

PAUL J. VERHEYDEN, REGISTERED ARCHITECT

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DESCRIPTION OF EXPERIENCE

1. Previous experience in speaking/instructing before large groups. Explain. Numbers and frequency.

a. High School – President of Student Body 1 year – spoke at all school assemblies and functions - +/- 6 times, +/-1,000 students. Captain of Varsity Football team – 2 years, Captain of Varsity Tennis Team – 2 years. Spoke to team at each of 10 games x 2 years – before and after. Motivate and encourage. (+/- 50 football, 10 tennis players)

b. College – Spoke at student government meetings – 1/month 1 year – 20 people each time. Alpha Phi Omega carry giant Texas flag on field- team caller – each UT home game – 2 years – 10 games. Led Bible Study 5-8 men 1/week for 4 years.

c. Single after College – Taught Singles Sunday School classes 1/week for 2 years - +/- 50 people.

d. Sunday School Leader & Teacher – 4 year olds 1/week for 2 years - +/- 20 children, 4 adults.

e. Soccer Coach, Baseball Coach – 10 years, 2 times/week – multiple teams – ages 5 to 11 - +/- 15 boys. Led adult asst. coaches +/- 4 men

f. Cub Scouts, Boy Scouts – 10 years 1993 - 2003– Cubmaster, Asst. Scoutmaster – 1/week – 80 in Pack, 120 in Troop.

g. Scout God & Country Leader for Troop 125 - 2003-2008 (5 years) spoke to +/-100 scouts and adults as group about God & Country Program – 3 times/yr.

h. Instructor – Dallas County Community College – Mountain View Campus – 3 years – 5 courses, +/- 20 students per course. Courses included Blueprint Reading, Building Design, AutoCAD 2D, 3D, Computer Aided Facilities Management.

i. Sunday School leader 6th grade – 18 people 1/wk. for 18 mos.

j. Facilities Manager – Trammell Crow – led all-day seminar as key speaker for +/- 100 people to explain procurement and payment process for existing and new vendors for +/- 90 trades for facility maintenance of +/- 90 Exxon Mobil stores in DFW metroplex.

k. Sr. Project Manager – Greyhound - Central U.S. Region, gave presentation of +/- 12 projects and +/- 200 locations 1/ month to management and staff of +/- 20 people. 18 months. Led construction meetings weekly of +/- 30 people for 6 months.

l. Project Architect - Made presentation to various City Councils (Sherman, Tx., Denton, Tx. Austin, Tx., San Diego, CA.) for variety of projects- +/- 10 to +/- 50 people each.

m. President and Varsity Head Coach and JV Coach for The Crusaders Football Team – 50 boys - the first independent varsity team in DFW area – I was interviewed and featured on Channel 8 Sports with 3 minute highlight broadcast to thousands of people. Solicited support, managed coaching staff (7) daily for 4 months. Master of ceremonies for Team fundraiser, introducing players, coaches, cheerleaders including live auction – 200 people.

n. Project Manager - Led hundreds of Weekly Design and Construction Project Meetings with as many as 40 people (professionals, end-users, contractors, etc.) attending to review progress of work, action required for project conformance, etc. Was able to lead meetings and take copious notes.

o. Instructor – ITT Technical Institute, Sustainability in Design, AutoCAD – 3 - 5 hour courses, 29 students, 3 - 12 week quarters. Instructor of +/- 50 students at Mountain View College, Dallas - 5 courses.

2. Previous supervisory experience/number supervised. Budget for those individuals..

I supervise everyone with respect and professionalism, because that is how I want to be treated. Numbers and budget for those supervised is as follows:

a. ACS, Dallas. As Facilities Manager of +/- 1,200 people at the world headquarters facility, I directly supervised 13 maintenance and 4 administrative staff in-house and many others out of house for all design, construction, landscaping, maintenance, repair, etc. of facility. I hired and managed a Maintenance Supervisor – 1st one at company. Conducted Performance reviews for each person. The structure and performance of this group was greatly improved from my involvement. The budget for the in-house group was +/- \$700,000. Outside contractors and consultants on many projects - +/- 65 people - +/- \$3 mil. budget.

b. DFW Airport – 1st term. Managed Architectural staff of 6 people for design and construction of first prototype of Skylink Building (2 per terminal).. Budget for these was +/- \$300,000. I also coordinated with other Structural, Mechanical, Electrical, Plumbing, Civil and other consultants - +/- 50 people - +/- \$350,000 budget. Daily monitoring for quality control of design of first Prototype of Skylink Terminal (2 per air terminal). My supervision increased productivity and accuracy of documentation.

c. DFW Airport – 2nd term – Managed completion of 22 design and construction projects including 32 acre South Gate commercial development project, employee parking for 8,000, entry plazas and Admin. Buildings, Valet Parking. Supervised Architectural staff of 5 direct internal staff and +/- 100 outside consultants and other staff.

d. Trammell Crow – Exxon/ Mobil- supervised 75 companies (+/- 2 people each) for +/-90 ExxonMobil stores in DFW area. Daily supervision – +/- \$10 mil. budget. Made daily store and vendor visits. Developed efficient method to supervise vendors including developing computer matrix of store and vendor contacts, call system, etc..

