

# STATEMENT OF QUALIFICATIONS

## PART I – CONTRACT SPECIFIC QUALIFICATIONS

### A. CONTRACT INFORMATION

|   |                                 |
|---|---------------------------------|
| 1. PROJECT TITLE AND LOCATION (City and State)<br>Neutral Facilitation Consultant List; Various Locations in Ohio |                                 |
| 2. ANNOUNCEMENT DATE<br>March 4, 2011   | 3. PROJECT NUMBER<br>DAS-11F888 |

### B. FIRM POINT OF CONTACT

|   |  |  |
|---|--|--|
| 4. PROJECT REPRESENTATIVE NAME AND TITLE<br>Jeffrey R. Appelbaum, Managing Director | 5. PRESIDENT / CEO<br>Jeffrey R. Appelbaum |  |
| 6. NAME OF FIRM<br>Project Management Consultants LLC                               |  |  |
| 7. TELEPHONE NUMBER<br>216-566-5518   | 8. FAX NUMBER<br>216-566-5800              | 9. E-MAIL ADDRESS<br>Jeff.Appelbaum@aboutpmc.com |
| 10. COUNTY<br>Cuyahoga  | 11. FTID NUMBER<br>[REDACTED]              | 12. WEB ADDRESS<br>www.AboutPMC.com              |

### C. PROPOSED TEAM

*(Complete this section for the lead firm or joint venture partners, and all key consultants.)*

| (Check)   |                                     |                          | 13. FIRM NAME  | 14. ADDRESS   | 15. ROLE IN THIS CONTRACT       |
|-----------|-------------------------------------|--------------------------|--|---|---------------------------------|
| Lead Firm | JV Partner                          | Consultant               |  |   |                                 |
| a.        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <br>Project Management Consultants<br><input type="checkbox"/> Check if EDGE certified | 3900 Key Center<br>127 Public Square<br>Cleveland, OH 44114<br><input type="checkbox"/> Check if branch office    ___ Miles from project site | Neutral Facilitation Consultant |
| b.        | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> Check if EDGE certified   | <input type="checkbox"/> Check if branch office   |                                 |
| c.        | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> Check if EDGE certified   | <input type="checkbox"/> Check if branch office   |                                 |
| d.        | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> Check if EDGE certified   | <input type="checkbox"/> Check if branch office   |                                 |
| e.        | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/> Check if EDGE certified   | <input type="checkbox"/> Check if branch office   |                                 |

INSERT ORGANIZATIONAL CHART BELOW OR ATTACH.

**Department of Administrative Services  
State Architect's Office**



**Jeffrey R. Appelbaum, Esq.**  
Managing Director  
Facilitator



**Steven J. Zannoni, AIA**  
Director  
Facilitator



**Patrick J. O'Brien, PhD,  
PE, PMP, CCM, LEED AP**  
Facilitator



**Thomas J. Kirkwood,  
Esq.**  
Facilitator



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

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

|                                  |  |                      |                            |
|----------------------------------|--|----------------------|----------------------------|
| 16. NAME<br>Jeffrey R. Appelbaum | 17. ROLE IN THIS CONTRACT<br>Facilitator | 18. YEARS EXPERIENCE |                            |
|                                  |  | a. TOTAL<br>34       | b. WITH CURRENT FIRM<br>34 |

19. FIRM NAME AND LOCATION (City and State)  
Project Management Consultants, Cleveland, Ohio

|   |   |
|---|---|
| 20. EDUCATION (DEGREE AND SPECIALIZATION)<br>Cornell Law School; J.D.; 1977; <i>cum laude</i><br>Cornell University, B.A.; 1974; with distinction | 21. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)<br>Attorney, State of Ohio |
|---|---|

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

Jeffrey R. Appelbaum performs in the dual role of Partner/Chairman of the Construction Law Group of Thompson Hine LLP and Managing Director of Project Management Consultants LLC. For over 30 years, he has served the construction industry in the varying roles of trial and transactional attorney, project counsel, project management consultant, mediator and partnering facilitator. He received his B.A. degree, with distinction, from Cornell University and his J.D. degree, *cum laude*, from Cornell Law School. Mr. Appelbaum has provided distinguished service to public and private owners, design professionals, construction managers and contractors on important projects throughout the United States and Canada. He has served as lead trial lawyer for dozens of cases involving hundreds of millions of dollars of disputed claims, and served as project management consultant or project counsel for over 75 projects involving billions of dollars of construction, including 17 major league sports facilities and other community impact projects throughout North America. He has facilitated over 150 partnering sessions and conducted over 100 complex construction mediations. In 2008-09, Mr. Appelbaum served as facilitator and moderator for Governor Strickland's Ohio Construction Reform Panel. Chambers USA has rated him as the top construction lawyer in Ohio since Chambers began rating lawyers in 2003. Mr. Appelbaum has authored numerous books and publications and is a frequent national speaker on topics relating to the construction process, risk management and alternative dispute resolution.

