ENHANCING OPERATIONAL EFFECTIVENESS

Requiring more than 28,000 individual repairs, the Capital Dome project included non-typical construction methods (p. 8)
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14 CMAA Update
Goodbye and Thanks, Bruce

One of the most rewarding aspects of my year as chair of CMAA has been the opportunity to work with Bruce D’Agostino as president and chief executive officer. Now, after 19 years at CMAA’s helm, Bruce will retire this fall.

Looking at CMAA today, it is hard to believe the changes those 19 years have brought. Bruce was the association’s first professional staff member. In the early years his biggest challenges were growing CMAA...and keeping it solvent while it grew.

From about 700 members, we now have more than 16,000, about one quarter of whom represent owners of capital projects and programs. The Certified Construction Manager program, created through Bruce’s leadership, has certified more than 3,500 professionals, and the CCM has become the preferred professional credential for construction managers.

CMAA now leads the ABET accreditation program for education in CM. We have built strong alliances with other industry organizations, and our voice is heard and heeded throughout the industry. CMAA’s staff—all hired, trained and inspired by Bruce—is a powerful asset to the CM profession.

Most of all, Bruce has provided steady and farsighted leadership and inspired an extraordinary number of volunteers to give their talent and energy to CMAA programs. In the past year, he has guided the Board of Directors in a thoughtful and focused search for a new chief executive.

As the saying goes, the new CEO will succeed Bruce, but no one can replace him.

ON THE COVER

U.S. Capitol Dome
Owner: Architect of the Capitol
(Credit: Mark Schneider Photography)

BACK COVER
Ponce City Market, Midtown Atlanta, GA
2016 Project Achievement Award Winner
Program Management: Buildings
Owner: Jamestown Properties
CM: Silverman Construction Program Management, Inc.

FROM THE CHAIR

STEPHEN T. AYERS, FAIA, CCM
ARCHITECT OF THE CAPITOL

Mr. Ayers is an American architect who is serving as the 11th Architect of the Capitol. He assumed the office as Acting Architect in February 2007 and was unanimously confirmed as Architect by the United States Senate on May 12, 2010. He is an Air Force veteran and a licensed architect in the State of California. He is the first Architect of the Capitol to be certified as an Accredited Professional in the U.S. Green Building Council’s LEED program and is seeking to reduce energy consumption on Capitol Hill. In 2011, he received the Carroll H. Dunn Award of Excellence from the Construction Industry Institute.
By Josh E. Rowan, PE, PgMP, PMP, CCM

Innovation.
As I enjoyed the recent auto show in Atlanta, the term “innovation” was common throughout the venue. Innovation was exciting. Innovation was quality. Innovation was quiet comfort. Innovation was not unique. Rather, I was impressed with the similarities among the new cars. In fact, Kia has a “blind fold test” and claims you cannot tell the difference between its luxury sedan, the Cadenza, and luxury sedans carrying a premium (i.e. expensive) label. If the consumer cannot tell the difference between the brands, where is the innovation?

As I sat in the Buick Lacrosse and imagined myself hitting the road for client calls and project site visits, I was taken back to my first automobile – a 1983 Oldsmobile Delta 88. Innovation – now I get it. The 2017 Buick is safer, more fuel efficient, more reliable, more comfortable, and more fun to drive than my Oldsmobile. Innovation. Although the array of vehicles at the auto show possessed similar features making them hard to distinguish, innovation appeared to be an industry-wide phenomenon that has occurred incrementally over time.

Looking toward the future, the idea of rapid-charge total electric vehicles is exciting. In 2018, vehicles with the technology to communicate with other vehicles to avoid collision is intriguing. My favorite is a totally autonomous vehicle enabling the elimination of automobile ownership and promoting the ridesharing model. Innovation is exciting!

As I enter the second half of my career, I may be experiencing a mid-career crisis. Not only were my children teasing me for preferring the Buick over the other sportier sedans, but I left the auto show wondering why the construction industry has not innovated to the same degree. As a self-proclaimed early adopter and change agent, why have I not been the driver of real innovation in the construction industry?

