are on grade level.

## Opportunities for Improvement.

At Boys & Girls Clubs we believe there is always room to improve. That's why we're starting this campaign, because we know our youth deserve more.

87% of members report they enjoy coming to the Club, but only 53% feel the Club is more fun than other places they can attend. Let's work together to give our members a place to have more fun where they already feel safe and a sense of belonging.



## Giving Hammond Youth the Best.

The new Hammond Club will feature programs that fit all youth giving them access to a STEM Lab, Teen Lounge, Art Room, full-size gym and more!

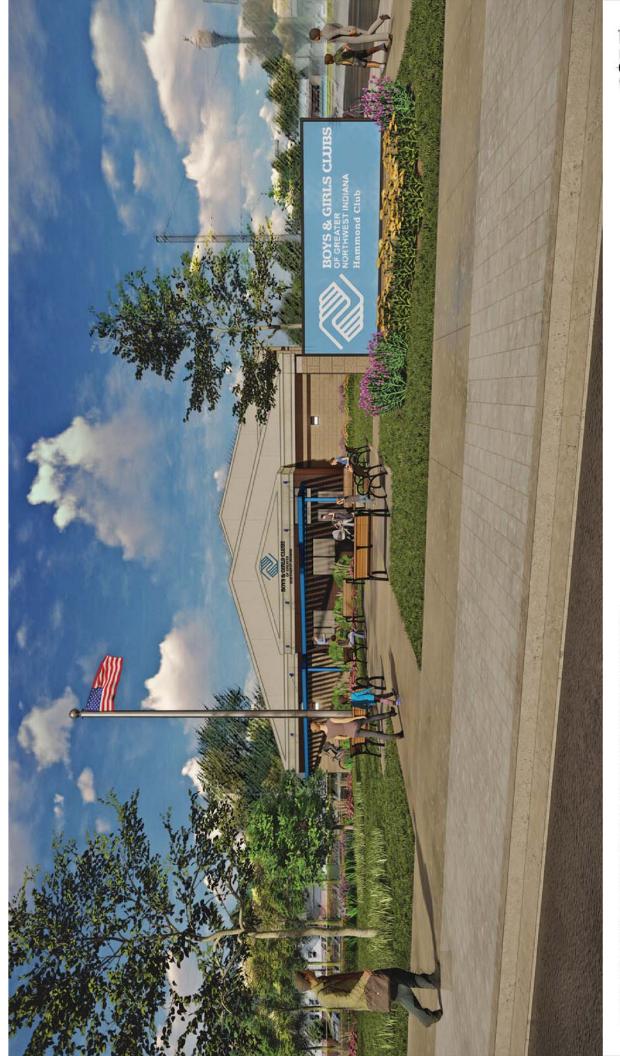
- Exergaming Studio
- Digital Recording Studio
  - Rock Climbing Wall
- Community Meeting Room
- STEM Lab (Science, Technology, Engineering & Math)
- Learning Center
  - Tween Lounge
- Teen Lounge (with separate entrance)
- Renovated Gymnasium
- Enhanced Gamesroom
- State-of-the-art Technology
- **Enhanced Security for Safety**



# BOYS AND GIRLS CLUBS OF GREATER NORTHWEST INDIANA HAMMOND CLUB





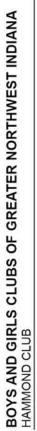




BOYS AND GIRLS CLUBS OF GREATER NORTHWEST INDIANA HAMMOND CLUB













### **BOYS & GIRLS CLUB NWI - HAMMOND RENOVATION**

19-10-058 EXTERIOR BLOCK GRANT Hammond, IN Unknown ESTIMATE NUMBER: CURRENT ESTIMATE: LOCATION: ARCHITECT

DURATION(months):

Unknown 2 months -Exterior Duration Only 6/1/2020 8/1/2020 1.00 Unknown 21,096 1 WARRANTY(yrs.): SITE ACREAGE: SQUARE FOOTAGE: NUMBER OF UNITS:

	URRENT OPINION OF COST	EXTERIOR BLOCK GRANT
ODE	DESCRIPTION	BASE PRICE
SION 02	SITE	\$113,051
2050	Site Demolition	\$13,083
02175	Building Excavation and Backfill	\$0
02325 02375	Asphalt Pavement Site Concrete	\$14,020 \$11,414
02375	Paver Patio	\$7,530
02500	Landscaping	\$40,169
02575	Monument Signage	\$26,835
VISION 03	CONCRETE	\$0
ISION 04	MASONRY	\$0
/ISION 05	METALS	\$51,300
05300	Metal Canopy System	\$51,300
VISION 06	WOOD AND PLASTIC	\$0
IVISION 07	THERMAL AND MOISTURE PROTECTION	\$0
/ISION 08	DOORS AND WINDOWS	\$0
VISION 09	FINISHES	\$0
IVISION 10	SPECIALTIES	\$0
IVISION 11	EQUIPMENT	\$0
VISION 12	FURNISHINGS	\$7,350
12500 12900	Furniture, Fixtures, and Equipment Flage Pole	\$4,400 \$2,950
VISION 13	SPECIAL CONSTRUCTION	\$2,950
VISION 14	CONVEYING SYSTEMS	\$0
VISION 15	MECHANICAL SYSTEMS	\$0
/ISION 16	ELECTRICAL SYSTEMS	\$0
	MISCELLANEOUS DIRECT WORK	\$0
	CONTINGENCIES	\$0
	SUB-TOTAL - DIRECT WORK	\$171,702
	General Conditions	
		\$0
	INSURANCE	SUB TOTAL
required ot required	General Liability Insurance Subcontractor Insurance	\$2,084 with trades
ot required	Payment and Performance Bond	not required
t required	Builder's Risk Insurance	by owner
SUB-TC	OTAL (Including General Conditions and Insurance)	\$173,785
300-10		
305-10	CONTRACTOR'S FEES	SUB TOTAL
308-10	CONTRACTOR'S FEES Pre-Construction Fee	SUB TOTAL \$0
5.00%		

	QUALIFICATIONS		
	concrete & asphalt surface removal & disposal		
	included with other trades		
	asphalt patch back to new concrete; crackfill existing areas, sealcoat & restripe all existing		
	form & pour new concrete flatwork areas including stone required		
	decorative walk landscape pavers		
fi	II/topsoil of new green areas, new sod/sead, mulch beds, plantings, and trees as per rendering		
	new digital messaging board including masonry base		
	Mapes Architectural Canopies - as per exterior renderings		
	exterior park benches		
	commercial flag pole system		
	commercial hag pole system		

Direct Work is subcontractor materials & labor required for each scope

project but removed as expense; this cost carry will be allocated to the interior portion of work

Please note this excludes all interior renovation work, and construction dollars or improvements to the exterior building itself. nstruction Manager fee percentages are already agreed upon through the

\$8.98