**PUBLICATIONS and PRESENTATIONS AVAILABLE UPON REQUEST**

**PROFESSIONAL ASSOCIATIONS**

- American Arbitration Association Large and Complex Case Panel of Arbitrators
- American Bar Association, Forum Committee on Construction Industry; Insurance, Negligence and Compensation Section; Litigation Section
- Ohio State Bar Association, Judicial Administration and Legal Reform Committee
- Cleveland Metropolitan Bar Association, Fee Mediation and Arbitration Committee
- Ohio Contractors Association
- United States District Court, Northern District of Ohio, ADR Panel
- Cuyahoga County Common Pleas Court Mediation Panel
- Board of Directors, Western Reserve Historical Society
- Leadership Cleveland Class of 1997

**AWARDS AND HONORS**

- Ranked as one of America's Leading Construction Lawyers (and the Leading Construction Lawyer in Ohio), Chambers USA Guide to America's Leading Business Lawyers, 2003 - 2010
- Listed in The Best Lawyers in America
- American Arbitration Association Special Award for Dedicated Service to Alternative Dispute Resolution in the Construction Industry – 1997
- Selected for inclusion in Super Lawyers by Ohio Super Lawyer magazine in 2006 - 2011

23. RELEVANT PROJECTS *(Up to a maximum of 5 samples)*

| (1) TITLE AND LOCATION (City and State)  | (2) YEAR COMPLETED                       |                              | (3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i> |
|--|--|------------------------------|--|
|  | PROFESSIONAL SERVICES                    | CONSTRUCTION (If applicable) |  |
| <b>OSFC Partnering/Mediations</b><br>Columbus, Ohio  | Neutral Facilitation/ Mediation Services | N/A                          | 3  |
| <p>(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <span style="float: right;"><input type="checkbox"/> Check if project performed with current firm</span></p> <p>a. Jeff Appelbaum provides numerous partnering facilitation services that include assessment, executive, trade contractor, intervention/mediation and close-out session as well as special planning strategic facilitation for OSFC in over 400 local school districts throughout the State of Ohio. Each project includes local Schools representatives, OSFC project administrator, architect, construction manager and multiple trade contractors.</p> |  |                              |  |

|   |   |  |                                     |   |
|---|---|--|-------------------------------------|---|
| b.  | (1) TITLE AND LOCATION (City and State)<br><b>ODAS Partnering/Mediations</b><br>Columbus, Ohio  | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |   | PROFESSIONAL SERVICES<br>Neutral Facilitation / Mediation Services                                 | CONSTRUCTION (If applicable)<br>N/A | 1   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm<br>Jeff Appelbaum has facilitated multiple projects throughout the State of Ohio – see section F for project list.  |   |  |                                     |   |
| c.  | (1) TITLE AND LOCATION (City and State)<br><b>Ohio State University</b><br>Columbus, Ohio   | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |   | PROFESSIONAL SERVICES<br>Neutral Facilitation / Mediation / Project Management Consulting Services | CONSTRUCTION (If applicable)<br>N/A | 2   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm<br>Partnering facilitation services including; executive, contractor, mediation, project delivery, and facility analysis and restructuring sessions, process meetings and BIM protocol review. Projects include the New Psychology Building, Mechanical Engineering Building replacement project, Larkins Hall, Aronoff Laboratory of Biological Sciences, Ohio Stadium Expansion and Project One.  |   |  |                                     |   |
| d.  | (1) TITLE AND LOCATION (City and State)<br><b>Arizona Diamondbacks/Colorado Rockies Spring Training Facility</b><br>Scottsdale, Arizona | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |   | PROFESSIONAL SERVICES<br>Neutral Facilitation Services   | CONSTRUCTION (If applicable)<br>N/A |   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm<br>Executive Partnering Retreat for a new spring training facility on the Salt River Pima-Maricopa Indian Community along the eastern edge of Scottsdale. The facility was a \$100 million project that sits on 140-acres. Arizona Diamondbacks spring training and Colorado Rockies spring training complex features an 11,000-seat ballpark at its center, 12 practice fields, Major and Minor League clubhouses, training facilities and offices.  |   |  |                                     |   |
| e.  | (1) TITLE AND LOCATION (City and State)<br><b>Jackson County Water Company and Kenney, Inc.</b><br>Columbus, Ohio                       | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |   | PROFESSIONAL SERVICES<br>Mediation Services  | CONSTRUCTION (If applicable)<br>N/A |   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm<br>Construction claim mediation services for Jackson County Water Company v. Kenney, Inc. Jackson County Water Company is a private, not-for-profit corporation supplying safe drinking water to the residents of rural Jackson County as well as small portions of Vinton and Scioto Counties. Jackson County Water serves over 5000 customers, consisting primarily of residential customers, but also schools, churches, commercial and industrial facilities, governmental entities and two local villages. |   |  |                                     |   |

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

|                               |  |                      |                                  |
|-------------------------------|--|----------------------|----------------------------------|
| 16. NAME<br>Steven J. Zannoni | 17. ROLE IN THIS CONTRACT<br>Facilitator | 18. YEARS EXPERIENCE |                                  |
|                               |  | a. TOTAL<br>31 years | b. WITH CURRENT FIRM<br>11 years |

19. FIRM NAME AND LOCATION (City and State)  
Project Management Consultants, Cleveland, Ohio

|  |   |
|--|---|
| 20. EDUCATION (DEGREE AND SPECIALIZATION)<br>University of Notre Dame; B.Arch.<br>Rice University; Post Graduate Studies | 21. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)<br>R.A. Registered Architect/Ohio<br>A.I.A. American Institute of Architects<br>S.A.R.A. Society of American Registered Architects |
|--|---|

22. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)  
Mr. Steve Zannoni, a noted Cleveland Architect, has a diverse background in the management planning and design of building and interiors. His experience encompasses the architectural design, construction, and project oversight of educational facilities including libraries, public buildings, medical facilities, theaters, and office buildings for profit and non-profit organizations. Mr. Zannoni's work has been the recipient of numerous awards.

As a director of Project Management Consultants (PMC), Mr. Zannoni heads PMC's Owner's Representation Services Group providing clients with a complete management program to navigate the complexities of today's building projects. In addition to his role as an Owner's Representative, Mr. Zannoni provides neutral partnering facilitation services, assisting clients with a proactive approach to dispute management.