As I look back, one of my proudest moments was a project management database that I developed in Microsoft Access, which I referred to as Quantity Boy. Through this...
application, I connected estimated production rates to actual field production while generating payment applications on a real-time basis. Our estimating improved, and our payments better reflected the work in place. In the end, what did I accomplish beyond streamlining an administrative function?

Have I spent the past twenty years streamlining administrative functions on the behalf of owners around the world without any positive impact to the quality and performance of the final constructed product? *(That is a rhetorical question.)* My contractor friends would likely respond in the affirmative. My focus has been implementing effective project delivery processes. Should I have focused more on the product? Should engineering and construction management be driven by the product rather than the process?

**Product versus process.**

Over the past two decades, I have become a process nerd. One of my most influential mentors would say, "It’s all about process and continuous improvement in engineering and construction." As I admired the Audi R8 Spyder, I was focused only on the product and did not have any interest in the planning, design, construction, project management, or delivery process.

The product captured my attention.

When you consider an overall productivity decline in the construction industry, is process the true driver? Or are we expediting administrative functions with no real impact to the constructed product?

What are our latest innovations in the construction industry? More importantly, where are the entrepreneurs and the disrupters? Have we built an industry *(bad pun intended)* where relying on low bid contracting and focusing on pedaling billable hours have created a toxic environment in which creativity and ingenuity cannot thrive – or even survive?

Our infrastructure continues to age. Water demand continues to increase. Financial resources are strained. However, many continue to promote "on time and within budget." Where are the creative solutions to respond to the challenges facing us? My goal is to focus future articles on factors impacting project delivery process, the changing role of technology in construction, advancements in material technology, and lastly the labor shortage that has nagged us for many years.

As I sit here today, I am convinced that engineering and construction needs to shift focus toward the product and seek to improve its overall performance. Again, I am searching for the innovators and creators. Please share your ideas and experience with me.

Josh Rowan, PE, PgMP, PMP, CCM is branch manager for MBP and can be reached at jrowan@mbpce.com.

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Have we built an industry *(bad pun intended)* where relying on low bid contracting and focusing on pedaling billable hours have created a toxic environment in which creativity and ingenuity cannot thrive – or even survive?

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A recent appellate decision in New York underscores the hazards that a construction manager (CM) may face if it is relying upon additional insured (AI) coverage for a construction project. Construction contracts typically include a provision that requires a party to provide AI coverage to upstream parties on the project. Most standard-form commercial generally liability (CGL) policies also contain a “blanket” AI endorsement that automatically grants AI status to a person or company that the named insured is required by contract to add as an insured. However, even with both, a CM should never take its AI status for granted.

This New York appellate court, in a ruling that could potentially impact the way AI coverage is commonly provided in the construction industry, denied AI coverage to a CM, based upon its interpretation of the wording of the “blanket” AI endorsement in the insurance policy, and despite the fact that the underlying relevant trade contract required that the CM be provided with AI coverage.

The situation the court considered was the all too common one where the party seeking AI coverage based upon an AI endorsement does not have a direct contract with the party whose carrier is to provide the intended AI coverage. As is typical, the owner’s contract with the general contractor (GC) required the GC to procure CGL coverage with an endorsement naming the CM, among others, as an AI on the policy. The owner had entered into a separate construction management contract with the CM, which also required the GC to name the CM as an AI on its insurance policy. However, there was no direct contract between the GC and CM to provide the CM with AI coverage. As a result, when the CM sought coverage under the GC’s insurance policy, the GC’s carrier declined to cover the CM!

The GC had obtained a CGL policy which included an AI endorsement, termed as an “Additional Insured—By Written Contract” clause, which provided AI coverage to:

“any person or organization with whom you [the insured] have agreed to add as an additional insured by written contract.”

While the GC was contractually required to name the CM as an AI on its policy, it did so only via the foregoing AI endorsement. Some lower New York courts had arrived at conflicting interpretations of similarly worded AI clauses, finding that coverage was intended not only for those “with whom” the insured agreed (i.e., by direct contract), but also those “for whom” the insured agreed to provide coverage. However, the New York appellate court resolved the inconsistency among the lower courts and held that this particular AI endorsement covers only those AIs that have a direct written contract with the named insured.

