

# STATEMENT OF QUALIFICATIONS

## PART I – CONTRACT-SPECIFIC QUALIFICATIONS

### A. CONTRACT INFORMATION

1. PROJECT TITLE AND LOCATION (*City and State*)

State of Ohio Architect's Office Claims Analysis/Dispute Resolution Consultants List

2. ANNOUNCEMENT DATE  
March 4, 2011

3. PROJECT NUMBER  
DAS-11S888

### B. POINT OF CONTACT

4. PROJECT REPRESENTATIVE NAME AND TITLE

Robert G. Sanders, Managing Principal

5. PRESIDENT/CEO

Dr. Gui Ponce de Leon, PE, PMP, LEED AP

6. NAME OF FIRM

PMA Consultants LLC

7. TELEPHONE NUMBER

313.963.8863

8. FAX NUMBER

313.963.8918

9. E-MAIL ADDRESS

rsanders@pmaconsultants.com

10. COUNTY

Wayne

11. FTID NUMBER

[REDACTED]

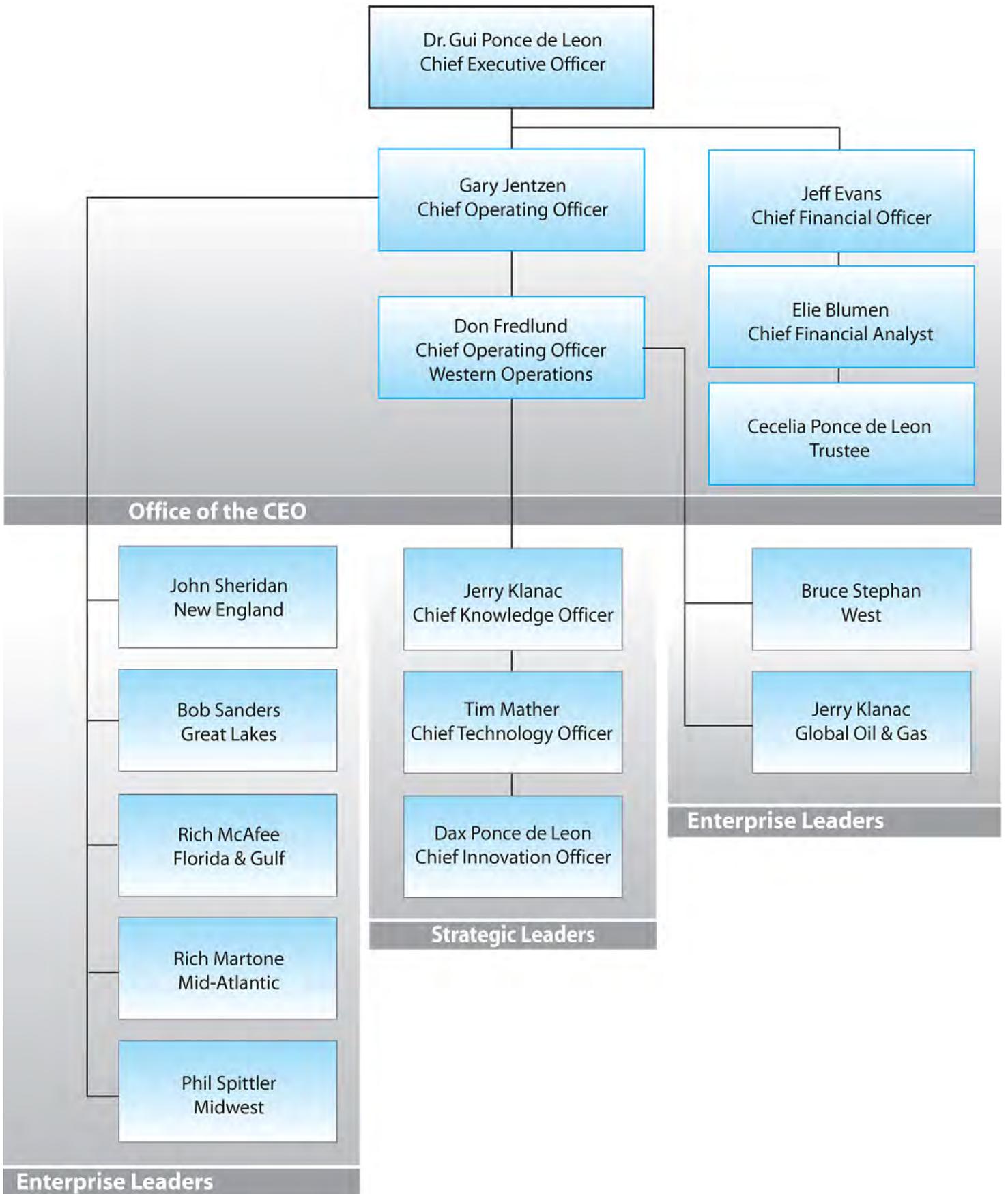
12. WEB ADDRESS

www.pmaconsultants.com

### C. PROPOSED TEAM

*(Complete this section for the prime contractor and all key subcontractors.)*

	(Check)			13. FIRM NAME	14. ADDRESS	15. ROLE IN THIS CONTRACT
	PRIME	J-V	PARTNER			
a.	<input checked="" type="checkbox"/>			PMA Consultants LLC <input type="checkbox"/> Check if EDGE certified	One Woodward Ave., Suite 1400 Detroit, MI 48226 <input type="checkbox"/> Check if branch office    193 Miles from project site	Scheduling Consultant
b.	<input checked="" type="checkbox"/>			PMA Consultants LLC <input type="checkbox"/> Check if EDGE certified	333 W. Wacker Drive, Suite 880 Chicago, IL 60606 <input checked="" type="checkbox"/> Check if branch office    359 Miles from project site	Scheduling Consultant
c.				<input type="checkbox"/> Check if EDGE certified	<input type="checkbox"/> Check if branch office    ___ Miles from project site	
d.				<input type="checkbox"/> Check if EDGE certified	<input type="checkbox"/> Check if branch office    ___ Miles from project site	
e.				<input type="checkbox"/> Check if EDGE certified	<input type="checkbox"/> Check if branch office    ___ Miles from project site	
f.				<input type="checkbox"/> Check if EDGE certified	<input type="checkbox"/> Check if branch office    ___ Miles from project site	



**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**  
(Complete one Section E for each key person.)

12. NAME Philip Spittler, PMP	13. ROLE IN THIS CONTRACT Scheduling	14. YEARS EXPERIENCE	
		a. TO TAL 27	b. WITH CURRENT FIRM 25

15. FIRM NAME AND LOCATION (City and State)  
PMA Consultants LLC (Chicago, IL)

16. EDUCATION (DEGREE AND SPECIALIZATION) MS, Construction Engineering & Management BS, Civil Engineering	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Project Management Professional, Project Management Institute
---	---

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)  
Mr. Philip Spittler has exceptional experience in project and contract management for transportation, petrochemical, institutional, infrastructure, and water/wastewater projects. With PMA from 1986 to 1988, and now since January 1991, he has worked on a number of projects involving front-end documents, claims support, change-order analysis, and scheduling for a variety of public sector clients. Mr. Spittler has performed CPM scheduling services for owners, A/E firms, and construction contractors on public and private sector projects exceeding \$1 billion. Using Primavera, SureTrak, and other software packages he has had direct involvement with numerous CPM schedules, including schedules for design, procurement, construction, and start up.

**19. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED		
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)	(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)
a.	U of C Medical Center New Hospital Pavilion (Chicago, IL)	Ongoing		5
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE [X] Check if project performed with current firm The \$700 million project adds approximately 1,100,000 SF of space and increases the hospital's total clinic capacity by more than one-third. The 10-story hospital will contain 240 private inpatient and intensive care beds; 24 state-of-the-art operating rooms; 12 rooms for gastrointestinal and pulmonary procedures; seven interventional radiology suites; and advanced diagnostic tools. The project is targeting a LEED® Silver certification. Mr. Spittler is the lead for PMA's Owner's Representative team for at the University of Chicago Medical Center. His responsibilities include reviewing all of the construction manager's schedules weekly and monthly.			
b.	Cleveland Medical Mart and Convention Center (Cleveland, OH)	Ongoing		1
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE [X] Check if project performed with current firm This \$465 million Medical Mart and Convention Center will have 100,000 square feet of permanent showroom space for medical products. Mr. Spittler performed an initial review of the Construction Manager's construction schedule. He is also providing monthly reviews and evaluation of the construction manager's monthly construction schedule submittal.			
c.	Sherman Hospital (Chicago, IL)	2009		
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE [X] Check if project performed with current firm This replacement hospital includes a six-story patient tower, a two-story diagnostic and treatment center, cancer center, and emergency department totaling 645,273 SF with 255 private-patient beds. One of the unique features of this project is the fifteen-acre geothermal lake that will be used to heat and cool the facility in addition to being an aesthetic feature. The lake aims to save up to 30% in energy costs annually. The total project site is 154 acres. Mr. Spittler led the development of the master baseline schedule using Primavera P3. The baseline schedule included key procurement activities and contract milestones. PMA also performed monthly progress updates to the schedule.			
d.	John H. Stroger, Jr. Hospital of Cook County Chicago, IL	2009		6
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE [X] Check if project performed with current firm The \$625 million facility consists of an 8-floor inpatient 464-bed hospital; a central plant facility; and a 2,100-space parking structure. Patient facilities total 1.2 million square feet. Mr. Spittler was the lead for PMA's Project Management team at Stroger Hospital. He performed project management and ongoing dispute resolution services for the hospital team. His primary role involved scheduling and resolving all changes orders and time extension requests.			
e.	O'Hare International Airport Facade and Circulation Enhancements (FACE) (Chicago, IL)	2007		
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE [X] Check if project performed with current firm This \$113M project involves façade and circulation enhancements for Terminals 2 and 3. Project scope entails erecting new canopy for greater protection to passengers in inclement weather, expanding terminals to provide spacious check-in area with additional registration and car rental booths, and new elevators, escalators, and stairs. Mr. Spittler led the PMA to develop the original baseline schedule and perform regular schedule updates. The baseline schedule needed to support complicated multi-sequencing and multi-contract interim milestones. PMA was able to coincide with the schedule in order to meet the numerous sequencing requirements involved.			