23. RELEVANT PROJECTS (Up to a maximum of 5 samples)

|   |   |  |                                     |   |
|---|---|--|-------------------------------------|---|
| a.  | (1) TITLE AND LOCATION (City and State)<br><b>Department of Administrative Services<br/>State Architects Office</b><br>Columbus, Ohio | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |   | PROFESSIONAL SERVICES<br>Neutral<br>Facilitation<br>Services | CONSTRUCTION (If applicable)<br>N/A | 1   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm   |   |  |                                     |   |
| Steve Zannoni has provided partnering facilitation services for multiple projects throughout the State of Ohio for DAS/SAO projects.<br>See section F for project list.   |   |  |                                     |   |
| b.  | (1) TITLE AND LOCATION (City and State)<br><b>Ohio Schools Facilities Commission</b><br>Columbus, Ohio                                | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |   | PROFESSIONAL SERVICES<br>Neutral<br>Facilitation<br>Services | CONSTRUCTION (If applicable)<br>N/A | 3   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm   |   |  |                                     |   |
| Steve Zannoni / PMC has provided partnering facilitation services including; executive, trade contractor, intervention/mediation and close-out sessions for OSFC for over 400 local school districts throughout the State of Ohio as well as strategic planning facilitation sessions. Each of the school sessions includes local Schools representatives, OSFC project administrators, architects, construction managers and multiple trade contractors. |   |  |                                     |   |
| c.  | (1) TITLE AND LOCATION (City and State)<br><b>The National September 11 Memorial &amp; Museum</b><br>New York City, NY                | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |   | PROFESSIONAL SERVICES<br>Neutral<br>Facilitation<br>Services | CONSTRUCTION (If applicable)<br>N/A |   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm   |   |  |                                     |   |
| Project Management Consultants provided partnering facilitation services for multiple sessions for The National September 11 Memorial & Museum Project in New York City. This Museum will honor the nearly 3,000 victims of the attacks and all who demonstrated extraordinary compassion in the aftermath.   |   |  |                                     |   |
| d.  | (1) TITLE AND LOCATION (City and State)<br><b>Veteran's Administration</b><br>Various Locations (see below)                           | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |   | PROFESSIONAL SERVICES<br>Neutral<br>Facilitation<br>Services | CONSTRUCTION (If applicable)<br>N/A |   |

(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

Steve Zannoni provided neutral facilitation services for the Louis Stokes VA Medical Center in Cleveland , Ohio (2 sessions); the Minneapolis VA Medical Center in Minneapolis, Minnesota; and the James A. Haley Veterans Hospital in Tampa, Florida. The facilitations included but were not limited to a review of goal objectives and obstacles, project alignment, roles and responsibilities, methods of communication, methodology for surfacing and resolving issues.

(1) TITLE AND LOCATION (City and State)

The Ohio State University  
Columbus, Ohio

(2) YEAR COMPLETED

PROFESSIONAL  
SERVICES  
Neutral  
Facilitation  
Services /  
Strategic  
Planning  
Consulting  
Services

CONSTRUCTION (If  
applicable)  
N/A

(3) EXAMPLE PROJECT KEY  
NUMBER (If included in Section F)

2

e.

(4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

Check if project performed with current firm

Provided Strategic planning consulting services and facilitated multiple executive sessions for an operation analysis and restructuring project. Steve also has facilitated multiple partnering sessions for various OSU building projects

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

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

|                                |  |                      |                                 |
|--------------------------------|--|----------------------|---------------------------------|
| 16. NAME<br>Patrick J. O'Brien | 17. ROLE IN THIS CONTRACT<br>Facilitator | 18. YEARS EXPERIENCE |                                 |
|                                |  | a. TOTAL<br>17 years | b. WITH CURRENT FIRM<br>8 years |

19. FIRM NAME AND LOCATION (City and State)  
Project Management Consultants, Cleveland, Ohio

|  |   |
|--|---|
| 20. EDUCATION (DEGREE AND SPECIALIZATION)<br>University of Pittsburgh; M.L.S.; 1994<br>University of Pittsburgh; B.A.; 1991; History<br>Pennsylvania State University; B.S.; 1985; Civil Engineering<br>Walden University; Ph.D.; 2008; Engineering Management | 21. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)<br>Certified Construction Manager, Construction Management Association of America<br>LEED Accredited Professional<br>Project Management Professional, Project Management Institute<br>Professional Engineer, Ohio, New York and Pennsylvania |
|--|---|

22. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)  
As a registered Professional Engineer, Certified Construction Manager and Project Management Professional, Dr. Pat O'Brien has over 25 years of Design, Program and Construction Management experience. He has successfully managed over \$500 million in Ohio school construction projects and in addition facilitated over 200 OSFC school building partnering sessions for the State of Ohio. In addition, Pat provides neutral partnering facilitation services, assisting clients with a proactive approach to dispute management.

Prior to working on schools projects, Pat managed the design and construction of major retail and transportation facility projects nationwide. On the design side, pat has provided structural design solutions for bridges and related structures on major highway projects and nuclear power plant projects.

**23. RELEVANT PROJECTS (Up to a maximum of 5 samples)**

|    |  |  |                                     |   |
|----|--|--|-------------------------------------|---|
| a. | (1) TITLE AND LOCATION (City and State)<br><b>Ohio Schools Facilities Commission</b><br>Columbus, Ohio   | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|    |  | PROFESSIONAL SERVICES<br>Neutral Facilitation / Mediation Services | CONSTRUCTION (If applicable)<br>N/A | 3   |
|    | (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm<br>Pat O'Brien has provided partnering facilitation services that include; executive, trade contractor, intervention/mediation and close-out sessions for OSFC. PMC has provided these services for over 400 local school districts throughout the State of Ohio. Each of the school sessions includes local Schools representatives, OSFC project administrators, architects, construction managers and multiple trade contractors. |  |                                     |   |
| b. | (1) TITLE AND LOCATION (City and State)<br><b>Department of Administrative Services<br/>State Architects Office</b><br>Columbus, Ohio  | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|    |  | PROFESSIONAL SERVICES<br>Neutral Facilitation Services             | CONSTRUCTION (If applicable)<br>N/A | 1   |
|    | (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm<br>Pat O'Brien has provided partnering facilitation services for multiple projects throughout the State of Ohio for DAS/SAO projects. See section F for project list.  |  |                                     |   |
| c. | (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)        |   |
|    | (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm  |  |                                     |   |
| d. | (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) |  |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <span style="float: right;"><input type="checkbox"/> Check if project performed with current firm</span>    |                       |                              |  |
| (1) TITLE AND LOCATION (City and State)   | (2) YEAR COMPLETED    |                              | (3) EXAMPLE PROJECT KEY NUMBER <i>(If included in Section F)</i> |
|   | PROFESSIONAL SERVICES | CONSTRUCTION (If applicable) |  |
| e. (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <span style="float: right;"><input type="checkbox"/> Check if project performed with current firm</span> |                       |                              |  |