The court first made clear that it is the language of the insurance policy that controls, not the provisions of the relevant trade contract. The court then engaged in a literal interpretation of the “plain language” of the AI endorsement, and held that it “clearly and unambiguously” required the named insured (i.e, the GC) to have a direct contractual relationship with any party seeking AI coverage (i.e., the CM) under the GC’s policy. Because there was no direct contract between the GC and CM, the CM was not, and could not, be an AI on the GC’s insurance policy.

The court stated:

“[W]e find that the language in the [AI] clause of the [CGL] policy clearly and unambiguously requires that the named insured execute a contract with the party seeking coverage as an additional insured. Since there is no dispute that [the GC] did not enter into a written contract with the [CM], [the GC’s] agreement in its contract with [the owner] to procure coverage for the [CM] is insufficient to afford the [CM] coverage as an additional insured under the [insurance] policy.”
The fact that the GC was contractually required, in its agreement with the owner, to procure AI insurance coverage for the CM was insufficient to provide the CM with coverage as an AI under the GC’s insurance policy. According to the court, the insurance provision in the GC/owner agreement only meant that the CM may have a claim against the GC for breach of that contract’s provision. It did not mean that the GC’s insurance policy “can be judicially rewritten to cover the [CM]”. It also did not matter to the court whether its interpretation of the AI endorsement conflicted with the customs and practices of the construction industry. Such “equitable considerations,” the court stated, will not justify “an extension of coverage beyond its fair intent and meaning” to protect against risks which the parties might have “foreseen and guarded against”. The court continued that, as a matter of contract construction, it “may not disregard clear provisions which the insurers inserted in the policy and the insured ... accepted.”

As usual, the devil is in the details. This New York decision makes clear that the specific wording of the “blanket” AI endorsement will control, and therefore, the CM must pay careful attention to it. In this case, the court engaged in a strict application of the words “with whom” and “by written contract”. Accordingly, where such language is used in an AI endorsement, a clearly dangerous circumstance arises. The CM in this case, not being in direct contract with the GC from whom the coverage was to be provided, was left completely exposed.

Commentary

Unquestionably, there are construction industry participants that are completely without insurance coverage on current projects, all due to a wrongfully held false sense of security concerning intended AI coverage.

“Blanket” AI endorsements, contrary to a commonly held belief, will not suffice where they require a written contract between the carrier’s named insured and the intended AI. Given the number of parties involved in complex commercial construction projects, there often is no such direct contract.

Worse still is the frequency of the situations in which a CM does not hold any trade contracts at all, or where it is merely performing a professional service for a fee. If a CM does have a contract, it is often only with the owner (as was the case here), and not with the GC or other trades.

The lesson of this New York appellate case is clear. The dots have to be connected, and they have to be connected correctly, to affect the intended AI coverage for the CM.

As always, please feel free to contact me with any questions.

Henry L. Goldberg, Esq. can be reached by email at hlgoldberg@goldbergconnolly.com or by telephone at (516) 764-2800.

Stephen L. Brodsky, an attorney with Goldberg & Connolly, assisted in the preparation of this article.

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Implementing New Technologies To Enhance Operational Effectiveness

By Vincent Testa, PE, CCM, LEED GA

As professional Engineers and Architects living in the 21st Century, a time when technological advancements are realized on a daily basis, it is our responsibility to consistently seek out, examine, test, and implement new technologies that improve the way we deliver projects. New processes, better techniques, and advances in computing have the potential to help us improve efficiency, reduce costs, save time, and enhance safety. A recent example of a project where new technologies were implemented to enhance program delivery was the historic restoration of the United States Capitol Building Dome in Washington, DC.