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

*(Complete one Section E for each key person.)*

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Jeffrey A. Valdahl, PMP	Scheduling	a. TOTAL 23	b. WITH CURRENT FIRM 16

15. FIRM NAME AND LOCATION *(City and State)*  
PMA Consultants LLC (Detroit, MI)

16. EDUCATION *(DEGREE AND SPECIALIZATION)*  
MBA, Business Administration  
BS, Civil Engineering

17. CURRENT PROFESSIONAL REGISTRATION *(STATE AND DISCIPLINE)*

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*  
Certified Project Management Professional, Project Management Institute

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
Detroit Water & Sewerage Department (DWSD) Capital Combined Sewer Overflow (CSO) Phase III (Detroit, MI)		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> Ongoing	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
a. This multi-task \$24 million project includes performing assessment of Phase II CSO facilities and new CSO control pilot projects; assisting with land acquisition for future CSO facilities; developing the long-term CSO control plan amendment; and coordinating with MDNRE on CSO issues and on other related projects. The long-term CSO program was a department-wide commitment extending through the entire sewerage collection system. Mr. Valdahl provided program scheduling services to ensure compliance with state and federal required milestone dates.				
(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
DWSD Capital Management Group Support (Detroit, MI)		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> Ongoing	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
b. PMA assisted DWSD in developing systems and methods to facilitate management of the capital delivery programs for on-time project completion with costs under control. Mr. Valdahl led PMA's development of a comprehensive Capital Improvement Program schedule to track progress on 200+ projects on a \$5 billion overall program. The schedule was transitioned to the owner's organization upon completion of the services period.				
(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
BP Whiting Refinery Operation Canadian Crude (Whiting, IN)		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> Ongoing	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
c. BP is reconfiguring its Whiting Refinery to process synthetic crude oil from the Canadian Tar Sands. In order to use this heavier crude oil, major renovations and new world-scale units are required. Project includes a grassroots delayed coking facility, gas oil hydrotreater, crude distillation unit, grassroots sulfur recovery units, grassroots tail gas recovery, and revamps in interconnecting piping, utility systems and other hydro-treating process units. Mr. Valdahl provided schedule assurance and risk analysis for the project.				
(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
BP Cherry Point No. 2 Tail Gas Unit (Blaine, WA)		PROFESSIONAL SERVICES 2006	CONSTRUCTION <i>(If Applicable)</i> 2006	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
d. BP constructed a new Tail Gas unit in order to comply with State of Washington-mandated sulphur emission requirements. New sulphur absorption technology was implemented in the tail gas unit. Mr. Valdahl provided schedule assurance, risk analysis, and supplemental scheduling services to BP project management team.				
(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
BP-Husky Toledo Reformer 3 Project (Toledo, OH)		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> Ongoing	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i> 2
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
e. BP-Husky is replacing two existing reformers and one hydrogen plant with a single, state-of-the-art reformer unit. The project incorporates the latest technology for reforming and catalyst regeneration. Two new electrical substations are also included in the project as part of an overall refinery electrical upgrade. Mr. Valdahl provides schedule assurance, risk analysis, and supplemental scheduling services to BP-H project management team.				

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

*(Complete one Section E for each key person.)*

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TO TAL	b. WITH CURRENT FIRM
John M. Zann, PE, LEED AP	Scheduling	16	16

15. FIRM NAME AND LOCATION *(City and State)*  
PMA Consultants LLC (Detroit, MI)

16. EDUCATI ON *(DEGREE AND SPECIALIZATION)*  
MSE, Civil Engineering, 1995  
BS, Civil Engineering, 1993

17. CURRENT PROFESSIONAL REGISTRATION *(STATE AND DISCIPLINE)*  
Professional Engineer, MI  
LEED Accredited Professional, Green Building Certification Institute 2008

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Certified Project Management Professional, Project Management Institute

**19. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED		
		PROFESSIONAL SERVICES	CONSTRUCTION <i>(If Applicable)</i>	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
<b>a.</b>	John W. Peck Federal Building Renovation (Cincinnati, OH)	Ongoing	Ongoing	
	<p>(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <b>[X]</b> Check if project performed with current firm</p> <p>Pepper Construction is renovating the John Weld Peck Federal Building in Cincinnati, Ohio. The renovation consists of window replacement, mechanical and electrical system upgrades, ADA improvements, and a new roof and davit system. The project began in January 2010 and runs through January 2013. Mr. Zann developed the baseline, cost-loaded CPM schedule for Pepper Construction and updates the schedule on a monthly basis.</p>			
<b>b.</b>	JW Marriott Hotel (Grand Rapids, MI)	2008	2007	8
	<p>(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <b>[X]</b> Check if project performed with current firm</p> <p>PMA was engaged as the Alticor Corporation project manager for the development of a new JW Marriott Hotel in downtown Grand Rapids, Michigan. This \$100+ million hotel project consists of 330 rooms in a 20-story building. Also included are a 13,500 SF ballroom and an 800-space parking structure. The hotel supports the recently opened DeVos Convention Center and is a noticeable addition to the city skyline. The hotel opened in September 2007. Mr. Zann served as the project controls lead and was responsible for all facets of project controls including program scheduling, detailed cost estimating, cost forecasting, and contractor invoice compliance.</p>			
<b>c.</b>	Glacier Hills Wind Farm (Columbia County, WI)	Ongoing	Ongoing	10
	<p>(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <b>[X]</b> Check if project performed with current firm</p> <p>The state of Wisconsin has a renewable portfolio standard that requires Wisconsin Utilities to generate 10% of their energy from renewable sources by 2015. The Glacier Hills Wind Park project will meet this requirement. The wind park includes 90 1.8 megawatt wind turbines that generate 162 megawatts of electricity. The project also includes a new substation, an operations and maintenance building, and cable to collect the generated electricity. The project received its Certificate of Public Convenience and Necessity in January 2010 and mobilized for construction in May 2010; commercial operations are planned for 2012. Mr. Zann served as project controls lead in charge of cost and schedule control and earned value reporting.</p>			
<b>d.</b>	Visteon Village Corporate Headquarters (Van Buren Twp. MI)	2007	2003	7
	<p>(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <b>[X]</b> Check if project performed with current firm</p> <p>Visteon Corporation sought to combine multiple facilities and employee housing into one corporate village. This \$272 million project consolidated 13 nonmanufacturing facilities into one corporate village to house 3,200 employees in 9 buildings, totaling 870,000 SF of offices, testing facilities, production innovation facilities, design facilities, and laboratories. Mr. Zann served as PMA's project controls and finance manager. He performed a wide variety of project controls functions, including schedule management, invoice reviews and cost control.</p>			
<b>e.</b>	Tierra on Ashley (Ann Arbor, MI)	Ongoing	Ongoing	
	<p>(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <b>[X]</b> Check if project performed with current firm</p> <p>The eight-story Tierra on Ashley is approximately 35,000 SF and include an underground parking garage, retail space, and three floors of condominiums. The project integrates a number of passive and active green energy technologies, including natural ventilation, geothermal, solar air heating, and wind turbines. Additional features from a green roof to a full-height expanse of vegetation on the eastern façade serve to eliminate storm water discharge from the site and transport captured flows to the basement for storage and treatment. The project is targeting a LEED® Platinum certification. Mr. Zann's duties include schedule management, consultant and trade contractor procurement, project controls, design oversight, construction oversight, and government coordination.</p>			

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**  
(Complete one Section E for each key person.)

12. NAME Van I. Defibaugh, PE, PMP, LEED AP	13. ROLE IN THIS CONTRACT Scheduling	14. YEARS EXPERIENCE	
		a. TOTAL 19	b. WITH CURRENT FIRM 15

15. FIRM NAME AND LOCATION (City and State)  
PMA Consultants LLC (Detroit, MI)

16. EDUCATION (DEGREE AND SPECIALIZATION) BS Civil Engineering cum laude, 1992 Completed SAVE International Module I Value Engineering Completed Safe2Work Training Modules	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Registered Professional Engineer: MI LEED Accredited Professional, U.S. Green Building Council
--	---

Certified Project Management Professional, Project Management Institute (PMI); **Member:** Construction Management Association of America; Chi Epsilon (Civil Engineering Honor Society); PMI. Significant experience in contract development/management; scope management; change order management; cost estimating/control; schedule development/review; and payment review. Has experience with Primavera (SureTrak and P3), Expedition, Timberline, NetPoint, and MS Project. Has also completed Primavera P6 training courses.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (City and State) JW Marriott Hotel (Grand Rapids, MI)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2008	CONSTRUCTION (If Applicable) 2007	(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) 8

a. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  Check if project performed with current firm  
PMA was engaged as the Alticor Corporation project manager for the development of a new JW Marriott Hotel in downtown Grand Rapids, Michigan. This \$100+ million hotel project consists of 330 rooms in a 20-story building. Also included are a 13,500 SF ballroom and an 800-space parking structure. The hotel supports the recently opened DeVos Convention Center and is a noticeable addition to the city skyline. The hotel opened in September 2007. Mr. Defibaugh served as program manager for PMA and as development manager for the owner. Tasks included local government coordination; contractor bid/award management; contract development/implementation; conceptual estimating; schedule review; scope change management; value engineering; change order analysis; claims negotiations; and payment review.