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

|  |  |   |                      |
|--|--|---|----------------------|
| 16. NAME<br>Thomas J. Kirkwood   | 17. ROLE IN THIS CONTRACT<br>Facilitator | 18. YEARS EXPERIENCE  |                      |
|  |  | a. TOTAL<br>35  | b. WITH CURRENT FIRM |
| 19. FIRM NAME AND LOCATION (City and State)<br>Project Management Consultants, Cleveland, Ohio   |  |   |                      |
| 20. EDUCATION (DEGREE AND SPECIALIZATION)<br>University of Cincinnati College of Law; J.D.; 1974<br>University of Cincinnati; B.A.; 1971 |  | 21. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)<br>Attorney, State of Ohio |                      |
| 22. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)  |  |   |                      |

Mr. Tom Kirkwood is a partner in Thompson Hine's Construction practice. He has handled private and public sector construction transactions and claims litigation for local and national owners, developers, designers, construction managers, and contractors since 1974. Tom has served as special counsel to such major developments as Cincinnati's \$600 million riverfront Banks project and has served as counsel to public agencies for sewer, flood control, and U.S. Army Corps of Engineers' projects. He has appeared on behalf of clients in the United States Court of Appeals for the Sixth Circuit, the Kentucky Supreme Court, and federal district courts or state trial courts in Ohio, Kentucky, Indiana, Michigan, Georgia, West Virginia, and Florida.

Tom has extensive trial and ADR experience in a broad range of construction matters, litigating cases involving heavy and highway, wastewater treatment, bridges, structural steel, structural failures, tunnels, roofs, wall failures, building envelopes, soils and foundations, and other design and construction defects as well as disruption, and inefficiency claims and the design professional standard of care and delay.

As a principal construction consultant in Project Management Consultants (PMC), a wholly-owned subsidiary of Thompson Hine, Tom has provided field level consulting to more than 160 projects with budgets totaling more than \$7 billion. Over the past decade, he has facilitated over four hundred construction workshops with project owners, design, and construction teams, teaching best practices in problem resolution, architect and construction manager team communication, RFI and change order processes, budget and program management, owner systems for managing large projects, scheduling and job progress strategies, project commissioning, managing trade contractor close out, punch listing processes, retainage issues, attic stock turnover, project records, facilities training, guarantee and warranty, and final project accounting.

Tom pioneered for the Ohio School Facilities Commission a unique program that focuses project participants on the nuts and bolts of project commissioning and close out, teaching best practices in managing trade contractor close out, punch listing sequences, retainage issues, attic stock turnover, project records, training, guarantee and warranty, maintenance planning, and final project accounting. Tom was also hired by Turner Construction to facilitate the public/private/Ohio/Kentucky "STRIVE" educational initiative's systems engineering team in its development of processes to apply Six Sigma to educational delivery in the region.

**Mediation**

Tom has formal mediator training with the CPR Institute For Dispute Resolution (1996). Tom has mediated more than 140 public and private sector construction disputes involving tens millions of dollars of claims. The issues have ranged from site condition disputes to construction defects, MEP / architect E&O issues, surety claims, and acceleration, compression, delay, and stacking claims. Tom's settlement rate for claims he has mediated is greater than 94%. Tom formerly served on the Board of Trustees of the Center for Resolution of Disputes.

**PUBLICATIONS AND PRESENTATIONS UPON REQUEST****PROFESSIONAL ASSOCIATIONS**

- American Bar Association; Forum on Construction Industry; Litigation Section
- Cincinnati Bar Association
- Ohio State Bar Association
- Kentucky Bar Association
- Northern Kentucky Bar Association

**AWARDS AND HONORS**

- Recognized in 2010 by Ohio Governor Strickland for assistance in leading portions of Ohio's Construction Reform Panel
- Selected for inclusion in *Super Lawyers* by *Ohio Super Lawyer* magazine in 2009
- Selected for inclusion in *Chambers USA: America's Leading Lawyers for Business*, Construction, Ohio, 2010-2011

**23. RELEVANT PROJECTS (Up to a maximum of 5 samples)**

|   |  |  |                                     |   |
|---|--|--|-------------------------------------|---|
| a.  | (1) TITLE AND LOCATION (City and State)<br>Ohio School Facilities Commission | (2) YEAR COMPLETED   |                                     | (3) EXAMPLE PROJECT KEY NUMBER (If included in Section F) |
|   |  | PROFESSIONAL SERVICES<br>Neutral Facilitation / Mediation Services | CONSTRUCTION (If applicable)<br>N/A | 3   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm<br>Tom Kirkwood / PMC has provided partnering facilitation services including; executive, trade contractor, intervention/mediation and close-out sessions for OSFC for over 400 local school districts throughout the State of Ohio as well as strategic planning facilitation sessions. Each of the school sessions includes local Schools representatives, OSFC project administrators, architects, construction managers and multiple trade contractors. |  |  |                                     |   |
| b.  | (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)        |   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm   |  |  |                                     |   |
| c.  | (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)        |   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm   |  |  |                                     |   |
| d.  | (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)        |   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm   |  |  |                                     |   |
| e.  | (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)        |   |
| (4) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm   |  |  |                                     |   |