Project Summary

To help protect and preserve one of our nation’s most recognized historic treasures, the Architect of the Capitol (AOC), in association with Jacobs Project Management Co., used an Integrated Project Delivery method to provide comprehensive construction management services for the complete restoration of United States Capitol Building Dome. Requiring more than 28,000 individual repairs, the project included non-typical construction methods, complicated scheduling and coordination control, and complex unit-price management, and was completed via three concurrently delivered phases: Exterior; Interior; and Rotunda. The Exterior Phase encompassed the restoration and weatherproofing of the outer dome’s entire cast-iron shell and ornamentation, as well as removal of lead-based paints; the Interior Phase provided similar restoration services to the spaces in-between the outer and inner domes; the Rotunda Phase included repainting the dome’s cast iron colonnade and coffers to a historically appropriate color (determined through paint analysis), as well as installation of modern energy-efficient lighting throughout the Rotunda. The project was completed on schedule on September 19, 2016, to accommodate the start of construction of the inaugural stands in advance of the 2017 Presidential Inauguration.

Borrowing Technology from Other Industries: Metal Stitching Process

One of the repair methods that was determined to add structural integrity to the cast iron while being cost effective was a process called “Metal Stitching.” Metal Stitching is a methodical procedure where holes are drilled along the crack in the cast iron and stainless steel pins are inserted which have beveled threads. The beveled threads help pull the cast iron together without causing any additional stress to the surrounding area. “Locks” can also be inserted along the crack and variable distances to help secure the repair depending on the length of the crack and available surface area around it. The Metal Stitching process is typically not utilized in construction as it was developed to repair cast iron engine blocks; specifically the Metal Stitching manufacturer utilizes the process on cruise ships to repair damaged engines while keeping the cruiser liner operational at sea. The team's use of Metal Stitching on the Capitol Dome added structural integrity to cast iron plates and resulted in a cost and schedule savings that allowed the project to be completed without large scale removal or replacement of the cast iron structure.

Using Software to Enhance Workflow Management

Another challenging aspect of the project was tracking repairs (from contractor payment to confirming layout specifications) to more than 28,000 individual items. Before starting construction, the program team identified the necessity for an advanced network workflow solution that provided the capability to document and track the status, approval, and current ownership level of thousands of repair items; provide simultaneous system-wide updates as they occurred; and deliver instantaneous “real-time” communication between team members via integrated mobile and desktop platforms.

To identify software systems that could meet these criteria, the team spoke with multiple vendors and narrowed the selection to three preferred options: AutoDesk Building Information Management (BIM) 360, Microsoft Office 365, and Google Docs/Sheets. Although the program team could have required a specific platform, they decided to focus on the prescribed criteria as a requirement (instead of the specific software) to avoid limiting general contractor (GC) competition. Upon selection of the GC, the program team shared the prescribed criteria and the shortlist of preferred software systems. The GC reviewed all criteria and chose BIM 360 due to a strong record of past success using the system and overall familiarity with the software. In addition to providing existing BIM
360 license ownership rights, the GC was able to use the program team’s pre-defined tracking and approval processes specifications to manage the overall structure of the system.

**Incorporating a Mobile Platform to Improve Workflow Efficiency**

To address the requirement of delivering instantaneous “real-time” communication between team members via integrated mobile and desktop platforms, the team used iPads to run AutoDesk’s BIM 360 mobile application in the field. The mobile platform provided immediate, real-time progress updates on all repair items, allowing team members to upload and share photographs, input comments, designate issues requiring alternate party review, provide approvals, and efficiently sequence assignments. This information was simultaneously available via faster-processing office-based desktop systems that displayed information in larger spreadsheets, provided users with enhanced navigation and sorting capabilities, and displayed photographs more quickly. Networking mobile and desktop systems allowed the entire team to update, review, and reassign open items in real-time, resulting in improvements to overall efficiency and reduction in potential schedule delays.

**Additional Benefits of the Workflow Solution**

Using workflow software in combination with the mobile application enhanced the program team’s ability to efficiently address staffing needs and time constraints. The software’s mobile and desktop platforms seamlessly integrated with one another, and provided an excellent real-time software solution for categorizing, assigning, and tracking thousands of items. Information displayed on the software provided progress durations, turnover times, delays, and issues, helping the program team efficiently address staffing needs and time constraints as they developed. Workflow software in combination with the mobile application also enhanced the efficiency of program operations. During delivery of the project, cost data was not tracked in the software due to the wide-range of users. Instead, the program team...
transferred all data (populated as text) from BIM 360 into Microsoft Excel, and then exported all items with associated documentation into PDF. This was completed on a monthly basis to verify progress and proper item entry, and to track estimated finish quantities based on square-foot completed. As a result, the program team was able to make partial repair-unit-price-items payments to the General Contractor based on true progress in field, while easily addressing overruns and underruns in estimated quantities provided at the start of the project. BIM 360 also helped the program team reconcile a large portion of the contract unit price items prior to completion of the project.