(1) TITLE AND LOCATION (City and State) GM Renaissance Center & River East Development (Detroit, MI)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2005	CONSTRUCTION (If Applicable) 2005	(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)

b. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  Check if project performed with current firm  
Project includes 5,500,000 SF corporate headquarters renovation program consisted of over 35 separate projects including office towers renovations; two hotel renovations; new central plant; retail and podium renovations; perimeter road reconstruction; People Mover station and track reconstruction; over one mile of roadway/streetscape; utility infrastructure; three parking structures; and nearly ½ mile of the riverfront promenade. Mr. Defibaugh served as project manager for PMA and owner's representative for General Motors Worldwide Facilities Group. PMA oversaw seven designers and seven contractors as well as one design-build contract. Total program construction contracts exceeded \$500M.

(1) TITLE AND LOCATION (City and State) W Scottsdale Hotel & Residences (Scottsdale, AZ)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2007	CONSTRUCTION (If Applicable) 2007	(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)

c. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  Check if project performed with current firm  
The W Scottsdale Hotel and Residences is a \$70 million upscale vacation destination and condominium project located in the heart to downtown Scottsdale, Arizona. The project consists of a seven-story structure of approximately 300,000 SF situated on a two-acre city block with four street frontages. The hotel occupies five and one half floors, while the residences occupy half of the sixth and all of the seventh floors. Parking is accommodated via an underground garage. The hotel has 224 unique rooms, including 28 suites, ranging in size from 550 to 1,500 SF. Mr. Defibaugh provided project controls services that included reviewing contractor progress schedules, change order analysis and negotiations, and scope variation tracking. He also provided cost estimates used to validate and analyze contractor change orders and claims.

(1) TITLE AND LOCATION (City and State) General Motors (GM) Super Bowl XL (Detroit, MI)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2005	CONSTRUCTION (If Applicable) NA	(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)

d. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  Check if project performed with current firm  
General Motors committed assistance to the Downtown Detroit Partnership in expediting and managing several projects in preparation for Super Bowl XL. GM requested that PMA provide resources to augment their staff. Mr. Defibaugh provided representation for GM to local nonprofits to expedite improvement projects for downtown area, identified proper city approval processes, reviewed project design processes, and reviewed conceptual estimates of parking lot improvement costs to improve scope without unnecessary delay.

1) TITLE AND LOCATION (City and State) CS-1304 & CS-1433 As-Needed CIP Assistance (Detroit, MI)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2007	CONSTRUCTION (If Applicable) NA	(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)

e. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  Check if project performed with current firm  
PMA assisted the DWSD with implementation on a five-year \$2B CIP to rapidly deliver large, complex, priority and emergency projects. Initial contract was extended via CS-1433. Mr. Defibaugh served as part of the project management team in providing owner's oversight, program/project management, procurement, scheduling, cost estimating, claims management, contract documents, procedures, and value engineering.

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

*(Complete one Section E for each key person.)*

12. NAME		13. ROLE IN THIS CONTRACT		14. YEARS EXPERIENCE	
Scott E. Worth, PMP, LEED AP		Scheduling		a. TOTAL 17	b. WITH CURRENT FIRM 12
15. FIRM NAME AND LOCATION <i>(City and State)</i> PMA Consultants LLC (Detroit, MI)					
16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> MBA, Finance, 1999 Fundamentals of Engineering, 1999 BS, Civil Engineering, Construction Mgmt Concentration, 1993			17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> Project Management Professional, Project Management Institute & LEED Accredited Professional, Green Building Certification Institute		
18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i> Certified Project Management Professional, Project Management Institute; <b>Member:</b> Project Management Institute, American Society of Civil Engineers					

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION <i>(City and State)</i> Oakwood CSO Facility & Pump Station (Detroit, MI)		(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> Ongoing	
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
a. The Detroit Water and Sewerage Department (DWSD) needed to meet the Michigan Department of Environmental Quality requirements regarding sewer overflow issues. In response, the DWSD is constructing a new nine mg CSO facility along with replacing the existing Oakwood pump station, which is outdated and will not meet the needs of the new CSO facility, with a new 1,000 mgd pump station. Mr. worth provided schedule review and analysis of contractor monthly schedule submittals. He also prepared schedules for claims analysis and to present to upper management.				
(1) TITLE AND LOCATION <i>(City and State)</i> Ann Arbor Water Treatment Plant (Ann Arbor, MI)		(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> Ongoing	
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
b. Project involves the complete rehabilitation and modification of a 30 mgd wastewater treatment plant in Ann Arbor, Michigan. During the design phase, Mr. Worth provided a schedule to set the proposed contract times and assist with the ongoing coordination of three major construction contracts. He also conducted schedule review and analysis of contractor monthly schedule submittals.				
(1) TITLE AND LOCATION <i>(City and State)</i> Nationwide Children's Hospital (Columbus, OH)		(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
		PROFESSIONAL SERVICES 2007	CONSTRUCTION <i>(If Applicable)</i> Ongoing	
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
c. Nationwide Children's Hospital is a six-year, \$740 million capital program, culminating in the construction of a new 500,000 SF patient facility. PMA assisted in developing a master facilities schedule to coordinate and track progress of approximately 100 unique projects for completion within a six-year timeframe. Mr. Worth was part of a team that conducted an all-day full-wall scheduling session in which the project managers identified interrelationships between each of the projects. Using the information gathered at this full-wall session and in interviews with the project managers, the master facilities schedule was created.				
(1) TITLE AND LOCATION <i>(City and State)</i> DWSD Primary Clarifiers #17 and #18 (Detroit, MI)		(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
		PROFESSIONAL SERVICES 2006	CONSTRUCTION <i>(If Applicable)</i> 2006	
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
d. DWSD needed to increase wastewater primary treatment capacity as the Detroit Wastewater Treatment Plant to meet federally mandated permit dates. This \$89 million project included the construction of two new 180-mgd primary clarifiers, rehabilitation of four existing similar clarifiers, and the construction of seven new scum-removal facilities. Mr. Worth was on the PMA team that provided project controls assistance associated with studying, designing, and constructing two primary clarifiers, #s 17 and 18. Schedule component included review and analysis of contract monthly schedule submittals. Additional services included cost estimating; change order, claims, and delay reviews; and settlement management and negotiations.				
(1) TITLE AND LOCATION <i>(City and State)</i> Detroit RiverFront Conservancy Detroit International RiverWalk (Detroit, MI)		(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
		PROFESSIONAL SERVICES 2009	CONSTRUCTION <i>(If Applicable)</i> 2007	
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
e. The Detroit RiverFront Conservancy (DRFC) needed assistance in starting its first major phase of construction on this \$140 million project that would complete 75% of a new 3.5 mile river walk along the Detroit River. Mr. Worth was on the PMA team that provided owner's representative services on this project, including processing monthly payments; reviewing monthly schedule submittals; analyzing requests for changes for entitlement, scope, and cost; and all other aspects of the owner's administration of a CM-at-risk contract. PMA also provided schedules to help project the cost impact of future phases of the project.				

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

*(Complete one Section E for each key person.)*

12. NAME <b>Atasi Bagchi, LEED AP</b>		13. ROLE IN THIS CONTRACT <b>Scheduling</b>		14. YEARS EXPERIENCE	
				a. TO TAL <b>12</b>	b. WITH CURRENT FIRM <b>10</b>
15. FIRM NAME AND LOCATION <i>(City and State)</i> <b>PMA Consultants LLC (Detroit, MI)</b>					
16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> <b>MS, Construction Engineering &amp; Management BS, Civil &amp; Environmental Engineering</b>			17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> <b>LEED Accredited Professional, Green Building Certification Institute</b>		
18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i>					