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e. Greyhound – directly supervised 1 in-house staff plus hundreds of people outside of office including architects, consultants, contractors, vendors on each project, at many locations across U.S. Many were supervised from long distance and visited personally as required. Some of work was telephone & e-mail. Budget for those was +/- \$12 mil.

f. Ikemire – supervised staff of 6 draftsmen daily for 18 months. Budget for them is +/- \$200,000. Supervised +/- progress of work for 2-5 General Contractor's staff and subcontractors. - \$250,000 budget – Bimonthly meetings held.

g. Construction Projects – Supervised Architects, Engineers, Vendors, etc. from 2 people to 100 people, depending on size and scope of project. Budgets for those individuals varied from \$100,000 to \$millions. Held each person accountable for their work to keep within budget, schedule and scope as required. I led many individual and group meetings as required.

h. Kaiser Permanente – Supervised hundreds of various Architects, Engineers, Vendors, etc. Budgets varied. Managed Architects & Engineers documentation - Personally supervised IT and furniture installation crews of +/- 50 people

i. GTE – JKW – Supervised Architect, Engineer and Contractor +/- 80 people. Directly involved +/- 6 main people. Budget for them was +/- \$500,000. Supervised direct Architectural staff of 3 people – budget was +/- \$140,000.

3. Demonstrated experience as a problem solver.

a. As an Architect, I have solved countless problems for Owners in all stages of the design and documentation process with clear solutions. I provide solutions in an efficient, organized, specific and complete manner. I have also coordinated closely with Civil, Structural, Mechanical, Electrical and Plumbing Engineers, from creating efficient floor plans from a complex program, to developing elevations and sections, to finalizing details of a project, problems were solved. See attached Partial List of Projects which describes some of problems solved. Each project requires solving space, constructability, and other problems with a simple, practical solution.

b. As Construction Manager for owners, I solved many problems such as correcting lack of or incorrect documentation, providing solutions to Contractors for correcting incomplete or incorrect work, etc.

c. As Project Manager – Solved problems providing creative solutions for budgets, schedules, scopes, quality control. I am proactive and quickly reactive saving time and money on many projects.

d. As Facilities Manager – Solved problem of poor Elevator, Landscaping, Janitorial, HVAC, Roofing, Vending maintenance with signed list of requirements, regular inspections, accountability structure. Problems were getting quality work for reasonable fee. I renegotiated contracts, met regularly with supervisors. Increased productivity and lowered costs.

e. Contracts Manager – Corrected problems in contracts where clauses were not protecting my employer. Contracts were made more specific and accountable.

f. Ikemire Architects – Legacy Plaza Office Construction– Solved problems with stairs, smoke doors, HVAC locations, stucco joints, dumpster, site lighting, ramps & accessibility.

Twin Rivers Apartments Construction– Solved problems with Clubhouse doors, windows; wall light sconce, Great Room lighting, door clearance, dryer vents, 2nd floor Manager's office to be Exercise / Meeting room, sprinkler piping – furr downs, HVAC units, site drainage, Mail Room location, protruding beam, dome in ceiling, electrical cabling locations, wrong concrete placement, brick work, roofing, cupolas, wood trim, corridor doors, etc.

Addison Road – Solved problems with documentation variance from Structural vs. Architectural. Contractor did not notify. Required field change.

g. Greyhound – see Perf. Eval. – Solved numerous problems with numerous locations. Dallas, Pittsburgh -new, Memphis - new, Texas Elevate – Houston, San Antonio, Austin, Columbus, El Paso, Toledo, Cincinnati, Cleveland

h. MHMR – Provided solution to problem of getting lowest bidder for project with evaluation criteria.

i. Paramount – Solved square footage confirmation problem by field measuring thousands of s.f.

j. UT Southwestern – Given project mid-stream from inexperienced staff for installation of Emergency Generators. In 4 days, met with contractor, engineers, equipment supplier and completely re-designed project providing completed documentation with much more efficient and accurate equipment layout including enclosure and access.