|   |  |
|---|--|
| <b>F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT</b><br><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> | 24. EXAMPLE PROJECT KEY NUMBER (1 – 10)<br>1 |
|---|--|

|  |  |                                     |
|--|--|-------------------------------------|
| 25. TITLE AND LOCATION <i>(City and State)</i><br>Ohio Department of Administrative Services – Multiple projects | 26. YEAR COMPLETED                                     |                                     |
|  | PROFESSIONAL SERVICES<br>Neutral Facilitation Services | CONSTRUCTION (if applicable)<br>N/A |

|  |   |  |
|--|---|--|
| 27. PROJECT OWNER'S INFORMATION              |   |  |
| a. PROJECT OWNER<br>State Architect's Office | b. POINT OF CONTACT NAME<br>State Architect | c. POINT OF CONTACT TELEPHONE NUMBER<br>614.466.4761 |

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

PMC has provided neutral facilitation services to the Department of Administrative Services (DAS) / State Architect's Office (SAO) under the former DAS project number # 100-2007-999. PMC was engaged to provide facilitate partnering workshops for a variety of state funded construction projects, working directly with general trades contractors throughout Ohio to facilitate contractor sessions. We were also engaged over the past few years to facilitate in-house retreats and inter-department working sessions with and for SAO. Some of the specific projects are listed below.

- Health / OEPA Laboratory Facility
- Ohio Fire Academy
- Central State University (3)
- North High Street Complex (2)
- Columbus State (2)
- New Behavioral Healthcare Hospital
- National Guard Training and Community Center
- Energy audit program
- ODOT (2)
- Youngstown State
- Highway Patrol Ironton Post
- Cuyahoga Hills Juvenile Correctional Facility
- Noble County Maintenance (ODOT)
- Clark State Community College
- KSU -Salem Campus
- KSU McDowell Hall
- Pickaway Correctional
- SAO Retreat (3)
- DRC/SAO session
- SAO BIM session
- SAO College
- SAO Shared Services Process Meeting
- OAKS CI Session

29. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

|    |   |  |   |
|----|---|--|---|
| a. | (1) FIRM NAME<br>Project Management Consultants | (2) FIRM LOCATION <i>(City and State)</i><br>Cleveland, Ohio | (3) ROLE<br>Neutral Facilitation Services |
| 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                                  |
| d. | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE                                  |
| e. | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE                                  |
| f. | (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.)*

24. EXAMPLE PROJECT KEY NUMBER (1 – 10)  
2

|   |   |                                     |
|---|---|-------------------------------------|
| 25. TITLE AND LOCATION <i>(City and State)</i><br>The Ohio State University<br>Columbus, Ohio | 26. YEAR COMPLETED  |                                     |
|   | PROFESSIONAL SERVICES<br>Neutral Facilitation / Strategic Planning Services | CONSTRUCTION (if applicable)<br>N/A |

27. PROJECT OWNER'S INFORMATION

|   |   |  |
|---|---|--|
| a. PROJECT OWNER<br>The Ohio State University | b. POINT OF CONTACT NAME<br>Jeff Kaplan / Lynn Readey | c. POINT OF CONTACT TELEPHONE NUMBER<br>614.292.0582 |
|---|---|--|

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

Partnering facilitation services including; executive, contractor, mediation, project delivery, and facility analysis and restructuring sessions, process meetings and BIM protocol review. Projects include the New Psychology Building, Mechanical Engineering Building replacement project, Larkins Hall, Aronoff Laboratory of Biological Sciences, Ohio Stadium Expansion and Project One.



29. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

|    |   |  |  |
|----|---|--|--|
| a. | (1) FIRM NAME<br>Project Management Consultants | (2) FIRM LOCATION <i>(City and State)</i><br>Cleveland, Ohio | (3) ROLE<br>Facilitator / Feasibility Analysis Consultants |
| 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   |
| d. | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE   |
| e. | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE   |
| f. | (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><br><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> |  | 24. EXAMPLE PROJECT KEY NUMBER (1 – 10)<br>3  |
| 25. TITLE AND LOCATION <i>(City and State)</i><br>Ohio School Facilities Commission (OSFC)<br>Statewide program   |  | 26. YEAR COMPLETED<br>PROFESSIONAL SERVICES<br>Neutral Facilitation Services<br>CONSTRUCTION (if applicable)<br>N/A |
| 27. PROJECT OWNER'S INFORMATION   |  |   |
| a. PROJECT OWNER<br>OSFC  | b. POINT OF CONTACT NAME<br>Rick Hickman | c. POINT OF CONTACT TELEPHONE NUMBER<br>614.466.6290  |

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

PMC has provided partnering facilitation services that include; executive, trade contractor, intervention/mediation and close-out sessions for OSFC. PMC has provided these services for **over 400 local school districts** throughout the State of Ohio. Each of the school sessions includes local Schools representatives, OSFC project administrators, architects, construction managers and multiple trade contractors.



| 29. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT |   |  |                                 |
|---|---|--|---------------------------------|
| a.  | (1) FIRM NAME<br>Project Management Consultants | (2) FIRM LOCATION <i>(City and State)</i><br>Cleveland, Ohio | (3) ROLE<br>Neutral Facilitator |
| 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                        |
| d.  | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE                        |
| e.  | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE                        |
| f.  | (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.)*

24. EXAMPLE PROJECT KEY NUMBER (1 – 10)  
4

|   |   |                                     |
|---|---|-------------------------------------|
| 25. TITLE AND LOCATION <i>(City and State)</i><br>Cleveland Medical Mart and Convention Center<br>Cleveland, Ohio | 26. YEAR COMPLETED  |                                     |
|   | PROFESSIONAL SERVICES<br>Owner's Rep/<br>Neutral Facilitation<br>Services | CONSTRUCTION (if applicable)<br>N/A |

27. PROJECT OWNER'S INFORMATION

|                                     |  |  |
|-------------------------------------|--|--|
| a. PROJECT OWNER<br>Cuyahoga County | b. POINT OF CONTACT NAME<br>Barb Shergalis | c. POINT OF CONTACT TELEPHONE NUMBER<br>216.780.1859 |
|-------------------------------------|--|--|

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

PMC is currently providing owner's Rep services and conducted executive partnering sessions at the onset of the \$465 million new Medical Mart and Convention Center project.



29. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

|    |   |  |                                      |
|----|---|--|--------------------------------------|
| a. | (1) FIRM NAME<br>Project Management Consultants | (2) FIRM LOCATION <i>(City and State)</i><br>Cleveland, Ohio | (3) ROLE<br>Owners Rep / Facilitator |
| 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                             |
| d. | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE                             |
| e. | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE                             |
| f. | (1) FIRM NAME                                   | (2) FIRM LOCATION <i>(City and State)</i>                    | (3) ROLE                             |

**F. RELEVANT PROJECT EXPERIENCE MATRIX**

|  |  | Major Scope of Work requirements as identified in the project advertisement. |        |        |        |        |        |        |        |        |        |
|--|--|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|  |  | Scope:   | Scope: | Scope: | Scope: | Scope: | Scope: | Scope: | Scope: | Scope: | Scope: |
| Example Project Name (Place "X" under Project Scope) |  |  |        |        |        |        |        |        |        |        |        |
| 1  |  |  |        |        |        |        |        |        |        |        |        |
| 2  |  |  |        |        |        |        |        |        |        |        |        |
| 3  |  |  |        |        |        |        |        |        |        |        |        |
| 4  |  |  |        |        |        |        |        |        |        |        |        |
| 5  |  |  |        |        |        |        |        |        |        |        |        |
| 6  |  |  |        |        |        |        |        |        |        |        |        |
| 7  |  |  |        |        |        |        |        |        |        |        |        |
| 8  |  |  |        |        |        |        |        |        |        |        |        |
| 9  |  |  |        |        |        |        |        |        |        |        |        |
| 10   |  |  |        |        |        |        |        |        |        |        |        |



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## H. ADDITIONAL INFORMATION

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34a. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE CONTRACTING AUTHORITY. ATTACH ADDITIONAL SHEETS AS NEEDED.

### about pmc

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Project Management Consultants LLC (PMC) is a multi-disciplinary organization consisting of seasoned finance, construction and real estate professionals, including licensed architects, engineers, construction managers, financial strategists, and experienced construction lawyers. We provide four primary services to the construction industry:

- **Design and construction partnering facilitation and mediation.** Partnering is a project method that is implemented at the beginning of a project to promote consistent, rational and positive communication. **PMC's professional facilitators work with the project team to establish working relationships and communication channels. Collaboratively defining roles, schedules and objectives early on improves the quality of the project and reduces disputes.** We have provided these services for hundreds of projects throughout the United States. Our clients include Ohio Department of Administrative Services, The Ohio State University, Ohio School Facilities Commission, Veterans Association, Cleveland Orchestra, Pittsburgh Pirates, California Academy of Sciences, and Cleveland Botanical Gardens.
- **Public and private financing consulting.** PMC provides assistance in obtaining public/private financing for real estate development, assisting clients with identifying financing and other strategies necessary to facilitate project objectives. Some of our most recent clients include Developers Diversified Realty Corporation, Fairmount Properties, University Circle Incorporated, LifeBanc, American Greetings, and Flats East Development LLC.
- **Project and risk management consulting.** PMC serves in the role of project delivery consultant on a number of museums, stadiums, arenas and institutional, commercial and industrial facilities, including the New Busch Stadium (St. Louis, MO), Target Field (Minneapolis, MN), Amway Area (Orlando, FL) and the Carnegie Science Center (Pittsburgh, PA).
- **Owner's representation.** As Owner's Representative PMC performs as the Owner's agent, furnishing our best skills and judgment to accomplish a quality-controlled project on time and within budget. We monitor and advise the Owner regarding the status of the project schedule and project cost, as well as the quality of construction. PMC has served as Owner's Representative for a variety of projects across the country, including museums, libraries, assisted living/care facilities, stadiums, schools, office buildings and parking facilities. We have provided this service for a diverse group of clients such as the Pittsburgh Pirates (PNC Park), The A.M. McGregor Home, Cleveland Heights-University Heights Public Library, Cuyahoga County Community Mental Health Board, Cleveland Hearing and Speech Center, Cleveland State University, Museum of Contemporary Art Cleveland and the Cleveland Convention Center and Medical Mart.

### menu of services

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#### Design and Construction Partnering Facilitation and Mediation

- Conduct planning, process and construction partnering facilitation
- Mediate claims and expedite dispute resolution
- Facilitate achievement of comprehensive GMP
- Conduct project closeout partnering facilitation

#### Public and Private Financing Consulting

- Pro forma development and financial feasibility analysis
  - Intergovernmental funding strategies (local, state, federal)
  - Bank financing assistance
  - Public sector bond financing negotiation
-

- 
- Tax increment financing, new markets and historic tax credit strategies and analyses

### **Project and Risk Management Consulting**

- Analyze critical project parameters
- Negotiate key project agreements and related documents
- Evaluate and implement project delivery methodologies
- Develop insurance and risk management programs
- Manage claims resolution and project closeout

### **Owner's Representation**

- Owner's representation and advocacy
- Project delivery oversight
- Project budgeting and scheduling
- Consultant selection and negotiations
- Design and construction oversight

PMC was founded in 1997 as a wholly owned subsidiary of the law firm Thompson Hine LLP. Jeff Appelbaum, the founder and managing director, has over 30 years of construction law experience and recognized the need for consulting services beyond legal representation to satisfy the project management needs of owners. In establishing PMC, Appelbaum assembled a team of professionals with extensive experience in design, finance, construction consulting, construction management, partnering facilitation and owner's representation services.