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
Marathon Oil Refinery (Detroit, MI)		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> Ongoing	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
a. Marathon Petroleum Company began construction on its \$200 million Heavy Oil Upgrade project in June 2008. To support this project, many existing refinery systems needed to be upgraded. Responsibilities include scheduling, cost tracking, and reporting. Additional responsibilities include administering a schedule milestone tracking database (200 current projects of varying size and complexity) and generating reports for management. Ms. Bagchi is also providing project control services for the Perimeter Air Monitoring, LPG Bullet Caustic Water Draining, Firewater System Upgrade program, Pipe Bridge, and New Lab Facility projects.				
(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
General Motors Worldwide Facilities Group (Detroit, MI)		PROFESSIONAL SERVICES 2003	CONSTRUCTION <i>(If Applicable)</i> NA	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
b. Ms. Bagchi served for four years with the General Motors Worldwide Facilities Scheduling Department where she was responsible for providing software training and technical assistance to schedulers for projects at various GM plants within the United States and abroad. Ms. Bagchi also conducted scheduling software training classes and was involved in revising and updating training materials related to the Primavera P6 software package for the General Motors Worldwide Facilities Group.				
(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
George W. Kuhn Drainage Retention Treatment Facility (Oakland County, MI)		PROFESSIONAL SERVICES	CONSTRUCTION <i>(If Applicable)</i>	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
c. PMA provided scheduling assistance to Tetra Tech MPS for the construction of a new \$80 million 30 million gallon retention treatment facility and for improvements to an existing retention treatment facility. Ms. Bagchi performed schedule analysis and invoice reviews and insured that the scheduling was done per project specifications.				
(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
Elm Road Generating Station (Oak Creek, WI)		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> NA	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
d. The Elm Road Generating Station consists of two new 615 megawatt coal-fired supercritical generating units being constructed for W.E. Power LLC in Oak Creek, Wisconsin. During construction in December 2008, the contractor, Bechtel Power Corporation, submitted two claims for cost and schedule relief. The first claim alleged damages totaling \$413 million due to severe weather and specified labor-related matters while the second claim alleged additional costs of \$72 million due to owner-directed changes and owner-caused delays prior to the issuance of the full notice to proceed in July 2005. Subsequently Bechtel amended its claims to a total of \$517.5 million. Ms. Bagchi served as claims analyst; she was responsible for a detailed schedule delay analysis using NetPoint and P3.				
(1) TITLE AND LOCATION <i>(City and State)</i>		(2) YEAR COMPLETED		
Water Meter Replacement & Automatic Meter Reading Equipment Installation (Detroit, MI)		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i> NA	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>
(4) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
e. PMA is responsible for project management, owner's representation and oversight of a \$154 million design-build contract to replace the City of Detroit's approximately 300,000 retail water meters (residential and commercial accounts). Other tasks include designing and installing a radio frequency fixed-base automatic meter reading (AMR) system that covers Detroit's approximately 138-square-mile geographic area. This project replaces a current, largely manual meter reading operation. Ms. Bagchi provided schedule review services on this project.				

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**  
(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TO TAL	b. WITH CURRENT FIRM

Mike Molnar	Scheduling	32	5
-------------	------------	----	---

15. FIRM NAME AND LOCATION (City and State)  
PMA Consultants LLC (Chicago, IL)

16. EDUCATION (DEGREE AND SPECIALIZATION) MS, Construction Management BS, Civil Engineering	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
---	--

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)  
Mr. Molnar joined PMA after retiring from the US Navy, Civil Engineer Corps in October 2005. He has successful project and facilities management experience in positions of increasing responsibility with the US Navy, Civil Engineer Corps. He has served as the "Director of Facilities" on several military installations around the world, managed all aspects of facility sustainment, maintenance, and construction including acquisition planning, contract management, budgeting, in-house maintenance, and engineering. Mr. Molnar was the facilities officer at a Naval Air Station in charge of all aspects of running the airport. Specific projects included runway resurfacing, new hangars, control tower, etc. While at the White House, he was the construction manager for all construction at the Presidential Retreat at Camp David as well as classified security projects at the White House. During Operation Enduring Freedom he was responsible for the contingency construction of bridges in Iraq and a road between Kuwait and Iraq for the transportation of troops and supplies.

**19. RELEVANT PROJECTS**

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED			(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)		
a.	University of Chicago Medical Center Knapp Center for Biomedical Discovery (Chicago, IL)	2009			
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm			
	This \$240 million, ten story building provides 330,760 square feet of new research laboratory space for groundbreaking initiatives for the University of Chicago's Division of Biological Sciences. Mr. Molnar led PMA's owner's representative efforts on the KCBD project. In addition to standard cost and schedule OR services, he developed and implemented the owner's move-in schedule as well as assisted the owner in lab test-to-fit and building lab stacking exercises.				
b.	U of C Medical Center Comer Pediatric Emergency Department (Chicago, IL)	2007			
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm			
	The \$35 million Pediatric Emergency Department is a 100,000 SF building and consists of a first floor 25,000 SF pediatric emergency department and three shelled floors of 25,000 SF each. Mr. Molnar implemented project controls practices and provided preconstruction and construction project management assistance which includes: scheduling, design and construction				
c.	University of Chicago Medical Center New Hospital Pavilion (Chicago, IL)	2011			5
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm			
	The \$700 million project adds approximately 1,100,000 SF of space and increases the hospital's total clinic capacity by more than one-third. The project is targeting a minimum LEED® Silver certification. Mr. Molnar is the Project Manager, focused on project controls for cost and schedule. He developed and manages the change order process which includes labor rate compliance, change order metrics and contract entitlement. Mr. Molnar also reviews the schedules for completeness and contract compliance.				
d.	Comer II Build Out: Center for Specialty Care, 4th Floor (Chicago, IL)	2010			
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm			
	The first phase of this \$50 million project includes the build-out of a 25,000 SF floor for the Comer Center for Specialty Care. This floor will consist of outpatient pediatric clinics for ENT, cardiology, radiology, orthopedics, ophthalmology, and general pediatrics with supporting facilities. This phase of the project was completed on time and under budget. Mr. Molnar served as the owner's representative for this project. He led all meetings, executed change order reviews and negotiations and monitored schedule progress. Mr. Molnar managed, vetted and solved all of the daily issues that arose during construction.				
e.	MMSD Project & Contract Management System (Milwaukee, WI)	2008			
	(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm			
	The Milwaukee Metropolitan Sewerage District (MMSD) engaged PMA to assess their project and contract management processes. Through an in-depth evaluation of existing organizational procedures, Mr. Molnar led the team in uncovering opportunities to maximize the use of the Primavera Contract Manager software package and increase the overall efficiency and effectiveness of the District's schedule and contract management processes. The developed project and contract management program changes have been implemented, tested, and measured on one conveyance project within the Central Metropolitan Interceptor Sewers (MIS) Program.				

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**  
(Complete one Section E for each key person.)

12. NAME <b>Kaveh Dabiran, LEED AP, EIT</b>	13. ROLE IN THIS CONTRACT <b>Scheduling</b>	14. YEARS EXPERIENCE	
		a. TO TAL <b>3</b>	b. WITH CURRENT FIRM <b>3</b>

15. FIRM NAME AND LOCATION (City and State)  
PMA Consultants LLC (Chicago, IL)

16. EDUCATION (DEGREE AND SPECIALIZATION) <b>BS, Mechanical Engineering</b>	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) <b>LEED Accredited Professional, U.S. Green Building Council</b>
--	--

Mr. Kaveh Dabiran is currently working on the Program Management Team for the New Hospital Pavilion. The team is responsible for the oversight and implementation of project cost and schedule controls. His responsibilities on numerous projects have includes organizing project schedules, maintaining budget estimates and preparing monthly project reports. Mr. Dabiran is proficient in Microsoft Project and Primavera SureTrak, and NetPoint® for planning and scheduling.

**19. RELEVANT PROJECTS**

(1) TITLE AND LOCATION (City and State) <b>University of Chicago Medical Center New Hospital Pavilion (Chicago, IL)</b>	(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) <b>5</b>
	PROFESSIONAL SERVICES <b>Ongoing</b>	CONSTRUCTION (If Applicable)	

a. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  
**[X] Check if project performed with current firm**  
The \$700 million, 10-story hospital project adds approximately 1,100,000 SF of space and increases the hospital's total clinic capacity by more than one-third. The project is targeting a minimum LEED® Silver certification. Mr. Dabiran's responsibilities include providing client support for meeting preparation, facilitation, and documentation; conducting construction schedule reviews; constructing schedule analysis reports; developing and optimizing various construction administration processes team meetings; constructing and overseeing integrated submittal schedules; and conducting site walkthroughs and field inspections in support of nament negotiations with the contractor.

(1) TITLE AND LOCATION (City and State) <b>Rush University Medical Center Modernization Program (Chicago, IL)</b>	(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)
	PROFESSIONAL SERVICES <b>Ongoing</b>	CONSTRUCTION (If Applicable)	

b. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  
**[X] Check if project performed with current firm**  
Rush University Medical Center (RUMC) has begun an \$850 million seven-year comprehensive transformation plan. This plan includes a new hospital, an ambulatory building devoted to orthopedics, a new centralized power plant, a new parking structure, and various upgrades to existing structures. Phase I of the program has been completed and RUMC is seeking LEED® silver certification for the new hospital. Mr. Dabiran assisted in developing a 3,000+ activity cost/resource loaded baseline construction schedule in Primavera P6 in collaboration with the project management team. Additional responsibilities included schedule maintenance, critical path analysis, weekly schedule updates, performance analysis, and review of subcontractor schedules.

(1) TITLE AND LOCATION (City and State) <b>Sherman Hospital (Elgin, IL)</b>	(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)
	PROFESSIONAL SERVICES <b>2009</b>	CONSTRUCTION (If Applicable)	

c. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  
**[X] Check if project performed with current firm**  
Scheduler. This replacement hospital includes a six-story patient tower, a two-story diagnostic and treatment center, cancer center, and emergency department totaling 645,273 SF with 255 private-patient beds. One of the unique features of this project is the fifteen-acre geothermal lake that will be used to heat and cool the facility in addition to being an aesthetic feature. The lake aims to save up to 30% in energy costs annually. The total project site is 154 acres.

(1) TITLE AND LOCATION (City and State) <b>Glacier Hills Wind Farm WE Power (Columbia County, WI)</b>	(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) <b>10</b>
	PROFESSIONAL SERVICES <b>2009</b>	CONSTRUCTION (If Applicable)	

d. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  
**[X] Check if project performed with current firm**  
The state of Wisconsin has a renewable portfolio standard that requires utilities to generate 10 percent of their energy from renewable sources by 2015. The \$367 million Glacier Hills Wind Park project will help meet the requirement. Glacier Hills Wind Park includes 90 1.8 megawatt wind turbines that will generate 162 megawatts of electricity. Mr. Dabiran is the project controls manager. His responsibilities include interfacing with the client's team to develop suitable project cost and schedule control processes for implementation during construction, reviewing contractor estimates and performing a formal quantitative and qualitative risk analysis (@risk) at both project and subcontract levels.