**Challenges Associated with Workflow Solution**

After completing the Dome Restoration project, the program team identified two major challenges associated with using workflow software:

**Challenge #1: Stakeholder Buy-in**

Convincing subcontractors to use the same software to collect data was a challenge. Since the GC did not require subcontractors to utilize the same software on the Dome Restoration project, subcontractor information was submitted via various platforms. As a result, extra time was required to review and enter subcontractor data. In retrospect, additional efficiencies could have been gained by having the general contractor require subcontractors to utilize the same software prior to beginning work.

**Challenge #2: Software Modification**

Although BIM 360 provided all required form fields, there were instances when some of the fields were unnecessary (e.g. too many approval boxes for a particular task). Since adding, altering, and removing form fields in BIM 360 was not an option, some forms were processed with blank approval form fields. This created confusion among team members on more than one occasion, but in the end, did not cause any major setbacks.

In summary, to deliver the most cost and schedule efficient projects we must continue to push the limits on our industry’s top tools. Utilizing workflow software in combination with mobile devices to provide instantaneous, real-time tracking significantly enhanced the program team’s workflow management process. We must also look at other industries for ways to incorporate their best practices in a similar manner as the application of Metal Stitching to the cast iron components which provided structural integrity in an efficient and cost savings manner, such as increasing the durability and lifespan of each repair. As a result of incorporating these technologies, the United States Capitol Dome restoration project was delivered successfully, on time, and under budget, in advance of the 2017 Presidential Inauguration.

Vincent Testa, PE, CCM, LEED GA is a Project Manager with Jacobs and can be reached at vincent.testa@jacobs.com.

Project images © Mark Schneider
Onvia Provides Discount To Members

CMAA has partnered with Onvia, a leading provider of sales intelligence and acceleration technologies for businesses selling to the public sector, to offer members a 15% discount on Onvia’s Premium subscription package.

The Premium subscription package offers full visibility into federal, state, local, and education government spending and projects which includes capabilities to forecast what agencies are planning and budgeting to spend months, even years ahead of the bid. Onvia offers a personalized review and evaluation of their services to determine if they are the right fit. Request a free consultation with one of Onvia’s expert advisors at https://www.onvia.com/free-demo.

Use the promo code “CMAA” to receive 15% off the annual list price.

Members already a client of Onvia can receive 15% off any upgraded service. Contact your Client Success Manager to discuss additional services offered by Onvia and learn more about how a subscription upgrade can help your business accelerate your public sector relationships and sales.

Andrea S. Rutledge, CAE Is New President & CEO of CMAA

The Board of Directors of CMAA has announced that Andrea S. Rutledge, CAE, will become the Association’s President and Chief Executive Officer at its National Conference & Trade Show in Washington, DC in October.

Rutledge succeeds Bruce D’Agostino, CAE, FCMAA, who has led CMAA since 1999, guiding the association to a membership of more than 16,000 and a leadership position in the construction management industry.

Rutledge has spent the last ten years as Executive Director of the National Architectural Accrediting Board, the sole agency authorized to accredit professional degree programs in architecture.

Previously, she was Managing Director/Alliances at the American Institute of Architects. “This experience has made Ms. Rutledge thoroughly familiar with the design and construction industry, giving her a deep understanding of the importance of accredited education and professional certification,” states CMAA Chair Stephen T. Ayers, CCM, FAIA. “That she holds the CAE – Certified Association Executive – reflects both her experience in association work and her commitment to certification.”