k. UMHB – Given project mid-stream from inexperienced staff for 2-story rotunda and 50-seat executive board room with grand curved staircase. Provided accurate, constructible design and documentation.

l. Trammell Crow – Exxon Mobil – Solved problem of 75 Vendors not aware or knowledgeable of invoicing procedures, processes by contacting each one and conducting 8-hour seminar for entire group. Provided paper and electronic simple process and followed up with each one. Increased productivity. Also solved problem of getting correct and closest vendor aligned with each of 117 stores in DFW area. Created and maintained matrix & map for each store where contact made to call center and call center had min. 3 choices for over 90.

m. ACS – gave staff 2-way radios, created job descriptions, hired Maint. Supv., Completed Facilities Floor Plans, Created Policies & Procedures, Performed ACM abatement.

n. DFW Airport – Document accuracy, Quality Control. Solved problems of eliminating conflict of Structural, Mechanical and plumbing items for first prototype Skylink terminal station.

o. GTE – HVAC ducts metal rectangular vs. round flex ducts at world headquarters.

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- p. Carpenter Ranch – performed ACM & Lead abatement at underground fuel storage, water tower, buildings.
- q. Kaiser Permanente – Reduce HVAC Noise in Conf. Room, No Facilities Floor Plans, Multiple Space plan solutions, numerous solutions to numerous problems in variety of projects.
- r. MHMR – structural Engineer was not performing. I correctly decided at the right time to change to another Engineer to stay on schedule for project.
- s. City of Dallas – provided investigation, documentation, recommendation, scope of work, etc. for water infiltration into 30 yr-old City Hall facilities including parking garage, 7-story office tower, 2 below-grade office spaces. I implemented solutions with consultant, including cost estimates that required experience with building systems. Started first compressed natural gas (CNG) fueling facilities for City of Dallas – 2 locations.
- t. At DFW Airport, solved problems in 22 projects completing documents, managing projects, coordinating with staff, consultants, contractors, code officials, etc. Keeping all projects on schedule and with budgets and scopes by making quick decisions, getting timely approvals, etc.

4. Demonstrated competence in managing construction projects.

The List of Projects and Performance Appraisals confirm my competence and success in managing hundreds of construction projects. Please refer to these documents and other info items 1-13 in this document.

5. Demonstrated experience in leading and mentoring of others.

See answers to question # 2 above under Supervisory experience.

I am a leader. I have shown this at every level in a variety of positions and for a variety of projects. I am always professional, pro-active, patient, persistent and persuasive. I know what, when, and how to do what is needed. I have mentored many by doing what is right, at the right time. I treat people as I would want to be treated, in a positive manner. The following lists number and types of people that I have led and mentored. Not only with those I have supervised, but also with co-workers directly with every day, I apply the same leadership and mentoring skills. As a mentor and leader, I have never asked anyone to do what I will do myself. Many times I have set the example by getting the work done myself. This has motivated others to perform better and with more competency. Below is a brief description of numbers and types that I led and/or mentored.

- a. Ikemire Architects – 6 employees, many consultants, contractors.
- b. Greyhound – 3 employees, many consultants and contractors
- c. MHMR – +/- 6 directly Owner and staff. 4 consultants.
- d. UT Southwestern – 3 employees, 2 vendors, 4 consultants.
- e. UMHB – 2 employees
- f. Trammell Crow – Exxon Mobil – 117 store managers, 75 vendors
- g. ACS – 17 employees, +/- 65 outside vendors, contractors, etc.
- h. DFW Airport – 12 employees, 50 consultants.
- i. GTE - 6 main people (Architects, Contractors)
- j. JKW - 3 employees
- k. Carpenter Ranch – Demolition contractor – 4 people
- l. Kaiser Permanente – 4 employees, +/- 200 people - Project Manager for 6 years.
- m. Boy Scouts – +/- 20 scouts & adults as Den leader, +/- 100 scouts & adults as Cubmaster, +/- 200 scouts and adults as Asst. Scoutmaster, God & Country Chairman of Circle Ten Council (70,000 scouts)
- n. Sports Teams – +/- 150 people - soccer, baseball, football. Head Coach, Asst. Coach
- o. Sunday School teacher – +/- 100 people - 4 yr. olds, 6th graders, 3rd graders, college students, adult singles
- p. Father of 4 children, ages 27, 25, 22, 19. With my wife, I have led each of them to success spiritually, physically, academically and socially. We have 2 college graduates – Registered Nurse, 2 Eagle Scouts, Starters and Captains in many sports, 1 Cheerleader. Many people on many occasions have complimented us on our success with our children.
- q. City of Dallas – helped other staff members with less experience on a variety of projects.
- r. Mountain View College – Instructor for +/- 50 students teaching curriculum, motivating them and grading assignments.
- s. DFW Airport – managed internal staff of 6 plus hundreds of outside consultants and contractors.
- t. ITT Technical Institute – Instructor for 21 students teaching curriculum, motivating them and grading assignments.