(1) TITLE AND LOCATION (City and State) <b>St. John's Hospital Expansion/Modernization (Springfield, IL)</b>	(2) YEAR COMPLETED		(3) EXAMPLE PROJECT KEY NUMBER (If included in Section F)
	PROFESSIONAL SERVICES <b>Ongoing</b>	CONSTRUCTION (If Applicable)	

e. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE  
**[X] Check if project performed with current firm**  
This \$170 million project consists of a 285,600 SF Surgery expansion and In-Patient Tower renovation of an existing 700-bed hospital. The scope of work includes 16 operating rooms and support space, Post Anesthesia Care Unit, satellite pharmacy, Central Sterile Processing Department, and an additional 21,585 SF of future space for Emergency Department expansion. Mr. Dabiran assisted the contractor in the development of a comprehensive baseline construction schedule in Primavera P6. Additional responsibilities include performing monthly progress updates and critical path analyses, constructing recovery schedules, performing what-if analyses, and coordinating subcontractor schedules.

**E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT**

*(Complete one Section E for each key person.)*

12. NAME Kimberly Fish, PE	13. ROLE IN THIS CONTRACT Scheduling	14. YEARS EXPERIENCE	
		a. TOTAL 20	b. WITH CURRENT FIRM 1

15. FIRM NAME AND LOCATION *(City and State)*  
PMA Consultants LLC (Chicago, IL)

16. EDUCATION *(DEGREE AND SPECIALIZATION)*  
MS, Civil Engineering / Construction Engineering & Management  
BS, Mechanical Engineering

17. CURRENT PROFESSIONAL REGISTRATION *(STATE AND DISCIPLINE)*

Ms. Kimberly Fish has considerable project management experience in the construction industry. She has extensive experience in multi-disciplinary healthcare and Naval Facilities project management. She has extensive scheduling experience and is skilled at Primavera P6, P3 & SureTrak, MS Project, Expedition, and Lotus Notes.

**19. RELEVANT PROJECTS**

a. (1) TITLE AND LOCATION <i>(City and State)</i> The Carter Group Parkview Hospital (Ft. Wayne, IN)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2011	CONSTRUCTION <i>(If Applicable)</i>	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>

(4) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE  Check if project performed with current firm  
This project consists of the construction of a \$536 million, 400+ bed, 900,000 SF, regional medical center. The medical center includes a new heart center and specialty centers for neurosciences, critical care, orthopedics and cancer. Additional features include a 24/7 Emergency Room, a Level II Trauma Center, women's & children's services, outpatient services, physicians offices, and additional expansion spaces. Ms. Fish lead the development of the detailed Primavera P6 construction schedule.

b. (1) TITLE AND LOCATION <i>(City and State)</i> St. John's Hospital Expansion/Modernization (Springfield, IL)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION <i>(If Applicable)</i>	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>

(4) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE  Check if project performed with current firm  
This project is a 285,600 SF expansion and renovation of a 700-bed hospital. The project includes 16 Operating Rooms and support space, Post Anesthesia Care Unit, satellite pharmacy, Central Sterile Processing department and an additional 21,585 SF of space for a future Emergency department expansion. The project also includes the renovation of the current Patient Tower. Ms. Fish lead the development of the detailed Primavera P6 construction schedule.

c. (1) TITLE AND LOCATION <i>(City and State)</i> University of Chicago Office Building & Parking Facility (Chicago, IL)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2010	CONSTRUCTION <i>(If Applicable)</i>	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>

(4) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE  Check if project performed with current firm  
Project Manager for the \$46 Million 1000-space Parking Facility /60,000 SF 4-story Office Building, jointly owned by the University and the Medical Center. Responsible for design, construction, and consultant contract development and administration; user-group coordination; construction oversight and coordination; cost allocation and budget management; and all other project management activities required to ensure the Owners' project objectives within the programmed budget and schedule.

d. (1) TITLE AND LOCATION <i>(City and State)</i> Comer Children's Center for Specialty Care (Chicago, IL)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2009	CONSTRUCTION <i>(If Applicable)</i>	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>

(4) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE  Check if project performed with current firm  
Project Manager for pre-construction phases of the \$42 Million north facade replacement / 48,000 SF interior build-out within the Comer Children's Center for Specialty Care. Responsible for design, construction, and consultant contract development and administration; design reviews; construction planning and permitting; and budget and schedule management for the two projects which will provide new medical office space for cardiac, neurology, orthopedics, hematology/oncology, special procedures, sedation services, and general pediatrics clinics.

e. (1) TITLE AND LOCATION <i>(City and State)</i> Delnor Community Hospital (Geneva, IL)	(2) YEAR COMPLETED		
	PROFESSIONAL SERVICES 2005	CONSTRUCTION <i>(If Applicable)</i>	(3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i>

(4) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE  Check if project performed with current firm  
Project Manager for concurrent ICU, Cardiac Diagnostic, New Life and Medical Office Building Connector renovation and expansion projects at Delnor Community Hospital. Responsible for management of project budget and schedule; and for oversight of project personnel, construction management process and field activities.

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b> <i>(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, if not specified. Complete one Section F for each project.)</i>		<b>20. EXAMPLE PROJECT KEY NUMBER</b>  1
<b>21. TITLE AND LOCATION (City and State)</b> <b>Cleveland Medical Mart &amp; Convention Center (Cleveland, OH)</b>	<b>22. YEAR COMPLETED</b>	
	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (if Applicable) Ongoing
<b>23. PROJECT OWNER'S INFORMATION</b>		
a. PROJECT OWNER MMPI Cleveland Development LLC	b. POINT OF CONTACT NAME Ryan Grommes	c. POINT OF CONTACT TELEPHONE NUMBER 216.920.1443
<b>24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)</b>		

**PROJECT SYNOPSIS**

This \$465 million Medical Mart and Convention Center will host as many as 50 trade shows a year for manufacturers of medical devices and will have 235,000 square feet of permanent showroom space for medical products and service providers. The center includes approximately 230,000 square feet of high-quality exhibit space, featuring high ceilings and industry-standard column spacing. The facility will host multiple, simultaneous events, including those with conferencing capabilities. There will also be approximately 60,000 square feet of high-tech, flexible meeting rooms of varying sizes to accommodate keynote sessions, seminars, and panel discussions. The center will also feature a 30,000 square foot grand ballroom.

**PMA ROLE & RESPONSIBILITIES**

PMA performed an initial review of the construction manager's construction schedule. PMA is also providing monthly reviews and evaluation of the construction manager's monthly construction schedule submittal



<b>25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT</b>			
<b>a.</b>	(1) FIRM NAME PMA Consultants LLC	(2) FIRM LOCATION (City and State) Chicago, IL	(3) ROLE Schedule Analysis, Schedule Management
<b>b.</b>	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
<b>c.</b>	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER
21. TITLE AND LOCATION <i>(City and State)</i> <b>BP-Husky Toledo Reformer 3 Project (Toledo, OH)</b>		2
		22. YEAR COMPLETED
		PROFESSIONAL SERVICES Ongoing
		CONSTRUCTION (if Applicable) Ongoing
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER British Petroleum-Husky	b. POINT OF CONTACT NAME Luc Heymans	c. POINT OF CONTACT TELEPHONE NUMBER 419.698.5635
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>		

**PROJECT DESCRIPTION**

BP-Husky's Toledo, Ohio, refinery is located on 586 acres east of the city and has been in operation continuously since 1919. Since that time, the facility has undergone numerous improvements and expansions to achieve its current capacity for processing 160,000 barrels of crude oil daily. The Toledo refinery is the fourth largest in BP's United States refining network.

The BP-Husky project work scope includes replacing two existing reformers and one hydrogen plant with a single, state-of-the-art reformer unit. The work effort incorporates the latest technology for reforming and catalyst regeneration. Two new electrical substations are also included in the project as part of an overall refinery electrical upgrade.

**PROJECT ROLE & RESPONSIBILITIES**

PMA provides schedule assurance, risk analysis, and supplemental scheduling services to BP-H project management team.



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME PMA Consultants LLC	(2) FIRM LOCATION <i>(City and State)</i> Detroit, MI	(3) ROLE Scheduling, Schedule Management, Risk Analysis
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b> <i>(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, If not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 3
---	-------------------------------------

21. TITLE AND LOCATION <i>(City and State)</i> <b>Nationwide (Columbus) Children's Hospital (Columbus, OH)</b>	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2007	CONSTRUCTION (if Applicable)

<b>23. PROJECT OWNER'S INFORMATION</b>		
--	--	--

a. PROJ ECT OWNER Nationwide Children's Hospital	b. POINT OF CONTACT NAME Okey Eneli	c. POINT OF CONTACT TELEPHONE NUMBER 614.355.1716
---	--	--

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

**PROJECT DESCRIPTION**

Nationwide Children's Hospital is in the early stages of a six-year, \$740 million capital program, culminating in the construction of a 500,000 SF new patient facility.

**PROJECT ROLE & RESPONSIBILITIES**

PMA assisted in developing a master facilities schedule to coordinate and track progress of approximately 100 unique projects for completion within a six-year timeframe. Not only is Nationwide Children's Hospital able to use this tool to track and sequence projects, but they also used the schedule to project cash flows, report status to upper management, and determine the affects of new projects as they are added to the overall program.