## **pmc services: partnering facilitation & mediation**

Our approach to partnering services is to tailor a program to the unique needs of each project. We often recommend the use of **executive, contractor and closeout partnering sessions**, along with intervention sessions as necessary. Each session is assigned a facilitator from our team of construction professionals who will guide you through the systematic process. To ensure a successful and productive interface, we perform extensive project research and conduct stakeholder interviews even before the sessions begin.

- **Executive partnering session.** This session is initiated by and for the project stakeholders in the early stages of the design process. The participants include project team key owner representatives (users, administrative and executive levels), the construction manager's team, architects, engineers and any other key consultants. Using interactive team-building exercises, we address practical project issues or problems identified by the stakeholders. We facilitate the establishment of team goals, identification of obstacles and opportunities and initiation of action plans dealing with project issues. This session also includes a project alignment exercise that helps to identify the roles and responsibilities of the team members, a benchmarking exercise and the development of a framework for a dispute resolution plan.
- **Contractor partnering session.** This session involves all trade contractors and the owner's team. Trade contractors bring a unique perspective, and they can be allies and assets in the successful execution of any building project. One outcome of this facilitated session is the establishment of an agreement on construction processes and timeframes. Each project is unique in its design solutions, and acknowledging that there are variations in approaches to traditional construction processes or confirming the use of certain processes benefits all parties involved.

Communication of the owner's expectations and goals to the contractors provides an opportunity for the early exposure of potential difficulties in executing the project. We also facilitate the development of a dispute resolution plan that includes the participation of trade contractors. Having such a process in place can reduce and eliminate claims against the project.

Depending on the complexity and magnitude of the building program, scheduling **follow-up contractor partnering sessions** at major "milestones" contributes significantly to the overall success of the project.

- 
- **Closeout partnering session.** As a project approaches the 75% completion mark, we conduct a closeout partnering session with the owner's team and the trade contractors to discuss and review critical elements of the project. It is typical of any project, and especially of construction, for the last 10% of the work to take a significantly disproportionate effort. One goal of this session is to validate project completion schedules in order to disclose any potentially hidden cost issues.
  - **Intervention session.** By nature the construction process can be confrontational, and even on the best projects disputes can and will occur. Because we encourage open discussion between all parties during partnering sessions, we are able to discover and address many disputes before they escalate into major problems. However, occasionally an issue arises that is not easily resolved. When this happens, we convene an intervention session, the purpose of which is to maximize communications between the parties and help them find and agree on a mutually acceptable solution to any dispute within 30 days. Our goal is to facilitate the swift resolution of disputes without resorting to the use of costly outside consultants who are unfamiliar with the project and its history and issues.

In addition to traditional construction partnering for building projects, the PMC team provides unique services, including:

- **Lessons learned.** We have helped many project teams prioritize and better define their project's goals from "lessons learned" facilitated sessions.
- **Facilitated guaranteed maximum price for construction.** We have developed a unique process for establishing a guaranteed construction cost early in the project. This process will help both your design team and construction team to agree on the scope of the project, eliminating surprises during the construction process.
- **Dispute resolution.** By partnering with all team members, including trade contractors, we can help project teams avoid claims.
- **Implementation of an owner-controlled insurance program (OCIP).** our risk management approach has provided owners with substantial cost savings.

PMC provides owners with the management and process tools for a successful building project. With our understanding of and experience in the construction industry, PMC can provide you with comprehensive professional support throughout the building process and assist you in achieving your project goals.



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## H. ADDITIONAL INFORMATION

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## 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:

3900 Key Center, 127 Public Square  
Address

Cleveland, Ohio 44114  
City, State, Zip

2. Location where services will be performed by Proposer:

Various locations in Ohio  
Address

Ohio  
City, State, Zip

Locations where services will be performed by Consultants:

N/A  
Address

N/A  
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:

3900 Key Center, 127 Public Square  
Address

Cleveland, Ohio 44114  
City, State, Zip

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

N/A  
Address

N/A  
City, State, Zip

\_\_\_\_\_  
Address

\_\_\_\_\_  
City, State, Zip

\_\_\_\_\_  
Address

\_\_\_\_\_  
City, State, Zip

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## H. ADDITIONAL INFORMATION

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**COMMITMENT TO PARTICIPATE  
IN THE  
EDGE BUSINESS ASSISTANCE PROGRAM**

**Professional Services Firm: Mark only one option.**

Use “✓” or “X” to mark option included in contract award amount.

If marking Option B, also show percentage of proposed participation.

**Option A**

The Lead Firm or Joint Venture (“Proposer”) commits to *meet or exceed* the advertised EDGE Participation Goal of the award amount, calculated as a portion of the Basic Fee plus all accepted Additional Service Fees and Reimbursable Expenses, by using EDGE-certified Business Enterprise(s).

The Proposer agrees that if selected for consideration of the Contract, it shall provide to the Contracting Authority, at the location required within 10 business days after receiving notice from the Contracting Authority, its Technical Proposal, including a *Certified Statement of Intent To Contract and To Perform* form for each EDGE-certified Business Enterprise proposed for use by the Proposer if awarded the Contract for this Project.

**Option B (also indicate percentage -- see text )**

The Proposer *does not meet* the advertised EDGE Participation Goal percentage, but, if awarded the Contract for this Project, *commits to provide* \_\_\_\_\_ **percent of the Contract award amount**, calculated as a portion of the Basic Fee plus all accepted Additional Service Fees and Reimbursable Expenses, by using EDGE-certified Business Enterprise(s).