“We believe she is a strong communicator and a proven leader who will guide CMAA to even higher accomplishments in the future,” Ayers added.
Workforce issues have plagued the construction industry for many years. The current administration has placed increased emphasis on curing America’s infrastructure woes, and organizations are responding to that need by focusing carefully on recruiting and retention efforts of qualified professionals for their projects and programs.

Professional credentials reflect high competence, experience, and skillsets. With so many certification programs currently offered in the construction industry, choosing the right one can be daunting. The City of Boston Public Works Department has tackled this challenge by placing particular emphasis on the Certified Construction Manager® (CCM®) program for its priority around industry standards and continuous learning.
The construction industry in Boston is booming, so recruiting and retaining talented and experienced personnel is a challenge,” states Katie Choe, CCM, Chief Engineer/Director of Construction Management, Public Works Department for the City of Boston. “We use the CCM as a way of distinguishing the most experienced and qualified candidates who meet continuous learning requirements as a way to ensure that our CM’s knowledge stays current.”


Eberly explained that he pursued the CCM “because I wanted to be part of the community that’s establishing benchmarks for construction managers and the CM industry. I appreciate the rigorous certification process as a demonstration of professionalism…”

Only the most prominent credentials for professionals conform to the international standards set by the American National Standards Institute (ANSI). ANSI plays a prominent role in facilitating global standardization of the certification community, increasing mobility among countries, enhancing public safety, and protecting consumers.


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“The certification process has raised awareness of industry business practices and raised the standard of care we provide in managing our projects,” states Sergio Pena, Deputy Director, Architecture and Engineering, County of Riverside, Economic Development Agency.

States and municipalities have gained momentum by ensuring they have the most qualified teams in place by requiring that their CMs adhere to the construction industry's Standards of Practice, developed by CMAA, and verified through the ANSI-accredited Certified Construction Manager certification program. ANSI-accredited programs guarantee a high level of knowledge and education to practice and advance in their field.

“Our agency has been promoting the CCM to staff to demonstrate to clients that we possess key knowledge and experience to manage successful construction projects,” added Pena.

Choe states, “Our job is to bring transparency, trust, and quality to the construction process, and Certified Construction Managers do just that. I trust the CCM credential and other public owners should as well.”

Katie Choe, CCM, Chief Engineer/Director of Construction Management
Free On-Demand Seminar: Managing Your Risk In Our Cyber Society

According to QBE Insurance Group, in 2015 only 44% of construction companies have a cyber plan and only 26% have purchased cyber insurance. While many in the construction industry do not feel that they are a prime target, CMs and owners should be vigilant and learn from those who have already experienced an attack. Major projects that network with multiple parties have increased vulnerability as anyone connected to the site’s system is a potential point of entry for a cyber-attack. This session will instruct CMs and owners as to how to identify risk, implement risk management practices, and navigate and understand cyber insurance needs. Attorneys experienced in defending CMs and owners in construction litigation will share tools and procedures that will help safeguard and limit liability in an electronic world. Visit https://vimeo.com/231454091 to view the seminar.

CMAA UPDATE

Esther Baas Chosen to Receive Francis M. Keville Memorial Scholarship

Marquette University senior, Esther Baas, has been chosen to receive the Francis M. Keville Memorial Scholarship award at CMAA’s National Conference & Trade Show in Washington, DC this October. The scholarship fund was established in 1989 in honor of the late Francis M. Keville, who took his vision of large public transportation projects and made them a reality. The scholarship is awarded to qualified women or minority college students studying construction management or related fields.

Baas is a CMAA student member, an active member of the Builder’s Coalition of Marquette, and the President and Project Manager of Engineers Without Borders, a nonprofit organization that designs and builds infrastructure in developing countries. She recently returned from Guatemala where she led the design and construction process for a 25-meter pedestrian bridge project.

Baas has been on the Dean’s List for the last three years, remains at the top 5% of her engineering class, and will graduate in May 2018 with a bachelor’s degree in Civil Engineering. She will officially accept the Francis M. Keville Memorial Scholarship award on Sunday, October 8 at the Washington Hilton in Washington, DC. For more information, visit nationalconference.cmaanet.org.