<b>25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT</b>		
--	--	--

a.	(1) FI RM NAME PMA Consultants LLC	(2) FI RM LOCATION <i>(City and State)</i> Detroit, MI	(3) ROLE Scheduling
b.	(1) FI RM NAME	(2) FI RM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FI RM NAME	(2) FI RM LOCATION <i>(City and State)</i>	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

*(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, if not specified. Complete one Section F for each project.)*

20. EXAMPLE PROJECT KEY NUMBER

4

21. TITLE AND LOCATION *(City and State)*

**State of Michigan Hall of Justice  
(Lansing, MI)**

22. YEAR COMPLETED

PROFESSIONAL SERVICES  
2002

CONSTRUCTION (if Applicable)  
2002

**23. PROJECT OWNER'S INFORMATION**

a. PROJECT OWNER

State of MI Dept. of Management & Budget

b. POINT OF CONTACT NAME

Irene Jackson Henry

c. POINT OF CONTACT TELEPHONE NUMBER

517.241.3133

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

**PROJECT DESCRIPTION**

In October 1999, the State of Michigan received a schematic design deliverable from its architect projecting construction completion of the Hall of Justice in the spring of 2003. Many future users of the facility were in leased space with leases set to expire in December 2002.

The program for the \$88 million Hall of Justice included a new 280,000 square foot, six-story, landmark building to house the Michigan Supreme Court, the Michigan Court of Appeals, and the state court administrative office. The project also included 2 two-story, underground parking structures, each accommodating 230 vehicles.

PMA was engaged to develop a project delivery strategy that would ensure completion of the facility by December 2002.



**PROJECT ROLE & RESPONSIBILITIES**

To get construction of the facility started quickly, PMA developed a "conditional lump sum" delivery methodology, which took hard money bids on incomplete design documents. PMA drafted procurement documents and assisted in interviewing and selecting the construction manager. The strategy worked, and the ribbon was cut on the new facility in October 2002.

PMA's services on this project were expanded to include schedule reviews and change order assistance during construction. Additionally, PMA developed and maintained a public website that allowed the state's residents to watch ongoing construction via a Web camera.

**DMB BENEFITS**

- PMA's unique conditional lump sum delivery method allowed construction to start earlier and ultimately reduced construction completion within budget and five months ahead of earlier projections.
- PMA provided project controls and schedule review expertise not existing in the owner's organization, preventing the project from running behind and over budget.
- PMA provided review and oversight of contractor schedules that allowed early detection of delay issues, saving project time and cost.

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
a.	PMA Consultants LLC	Detroit, MI	Schedule Review, Change Order Management & Negotiation, Procurement
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

*(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, if not specified. Complete one Section F for each project.)*

20. EXAMPLE PROJECT KEY NUMBER

5

21. TITLE AND LOCATION *(City and State)*

**University of Chicago Medical Center New Hospital Pavilion (Chicago, IL)**

22. YEAR COMPLETED

PROFESSIONAL SERVICES  
2011

CONSTRUCTION (if Applicable)  
Ongoing

**23. PROJECT OWNER'S INFORMATION**

a. PROJECT OWNER

University of Chicago Medical Center

b. POINT OF CONTACT NAME

Mr. Ray Donato

c. POINT OF CONTACT TELEPHONE NUMBER

773.702.2696

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

**PROJECT DESCRIPTION**

The \$700 million project adds approximately 1,100,000 SF of space and increases the hospital's total clinic capacity by more than one-third. The 10-story hospital will contain 240 private inpatient and intensive care beds; 24 state-of-the-art operating rooms; 12 rooms for gastrointestinal and pulmonary procedures; seven interventional radiology suites; and advanced diagnostic tools. The project is targeting a minimum LEED® Silver certification.

**PROJECT ROLE & RESPONSIBILITIES**

The PMA team is providing comprehensive owner's representative services for the entire project. The project team has worked with the University of Chicago Medical Center's operational and medical staff to guarantee that ongoing construction activities do not impact services provided to the community. Specific responsibilities include:

**Planning & Design (Preconstruction)**

- Scheduling
  - Develop and maintain master milestone schedule
  - Provide a second opinion on schedule progress
  - Recommend corrective action to avoid schedule overruns/schedule monitoring
- Project budget
- Change order management
- Internal and project team communications
- Recommend a project delivery system
- Develop the CM contract



**Construction**

- Schedule
  - Maintain master milestone schedule
  - Review the detailed construction schedule and all proposed changes to the schedule
  - Provide a second opinion on schedule progress
- Project Accounting

**Occupancy & Post Occupancy**

- Budget and Change Order Management
- Construction Quality

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
a.	PMA Consultants LLC	Chicago, IL	Scheduling, Schedule Review/Schedule Management, Project Management
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

<b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b> <i>(Present as many projects as requested by the agency, or 10 projects, If not specified. Complete one Section F for each project.)</i>	<b>20. EXAMPLE PROJECT KEY NUMBER</b> <p style="font-size: 24pt; margin: 0;">6</p>
---	---

<b>21. TITLE AND LOCATION (City and State)</b> <b>John H. Stroger, Jr. Hospital of Cook County (Chicago, IL)</b>	<b>22. YEAR COMPLETED</b>	
	PROFESSIONAL SERVICES 2002	CONSTRUCTION (if Applicable) 2002

<b>23. PROJECT OWNER'S INFORMATION</b>		
--	--	--

<b>a. PROJECT OWNER</b> Partnership for Community Healthcare	<b>b. POINT OF CONTACT NAME</b> Mike LaMont	<b>c. POINT OF CONTACT TELEPHONE NUMBER</b> 312.942.6195
---	--	---

**24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT** *(Include scope, size, and cost)*

**PROJECT DESCRIPTION**

The \$625 million facility consists of an 8-floor inpatient 464-bed hospital; a central plant facility; and a 2,100-space parking structure. Patient facilities total 1.2 million square feet.

**PROJECT ROLE & RESPONSIBILITIES**

**Schedule Review/Schedule Analysis**

PMA was originally hired as a subconsultant to provide cost estimating services and schedule reviews and to develop a detailed check estimate of the electrical subcontractor's significant design modification change order request. The work required performing detailed quantity takeoffs from the bid documents and adjusting these quantities to take into account the work included in the narrative. These quantities were compared to the work detailed in the final drawings issued by the architect after the award. PMA also performed a review of the impact of the architect's supplemental instructions (ASIs) issued to date on the electrical work.



**Claims Analysis/Dispute Resolution**

PMA's role evolved to include supporting the county and its design team in change order negotiation meetings, evaluating change order requests and schedules, and responding to numerous contract issues. PMA was responsible for contractor correspondence and for resolving design and construction issues. In the final stages of this project, PMA assisted in claims avoidance and resolution and managed the procurement of all medical equipment to reduce delay impact and help the hospital maintain the original opening date. PMA also acted as facilitator in all meetings with the owner, designer, and contractor.

<b>25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT</b>		
--	--	--

<b>a.</b>	(1) FIRM NAME PMA Consultants LLC	(2) FIRM LOCATION (City and State) Chicago, IL	(3) ROLE Project Management, Schedule Management, Claims Analysis & Dispute Resolution
<b>b.</b>	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
<b>c.</b>	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

*(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, if not specified. Complete one Section F for each project.)*

20. EXAMPLE PROJECT KEY NUMBER

7

21. TITLE AND LOCATION *(City and State)*

**Visteon Village Corporate Headquarters  
(Van Buren Twp., MI)**

22. YEAR COMPLETED

PROFESSIONAL SERVICES  
2004

CONSTRUCTION (if Applicable)  
2004

**23. PROJECT OWNER'S INFORMATION**

a. PROJECT OWNER  
Visteon Corporation

b. POINT OF CONTACT NAME  
Craig Medlen

c. POINT OF CONTACT TELEPHONE NUMBER  
313.215.8988

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

**PROJECT DESCRIPTION**

During the summer of 2001, Visteon Corporation (Visteon) needed to consolidate various nonmanufacturing facilities in southeast Michigan into one corporate village to produce a collaborative, interactive environment.

**PROJECT ROLE & RESPONSIBILITIES**

**Scheduling, Schedule Review, Schedule Management**

PMA provided owner's oversight services to Visteon on this \$272 million CMAR project in the following areas:

- Project Planning, Site Selection, & Land Use Management
- Time/Schedule Management – Set completion goals; developed interim and overall program schedule; specified requirements in A/E and contractor contracts, reviewed, monitored, updated, and controlled schedule/schedule progress
- Cost Management – Cost targeting; program cost model; probable cost budgeting value analysis; pricing change orders
- Risk Management – Coordinated risk management; cost and schedule risk analyses; claims avoidance strategy
- Procurement & Development: Model contract documents (design professional & CMAR)
- Design & Construction Oversight, Testing & Inspections
- Value Engineering, Commissioning & Occupancy Oversight



**Claims Analysis/Management & Dispute Resolution**

PMA staff were responsible for evaluating all aspects of changes and claims. PMA staff verified scope, review direct and indirect cost estimates, and review the change order to insure that it conforms to the contract requirements. In the area of claims analysis, PMA staff determined which aspects of the claim had merit, review time requests and costs submitted by the contractor in association with change orders or claims, and determined entitlement.

**VISTEON CORPORATION BENEFITS**

PMA conducted a cost-benefit analysis to secure board approval for project justification. The project was completed on time under aggressive time schedule and under budget by more than \$10 million. With the budget savings, Visteon constructed a \$2 million medical/fitness center and \$5 million in IT infrastructure improvements. PMA also assisted Visteon with justified capital expenditure cost-benefit analysis, and facilitated an interface between the state and township agencies to ensure proper land use and wetland mitigation. PMA also developed customized owner/design and owner/CMAR model documents for the project.