6. Demonstrated ability to forge relationships with diverse groups.

On each project, one of the first things I do is to create a Project Directory. This includes anyone and everyone that would be involved in the project from City officials, to consultants, internal staff, external people, etc. This includes tel. numbers,

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e-mail addresses, job title &/or responsibility for the Project. I then distribute to everyone and keep it maintained changing, adding, deleting information. I am proactive with many forms of communication so that all diverse groups are included in each of their necessary phase of projects. Many people have complimented me on my communication skills, which is the key to getting diverse groups to work together. The List of Projects and Appraisals lists many Projects that require a diverse group of people. Below are listed some of that diversity of groups. I treat everyone in a positive, professional manner as I would want to be treated.

- a. Ikemire Architects – engineers, contractors, subcontractors, owners, vendors, city officials
- b. Greyhound – Outside architects, engineers, contractors, subcontractors, owners, vendors, city officials, managers, execs. I also worked with internal staff in various departments.
- c. MHMR – Owner, contractors
- d. UT Southwestern – engineers, vendors, contractors
- e. UMHB – draftsmen, consultants.
- f. Trammell Crow – Exxon Mobil – vendors, managers, contractors, subcontractors, engineers
- g. ACS – maintenance, administration, architects, engineers, contractors, subcontractors, owners, vendors, city officials, managers, executives, department heads, landscapers, janitors, security.
- h. DFW Airport – engineers, draftsmen, contractors.
- i. GTE - architects, engineers, contractors, subcontractors, owners, vendors, department heads.
- j. JKW - engineers, draftsmen
- k. Carpenter Ranch – demolition contractors, subcontractors.
- l. Kaiser Permanente – architects, engineers, contractors, subcontractors, owners, vendors, city officials, managers, executives, doctors, patients, department heads
- m. Boy Scouts – I was approved as Cubmaster and Asst. Scoutmaster and successfully worked with a variety of personalities of scouts and adults.
- n. Sports Teams – As Head coach of many teams, I successfully worked with a variety of personalities of young athletes and adults.

7. Demonstrated capacity to develop and maintain positive relationships with co-workers and community.

Please detail and provide examples.

The List of Projects and Performance Appraisals show that I successfully completed hundreds of projects. This required working closely with co-workers in-house and with outside consultants, contractors, etc. See #6 above for a list of types of people that I have worked with. By completing these many projects, it proves that I have the capacity to successfully work with others. See attached List of References for positive quotes from co-workers.

8. Demonstrated ability to receive instruction and carry out directions.

The completion of each of these projects confirm that I have successfully received instruction and carried out those directions in an organized, efficient manner. I usually document initial instructions and of the process throughout projects. This results in successful project completion. See also attached List of References for positive quotes from those that I have received directions from and successfully carried them out. Most recently, with the City of Dallas, I complied with many directives from supervisor.

9. Previous experience in planning, preparing, presenting and managing large budgets. Relate examples.

See attached Partial List of Projects. Most projects involved large budgets and each of these experiences.

See attached Greyhound Performance Appraisals. Most projects involved large budgets

I have managed budgets in Excel with tabs that roll-up numbers into summary sheets. I have spent many hours planning, preparing and managing large, complex, and multi-faceted budgets. I have presented these to executives, end-users, other managers, etc. for review, approval, etc. My attention to detail is the reason why my experience with each of these phases has been so successful on so many projects.

10. Relate experiences in performing job appraisals.

I have issued appraisals of performance of many consultants and contractors under my supervision for many projects. Other Performance Appraisals for employees directly under my supervision are also listed below. Appraisals included personal interviews, written and verbal reports to hiring authorities and recommendations for salary increase or termination. Below lists number and type of job appraisals.

- a. Ikemire Architects – 6 employees. Several engineering consultants, contractors.
- b. Greyhound – 1 direct assistant. Many contractors, architects, vendors.
- c. Trammell Crow – Exxon Mobil – 75 vendors.
- d. ACS – 13 maintenance and 4 direct assistants. Many architects, contractors, consultants, vendors.
- e. DFW Airport – 10 Architectural employees. Several engineering consultants, contractors.
- f. GTE – Contractor, Subcontractors,
- g. JKW – 3 employees. Several engineering consultants.
- h. Kaiser Permanente – 2 direct assistants. Many architects, contractors, consultants, vendors

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11. List reference of persons supervised within the last five years including contact information.