The Proposer acknowledges it understands the requirement for it to provide and agrees to provide to the Contracting Authority, if selected for consideration of the Contract, within 10 business days after notice from the Contracting Authority, a letter requesting a waiver of the EDGE participation goal percentage on the Proposer’s letterhead with a detailed *Demonstration of Good Faith* form describing its efforts undertaken prior to submitting its Statement of Qualifications to meet the advertised EDGE Participation Goal percentage for the Contract for this Project, and full documentation to substantiate its efforts.

The Proposer commits to provide to the Contracting Authority at the location required within 10 business days after receiving notice from the Contracting Authority, its Technical Proposal, including a *Certified Statement of Intent To Contract and To Perform* form for each EDGE-certified Business Enterprise proposed for use by the Proposer if awarded the Contract for this Project.

**Option C**

The Proposer declares that it is an EDGE-certified Business Enterprise and that if awarded the Contract, the EDGE Participation percentage will be 100% of the award amount.

**I. AUTHORIZED REPRESENTATIVE**  
The foregoing is a statement of facts.

35. SIGNATURE

36. DATE

37. NAME AND TITLE

# STATEMENT OF QUALIFICATIONS

1. PROJECT NUMBER (If any)  
DAS-11F888

## PART II – GENERAL QUALIFICATIONS

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

|  |                 |  |   |                             |  |
|--|-----------------|--|---|-----------------------------|--|
| 2a. FIRM (OR BRANCH OFFICE) NAME<br>Project Management Consultants LLC         |                 |  |   | 3. YR ESTABLISHED<br>1997   | 4. FTID NUMBER<br>[REDACTED]                             |
| 2b. STREET<br>3900 Key Center, 127 Public Square                               |                 |  |   | 5. OWNERSHIP                |  |
|  |                 |  |   | a. TYPE<br>Ohio Corporation |  |
| 2c. CITY<br>Cleveland  | 2d. STATE<br>OH | 2e. ZIP CODE<br>44114                            | 2f. COUNTY<br>Cuyahoga                    | b. EDGE STATUS<br>N/A       |  |
| 6a. POINT OF CONTACT NAME AND TITLE<br>Jeffrey R. Appelbaum, Managing Director |                 |  | 6b. PRESIDENT/CEO<br>Jeffrey R. Appelbaum |                             | 7. NAME OF FIRM (If Block 2a is a branch office.)<br>N/A |
| 6c. TELEPHONE NUMBER<br>216.566.5548   |                 | 6d. E-MAIL ADDRESS<br>jeff.appelaum@aboutpmc.com |   |                             |  |
| 8a. FORMER FIRM NAME(S) (If any)<br>N/A  |                 |  |   | 8b. YR ESTABLISHED          | 8c. FTID NUMBER  |

| 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) LICENSED        | (2) NON-LICENSED |  |   |                                     |
| 02                         | Administrative                                       |                     | 3                | A-11   | Auditoriums and Theaters  | 3                                   |
| 48                         | Project Managers / Facilitators                      | 3                   | 1                |  |   |                                     |
|                            | Financial Advisors/ Economic Development Specialists | 1                   | 2                | E-02   | Educational Facilities  | 7                                   |
|                            | Transactional Consultants / Facilitators             | 4                   |                  | F-02   | Stadiums / Arenas   | 5                                   |
|                            | Facilitators   | 2                   |                  | H-09   | Hospital and Medical Facilities   | 3                                   |
|                            |  |                     |                  | H-10   | Hotels  | 1                                   |
|                            |  |                     |                  | H-11   | Housing   | 1                                   |
|                            |  |                     |                  | L-04   | Libraries / Museums   | 2                                   |
|                            |  |                     |                  | O-01   | Office Buildings  | 2                                   |
|                            |  |                     |                  | U-02   | Urban Renewal / Community Development   | 2                                   |
|                            |  |                     |                  | Other  | Project Management Consulting Services, Partnering Facilitation Services, and Public and Private Finance Services for a variety of types projects | 5                                   |
|                            | Other Employees                                      |                     |                  |  |   |                                     |
| Total                      |  | 10                  | 6                |  |   |                                     |

| 11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 2 YEARS<br><i>(Insert revenue index number shown at right)</i> |    | PROFESSIONAL SERVICES REVENUE INDEX NUMBER   |  |  |
|---|----|--|--|--|
| a. Work for this Contracting Authority  | 2  | 1. Less than \$50,000<br>2. \$50,000 to less than \$100,000<br>3. \$100,000 to less than \$200,000<br>4. \$200,000 to less than \$300,000<br>5. \$300,000 to less than \$400,000 | 6. \$400,000 to less than \$500,000<br>7. \$500,000 to less than \$600,000<br>8. \$600,000 to less than \$700,000<br>9. \$700,000 to less than \$800,000<br>10. \$800,000 to less than \$900,000 | 11. \$900,000 to less than \$1,000,000<br>12. \$1,000,000 to less than \$2,000,000<br>13. \$2,000,000 to less than \$5,000,000<br>14. \$5,000,000 to less than \$10,000,000<br>15. \$10,000,000 or greater |
| b. Other State Work (see instructions)  | 12 |  |  |  |
| c. Total State Work   | 12 |  |  |  |

**12. AUTHORIZED REPRESENTATIVE**  
The foregoing is a statement of facts.

|   |                           |
|---|---------------------------|
| a. SIGNATURE  | b. DATE<br>April 19, 2011 |
| c. NAME AND TITLE<br>Jeffrey R. Appelbaum, Esq. / Managing Director |                           |

Provide a separate Part II form for each firm or branch office participating on the proposed project team.