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
a.	PMA Consultants LLC	Detroit, MI	Schedule Review & Analysis, Schedule Management, Program Manager, Claims Analysis, Dispute Resolution
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

*(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, If not specified. Complete one Section F for each project.)*

20. EXAMPLE PROJECT KEY NUMBER

8

21. TITLE AND LOCATION *(City and State)*

22. YEAR COMPLETED

**JW Marriott Alticor  
(Grand Rapids, MI)**

PROFESSIONAL SERVICES  
2007

CONSTRUCTION (if Applicable)  
2007

**23. PROJECT OWNER'S INFORMATION**

a. PROJECT OWNER  
Alticor Corporation

b. POINT OF CONTACT NAME  
George Aquino

c. POINT OF CONTACT TELEPHONE NUMBER  
616.242.1414

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

**PROJECT DESCRIPTION**

PMA was engaged as the Alticor Corporation project manager for the development of a new 340-room JW Marriott Hotel in downtown Grand Rapids, Michigan. The \$150+ million hotel supports the recently opened DeVos Convention Center and is a noticeable addition to the city skyline. The scope includes a 23-story guestroom tower; a 13,500 SF ballroom and an adjacent 800-space parking structure. The hotel opened on schedule in September 2007.



**PROJECT ROLE & RESPONSIBILITIES**

**Scheduling, Schedule Management**

As project manager, PMA provided the following services:

- Schedule Management – Set completion goals; developed interim and overall program schedule; specified requirements in A/E and contractor contracts, reviewed, monitored, updated, and controlled schedule/schedule progress
- Cost Management – Cost targeting; program cost model; probable cost budgeting value analysis; pricing change orders
- Risk Management – Coordinated risk management; cost and schedule risk analyses; claims avoidance strategy
- Procurement – A/E, interior designer, construction management @ risk (CMAR) and purchasing agent contract forms (hotel and deck); RFQs and RFPs; interviews, evaluations and selections; award negotiations
- Design Oversight – A/E and interior design scope and oversight; developed differentiation document for project; A/E, designer, CMAR contractor, et al contract administration
- Construction – Provided management oversight; CMAR scope; CMAR procurement and administration; quality assurance supervision, changes and claims resolution; quality control
- Administration – Attended and participated in project meetings and record keeping
- Occupancy – Provided commissioning oversight and inspection completion; move-in planning; contract closeout; warranty period assistance

**Claims Analysis/Management & Dispute Resolution**

PMA staff were responsible for evaluating all aspects of changes and claims. PMA staff verified scope, review direct and indirect cost estimates, and review the change order to insure that it conforms to the contract requirements. In the area of claims analysis, PMA staff determined which aspects of the claim had merit, review time requests and costs submitted by the contractor in association with change orders or claims, and determined entitlement.

**ALTICOR BENEFITS**

PMA provided cost analysis and oversight to ensure that the project stayed within the approved funding. PMA also procured CMARs and the designer for the project. PMA assisted Alticor in procuring site plan approval from the city of Grand Rapids. Additionally, PMA assisted Alticor in receiving tax increment financing from the city.

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
a.	PMA Consultants LLC	Detroit, MI	Scheduling, Schedule Management, Schedule Analysis, Program Management, Dispute Resolution
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT**

*(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, if not specified. Complete one Section F for each project.)*

20. EXAMPLE PROJECT KEY NUMBER

9

21. TITLE AND LOCATION *(City and State)*

**MA Turnpike Authority Central Artery/Tunnel (Boston, MA)**

22. YEAR COMPLETED

PROFESSIONAL SERVICES  
Ongoing

CONSTRUCTION (if Applicable)  
2006 (substantial)

**23. PROJECT OWNER'S INFORMATION**

a. PROJECT OWNER

MA Turnpike & Federal Highway Authority

b. POINT OF CONTACT NAME

Albert Caldarelli

c. POINT OF CONTACT TELEPHONE NUMBER

617.973.8430

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

**PROJECT DESCRIPTION**

This federally funded \$14.7 billion Massachusetts Turnpike Authority (MTA) project involved dismantling the existing Interstate highway that runs through Boston and replacing it with an expanded, underground highway system. Highway opened in December 2006.

**PROJECT ROLE & RESPONSIBILITIES**

**Scheduling, Schedule Review, Schedule Management**

PMA staff were pivotal in the development, implementation, and maintenance of the integrated project schedule. PMA cost/schedule engineers contributed to the timely and successful completion of the project through a continuous review, revision, and improvement process of the as-planned schedule, the contract schedule, the schedule for determination of contract time, the Integrated Project Schedule, contractor's plan for completion of the work, change proposal schedules, and all schedules. PMA staff also provided scheduling systems training on this project.

**Claims Analysis/Management & Dispute Resolution**

PMA staff were responsible for evaluating all aspects of changes and claims and developing independent estimates when required. In the area of change order analysis, PMA staff verified scope, review direct and indirect cost estimates, and review the change order to insure that it conforms to the contract requirements. In the area of claims analysis, PMA staff determined which aspects of the claim had merit, review time requests and costs submitted by the contractor in association with change orders or claims, and determined entitlement.



**MTA BENEFITS**

- Because of PMA efforts, MTA enjoyed outstanding record of success in resolving disputes on nearly \$14 billion in construction. Of 18,674 claims submitted, 4,310 were withdrawn; 9,163 were settled; 20 went to the dispute resolution board; only two went to litigation.
- PMA provided MTA with significant overall project savings through successful contract and claims administration services.
- PMA created a vehicle for the state to be compensated for late work by contractors by developing a basis for determining liquidated damages on all CA/T contracts.
- MTA benefited from timely and successful completion of significant milestones through continuous review, revision, and improvement processes implemented by PMA cost and schedule engineers.
- MTA improved addressing contemporary issues and providing acceptable methods of resolution for the contractor and owner through PMA upgrade of existing contract documents.

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
a.	PMA Consultants LLC	Multiple Locations	Scheduling, Schedule Review/Analysis, Schedule Management, Claims Analysis, Entitlement, Dispute Avoidance & Resolution
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the Contracting Authority, or a maximum of 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER
21. TITLE AND LOCATION <i>(City and State)</i> <b>Glacier Hills Wind Park (Columbia County, WI)</b>		10
22. YEAR COMPLETED		
PROFESSIONAL SERVICES Ongoing		CONSTRUCTION (if Applicable) Ongoing
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER W.E. Power LLC	b. POINT OF CONTACT NAME Rick O'Connor	c. POINT OF CONTACT TELEPHONE NUMBER 414.588.0623
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>		

**PROJECT DESCRIPTION**

The state of Wisconsin has a Renewable Portfolio Standard that requires Wisconsin utilities to generate 10 percent of their energy from renewable sources by 2015. The Glacier Hills Wind Park project will help meet the requirement. Glacier Hills Wind Park consists of 90 Vestas V90 1.8 megawatt wind turbines that will generate 162 megawatts of electricity. The project also includes a new substation, operations and maintenance building, and all cable to collect the generated electricity.

**PROJECT ROLE & RESPONSIBILITIES**

PMA was engaged as the project controls lead for the program. As the project controls lead, PMA is responsible for creating, updating, and maintaining the master budget and schedule. Additionally, PMA has developed a detailed earned-value tracking system that will report actual-versus-planned progress on a daily basis. These reports will help the project team swiftly recognize and work to mitigate problems.

**W.E. POWER LLC BENEFITS**

The project received its Certificate of Public Convenience and Necessity in January 2010 and mobilized for construction in May 2010. Commercial operations are planned for the fourth quarter of 2012.



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME PMA Consultants LLC	(2) FIRM LOCATION <i>(City and State)</i> Detroit, MI	(3) ROLE Scheduling/Schedule Management, Project Controls Systems & Implementation
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE



## H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY, ATTACH ADDITIONAL SHEETS AS NEEDED

### Schedule & Phasing

The development and maintenance of detailed program schedules for all phases of the program are critical for all construction projects. Schedule management starts well before construction begins. All aspects of the design and bidding phase must be planned to avoid delays in beginning construction. PMA has extensive experience in developing, evaluating, and maintaining design and construction schedules. Our scheduling staff regularly work with Critical Path Method (CPM), which is the standard method of schedule management in the construction industry. PMA also uses a proprietary scheduling method, NetPoint, that works with the graphical planning method (GPM). PMA scheduling consultants are familiar with the latest in scheduling software, including Primavera P3 and P6, robust software that is also the current standard in the industry and is familiar to contractors.



In conjunction with the preparation of the Preliminary Concept Estimate, PMA prepares a Project Master Schedule. This schedule is prepared with input from all team members and graphically depicts the interrelationships and duration of all project activities to show the following items:

- Schedule of Approvals from all governmental bodies including local, city, state and federal authorities
- Schedule of architect/engineer Activities
- Schedule of long lead materials and equipment
- Schedule of vendor/subcontractor activities
- Schedule of major construction activities
- Schedule of commissioning activities

The Project Master Schedule is a living tool that provides measurable goals for team members involved in the successful delivery of the project. PMA continually monitors this schedule; any deviation is noted and a recovery plan is implemented to bring a project back on track. This system will provide accountability on the part of all stakeholders.