- a. Aaron Espinosa -----469-877-7246 - DFW Airport
- b. Julie Martin----- 214-405-0739 - DFW Airport
- c. Marisella Luce----- 817-905-4570 - DFW Airport
- d. Michael Husketh----- – 817-560-1278 - DFW Airport
- e. Patrick Zeiter -----214-244-1928 – Consultant on Compressed Natural Gas project with City of Dallas
- f. Aman Kalia -----469-877-2626 - CADD designer with Ikemire Architects
- g. Bob Anderson ---972-669-0915 – Engineer on multiple projects
- h. Dale Sellers ----- 214-902-0111 - Contractor who I managed for Greyhound Dallas & San Antonio renovations.
- i. Earl Braun ----- 214-528-3300 - MEP Engineer with whom I worked on an office building in Terrell, Tx..
- j. Bill Hickman -----972-215-8690 – Project Manager of Contractor on \$12 mil. Apartment construction
- k. Brandon Bleaker ----214-773-7857 – Superintendent of Contractor on \$12 mil. Apartment construction

See also attached List of References for other list of customers, supervisors, associates, etc.

These listed here above are only a few of the persons that I have directly supervised.

12. Examples of how you were involved and communicated with the end user in projects under your direct supervision.

In each of the projects listed below, I met with many end-users to determine needs. Developed and maintained detailed scopes, budgets and schedules. Managed completion of documentation, construction, occupancy and maintenance. Held regular meetings to confirm end-user's satisfaction. All end users benefited from my direct supervision and commented positively on how well I communicated in every phase of the project with successful results using phone calls, e-mails, regular reports, meetings, meeting notes, inspections, reports, photos, schedules, budgets, drawings, checklists, etc.

- a. Greyhound –facilities including New Facilities in Pittsburgh and Memphis and Renovations in Dallas, Erie, Toledo, Dayton, Cincinnati, Cleveland, Columbus, Houston, Austin, San Antonio, Denton, El Paso.
- b. MHMR –New facility - 2 story, 30,000 s.f. office building in Terrell, Tx.
- c. Paramount – +/- 60,000 s.f. of +/- 6 projects of interior Finish-out space for medical and office use.
- d. Trammell Crow – Exxon Mobil +/- 3 end-users at 117 stores.
- e. ACS World Headquarters – +/- 1,200 end-users in 15 departments.
- f. GTE – World Headquarters move of +/- 1,000 end users from Stamford, CT. to Las Colinas, TX.
- g. Kaiser Permanente – 200 end users in Corporate Regional Headquarters – +/- 400 end users in 12 Facilities – multiple projects – New Facilities: Ft. Worth, Arlington, Southwest Dallas; Renovations: Southwest Dallas, Ft. Worth, Mesquite, North Dallas, Irving, Arlington, Plano, Medical City
- h. City of Dallas – led meetings with City staff to determine needs. Then led weekly meetings to communicate as we progressed through the project.
- i. My Meeting Notes are very detailed, complete and accurate. They have saved customers thousands of dollars and clarified scope on many projects.
- j. Prompt, accurate and regular communication are all what I am known for with all of the projects I have supervised
- k. DFW Airport – met with and coordinated project scopes, budgets, schedules, meetings with 22 project end users.

13. Provide examples of how you as the first point of contact for dispute resolution, avoided and/or resolved formal grievances, claims or work delays.

See also # 3 above response of problems solved.

- a. Ikemire Architects – Twin Rivers \$12 mil. construction project- Owner or contractor contacted me to resolve many problems with documentation, cost, finishes, etc. My quick responses and efficient solutions resulted in minimum delays, no grievances and no claims.
- b. Greyhound –On several projects, contractor avoided work delays with my quick response. I personally completed solutions with drawings and directives to avoid cost and time delays in many projects. Architect demanded more \$\$, but with my accurate meeting notes, and my review of contract clauses, we avoided added costs.
- c. ACS – ACM abatement- avoided claims by removing quickly and reporting of completed projects.
- d. GTE – Avoided work delays and added costs with prompt documentation and follow-up.
- e. Kaiser Permanente –Architect wanted more \$ for work already included in contract. Thanks to my detailed documentation from previous meeting.notes and negotiation, requested adds were denied – avoided cost overruns 2. Contractor caused roof leak – coordinated repair on weekend.
- f. DFW Airport Snow & Ice Facility – Avoided work delays by researching and approving contractor's requested change orders. Obtained Owner approvals with cost estimates, description of options and recommended solutions. Result was project completed on schedule.