Rising CM Offers Affordable Education Option for Young Professionals

CMAA’s Rising Construction Management Conference was carefully designed for entry-level project teams and college students enrolled in architecture/engineering/construction programs. This annual conference, which occurs just before CMAA’s National Conference, presents a wealth of learning options guaranteed to enhance leadership skills and technical abilities. Attendance at this event will spur new ideas and project strategies, advance your professional development and skill sets, and provide valuable networking opportunities. Attendees will hear from the industry’s best and brightest on a variety of educational topics to include leadership, project controls, cost estimating and scheduling techniques, innovative solutions, and risk avoidance for the low rate of $100 (early bird). Visit http://nationalconference.cmaanet.org/rising-cm-conference for details.
New Publication Addresses Claims Mitigation and Avoidance

CMAA’s Standards of Practice committee has drafted a new, soon to be released, publication titled *Claims Management Guidelines* which addresses the role and responsibility of the Construction Manager (CM) regarding the avoidance, mitigation, and resolution of disputes and claims between the owner and the contractor(s) during the execution of construction projects. These guidelines supplement the CM *Standards of Practice*, also published by CMAA, by providing an overview of the critical responsibilities to be performed by the CM team on a typical project from concept to occupancy which will directly relate to the resolution of disputes and claims.

Experiencing a dispute or claim in the construction industry was, at one time, an unusual occurrence. However, disputes and claims in the construction industry are no longer uncommon and can involve any party associated with the project. Regardless of the cause and responsible parties, most major capital programs now experience some degree of disputes and claims which require resolution before the program or project can be completed and closed out. The disputes and claims can involve significant delays and the parties may incur substantial legal and expert witness costs for years before resolution is finally achieved.

The owner expects that the CM will support its desire to avoid, mitigate, and resolve disputes and claims on the program and project. Owners recognize that these types of conflicts can threaten successful project delivery, particularly the schedule, cost, and quality of the finished project. The uncertainty of the outcome of the dispute and claim also impacts capital planning for future projects and can erode public confidence in the owner’s ability to deliver as promised. The *Claims Management Guidelines* addresses a menu of services that relate to the avoidance, mitigation, and resolution of disputes and claims. Whatever service is provided, this publication prescribes an industry standard of practice, which the CM should meet or exceed.

This publication will be released for sale in the fall. Look for it on our website at www.cmaanet.org!

Register Now for Construction Phase Update Scheduling Review

The schedule is the heart and soul of a construction project. It impacts all parties – owners, prime contractors, subcontractors, architects, engineers, and others – on a daily basis. Whether the impact is positive or negative depends on the quality of the schedule, its realism, and how well each party understands the schedule and the scheduling process. *Construction Phase Update Scheduling Review* is a day-long training session that addresses how to review CPM schedules for the periodic updates. Attendees will learn how CMAA’s Standards of Practice support good time management processes and will develop an understanding of the importance of quality update CPM scheduling and claims avoidance. Visit http://www.cmaanet.org/schedulingcourse to register.

**WEDNESDAY, OCTOBER 11, 2017 | 8:00 am - 5:00 pm**
Washington Hilton, Washington, DC
Member: $349 | Non-member: $399
Presenters: Chris Carson, FRICS, FAACE, FGPC, PSP, DRMP, CEP, CCM, PMP, Enterprise Director of Program & Project Controls, Arcadis US
Aaron Fletcher, PSP, CMIT, Senior Project Controls Specialist, ARCADIS US

What’s Your Value?

Successful projects don’t just happen. It takes the enormous effort of many to make it happen. Our value in CM social media (#thevalueofCM) campaign will demonstrate contributions that CMAA members provide to clients every day. Tell us your story – we’re looking for quantifiable data/metrics and testimonials that demonstrate the value of professional CM. Email your success stories to communications@cmaanet.org.

Vermont’s Norwich University Achieves ABET Construction Management Accreditation

In the Fall of 2015, Norwich University applied to the Applied Science Accreditation Commission (ASAC) of ABET for review of their Construction Management Program. A formal review occurred in the Fall of 2016, and the ABET Commission notified Norwich University on August 2, 2017 that their program was accredited under the ABET Construction Management criteria standards.
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