### *The Value of Amazing Work*

PMA is a global construction consulting firm recognized as a pioneer and leader in program, project, and construction management, with experience in managing more than \$90 billion in actual construction projects and programs. For nearly four decades, we have grown into a strategic network of offices that allows us to execute programs locally, across North America, and around the world. PMA focuses on critical issues that transform how projects are delivered to attain high-performing, sustainable projects and facilities without passing on cost premiums to our clients. *Engineering News-Record* ranks PMA among the top 40 Program Management firms and Construction Management-for-Fee firms in the United States.

With PMA on your team, you gain a technical advisor deeply committed to meeting your client needs and to creating a long-term relationship built on successfully completed assignments, reciprocal professional growth, knowledge sharing, and mutual trust.

PMA has the requisite expertise, staff, and approach to meet or exceed all of your construction project needs. As our experience attests, we have successfully performed many challenging construction assignments to the satisfaction of our clients, who oftentimes return repeatedly to engage our services. After considering each of these factors, we are confident that you will agree that PMA is the company of choice to assist you with your construction needs.

H. ADDITIONAL INFORMATION

4b. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE CONTRACTING AUTHORITY. ATTACH ADDITIONAL SHEETS AS NEEDED.

PROPOSER AFFIRMATION AND DISCLOSURE

The Lead Firm or Joint Venture ("Proposer") acknowledges that by signing this Statement of Qualifications, that it affirms, understands, and will abide by the requirements of Executive Order 2010-09S issued by Ohio Governor Ted Strickland. If awarded a Contract, the Proposer affirms that both the Proposer and its Consultants shall perform no services requested under the Agreement outside of the United States. The Executive Order is available at the following Web site: http://www.governor.ohio.gov/Default.aspx?tabid=1495.

The Proposer shall provide the locations where services under the Contract will be performed in the spaces provided below or by attachment. Failure to provide this information as part of its Statement of Qualifications will cause the Proposer to be deemed non-responsive and no further consideration will be given to its Statement of Qualifications. If the Proposer will not be using Consultants, indicate "Not Applicable" in the appropriate spaces.

- 1. Principal business location of the Proposer:

One Woodward Ave., Suite 1400 Detroit, MI 48226
Address City, State, Zip

- 2. Location where services will be performed by Proposer:

One Woodward Ave., Suite 1400 (or on-site as needed) Detroit, MI 48226
Address City, State, Zip

Locations where services will be performed by Consultants:

Address City, State, Zip

Address City, State, Zip

Address City, State, Zip

- 3. Location where state data will be stored, accessed, tested, maintained, or backed-up, by Proposer:

One Woodward Ave., Suite 1400 Detroit, MI 48226
Address City, State, Zip

Locations where state data will be stored, accessed, tested, maintained, or backed-up by Consultants:

Address City, State, Zip

Address City, State, Zip

Address City, State, Zip

# STATEMENT OF QUALIFICATIONS

1. SOLICITATION NUMBER (If any)  
DAS-11S888

## PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

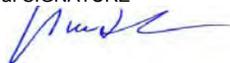
2a. FIRM (OR BRANCH OFFICE) NAME PMA Consultants LLC				3. YEAR ESTABLISHED 1971	4. FTID NUMBER [REDACTED]
2b. STREET One Woodward Avenue, Suite 1400				5. OWNERSHIP	
2c. CITY Detroit				2d. STATE MI	2e. ZIP CODE 48226
				2e. COUNTY Wayne	
6a. POINT OF CONTACT NAME AND TITLE Robert G. Sanders, Managing Principal		6b. PRESIDENT/CEO Dr. Gui Ponce de Leon, PE, PMP, LEED AP			
6c. TELEPHONE NUMBER 313.963.8863		6d. E-MAIL ADDRESS rsanders@omaconsultants.com			
8a. FORMER FIRM NAME(S) (If any) Project Management Associates				8b. YR. ESTABLISHED 1996	8c. FTID NUMBER Same as above

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees (1) FIRM (2) BRANCH		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
02	Administration	20	17	A06	Airports; Terminals and Hangars; Freight	6
06	Architect	2		C15	Construction Management	8
10	Chemical Engineer	3		C18	Cost Estimating; Cost Engineering and	5
12	Civil Engineer	13		E02	Educational Facilities; Classrooms	7
16	Construction Manager	4	3	H06	Highrise; Air-Rights-Type Buildings	2
18	Cost Engineer/Estimator	4	3	H07	Highways; Streets; Airfield Paving; Parking	6
21	Electrical Engineer	5		H09	Hospital & Medical Facilities	6
42	Mechanical Engineer	6		H10	Hotels; Motels	4
48	Project Manager	33	9	J01	Judicial and Courtroom Facilities	1
50	Risk Assessor	4	1	L01	Laboratories; Medical Research Facilities	4
53	Schedule Engineer	43	4	P04	Pipelines (Cross-Country - Liquid & Gas)	
57	Structural Engineer	4		P09	Prisons & Correctional Facilities	4
58	Technician/Analyst	12	1	P12	Power Generation, Transmission,	5
60	Transportation Engineer	3		R03	Railroad; Rapid Transit	4
61	Value Engineer	4		R10	Risk Analysis	5
	Other: Changes/Claims Admins	8		S04	Sewage Collection, Treatment and Disposal	
	Other: Contract Administrators	6	3	S13	Storm Water Handling & Facilities	2
	Other: Information Technology	7	4	T06	Tunnels & Subways	2
				W03	Water Supply; Treatment and Distribution	7
					Information Technology	4
	Other Employees	3	4		Petrochemical	6
	<b>Total</b>	<b>184</b>	<b>49</b>		Pharmaceutical	5

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)	PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	2	1. Less than \$100,000
b. Non-Federal Work	9	2. \$100,000 to less than \$250,000
c. Total Work	9	3. \$250,000 to less than \$500,000
		4. \$500,000 to less than \$1 million
		5. \$1 million to less than \$2 million
		6. \$2 million to less than \$5 million
		7. \$5 million to less than \$10 million
		8. \$10 million to less than \$25 million
		9. \$25 million to less than \$50 million
		10. \$50 million or greater

## 12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE April 20, 2011
--	---------------------------

c. NAME AND TITLE Dr. Gui Ponce de Leon, PE, PMP, LEED AP/Managing Principal, CEO
--

# STATEMENT OF QUALIFICATIONS

1. SOLICITATION NUMBER (If any)  
DAS-11S888

## PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

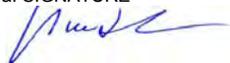
2a. FIRM (OR BRANCH OFFICE) NAME PMA Consultants LLC				3. YEAR ESTABLISHED 1971	4. FTID NUMBER [REDACTED]
2b. STREET 333 W. Wacker Dr., Suite 880				5. OWNERSHIP	
2c. CITY Chicago		2d. STATE IL	2e. ZIP CODE 60606	a. TYPE LLC	
6a. POINT OF CONTACT NAME AND TITLE Philip Spittler, PMP, Managing Principal		6b. PRESIDENT/CEO Dr. Gui Ponce de Leon, PE, PMP, LEED AP		b. EDGE STATUS Non-c certified	
6c. TELEPHONE NUMBER 312.920.0404		6d. E-MAIL ADDRESS pspittler@pmaconsultants.com		7. NAME OF FIRM (If block 2a is a branch office)	
8a. FORMER FIRM NAME(S) (If any) Project Management Associates				8b. YR. ESTABLISHED 1996	8c. FTID NUMBER Same as above

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administration	20	17	A06	Airports; Terminals and Hangars; Freight	6
06	Architect	2		C15	Construction Management	8
10	Chemical Engineer	3		C18	Cost Estimating; Cost Engineering and	5
12	Civil Engineer	13		E02	Educational Facilities; Classrooms	7
16	Construction Manager	4	3	H06	Highrise; Air-Rights-Type Buildings	2
18	Cost Engineer/Estimator	4	3	H07	Highways; Streets; Airfield Paving; Parking	6
21	Electrical Engineer	5		H09	Hospital & Medical Facilities	6
42	Mechanical Engineer	6		H10	Hotels; Motels	4
48	Project Manager	33	9	J01	Judicial and Courtroom Facilities	1
50	Risk Assessor	4	1	L01	Laboratories; Medical Research Facilities	4
53	Schedule Engineer	43	4	P04	Pipelines (Cross-Country - Liquid & Gas)	
57	Structural Engineer	4		P09	Prisons & Correctional Facilities	4
58	Technician/Analyst	12	1	P12	Power Generation, Transmission,	5
60	Transportation Engineer	3		R03	Railroad; Rapid Transit	4
61	Value Engineer	4		R10	Risk Analysis	5
	Other: Changes/Claims Admins	8		S04	Sewage Collection, Treatment and Disposal	
	Other: Contract Administrators	6	3	S13	Storm Water Handling & Facilities	2
	Other: Information Technology	7	4	T06	Tunnels & Subways	2
				W03	Water Supply; Treatment and Distribution	7
					Information Technology	4
	Other Employees	3	4		Petrochemical	6
	<b>Total</b>	<b>184</b>	<b>49</b>		Pharmaceutical	<b>5</b>

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)	PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	2	1. Less than \$100,000
b. Non-Federal Work	9	2. \$100,000 to less than \$250,000
c. Total Work	9	3. \$250,000 to less than \$500,000
		4. \$500,000 to less than \$1 million
		5. \$1 million to less than \$2 million
		6. \$2 million to less than \$5 million
		7. \$5 million to less than \$10 million
		8. \$10 million to less than \$25 million
		9. \$25 million to less than \$50 million
		10. \$50 million or greater

## 12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE April 20, 2011
c. NAME AND TITLE Dr. Gui Ponce de Leon, PE, PMP, LEED AP/Managing Principal, CEO	