

CMAA Advisor

The Official Publication of the Construction Management Association of America



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Leadership Forum Slates Most Sessions Ever

From "Managing Green" to "Expanding Trans-Hudson Rail Capacity to Midtown Manhattan," CMAA's Leadership Forum will offer attendees close explorations of more than two dozen topics critical to successful performance and business growth.

The Forum will offer nearly 30 education sessions, organized in tracks devoted to Emerging Technologies, Hot Topics and Leadership/Best Practices. In addition, for the first time many of the sessions will be identified by the experience level of their intended audience, with specific program content designed for "Career Foundation," "Mid-Career" and "Senior Career" practitioners.

The complete education program "at a glance" is included on page 4 of this *CM Advisor*. The Forum takes place on May 18-20 at the Marriott Baltimore Inner Harbor Hotel at Camden Yards. Its theme is "Developing Excellence Through Leadership."

Online registration for the Forum is now open.

Many of the most prominent trends shaping the construction industry and CM profession today will be addressed by multiple sessions at the Leadership Forum.

Building Information Modeling (BIM), for example, will be the subject of these sessions:

- *Think Outside the BIM Box*
- *Cost Estimating and BIM – Techniques for Effective Application*

- *CMAA's BIM Standards of Practice*
- *Lessons Learned: Harnessing the Momentum From the BIM Process*
- *Owners Leading the Way in BIM*

Similarly, sustainability and green construction will be addressed in sessions on:

- *Managing Green*
- *Going Green: What's the Risk?*
- *Drawbacks and Potential Pitfalls of Green Building Construction*
- *What's the CM's Role and Responsibility vis-à-vis Sustainability?*

Attendees with strategic responsibilities in their organizations will want to focus on such leadership content as:

- *Leadership in Ethics: The Tone from the Top*
- *The Leader's Map*
- *Sustaining Your Firm by Developing Future Leaders*
- *Keys to the Kingdom: Unlocking the Secrets of Collaborative Leadership*

The host National Capital Chapter has also announced two special tours to take place immediately after the Forum program concludes on Tuesday, May 20. These tours will visit:

- The I-95/I-695 interchange outside Baltimore, which is undergoing a \$400 million project to transform one of the region's busiest highway sections; and

Continued on page 5

Chairman's Report

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CMAA is a 25-year-old construction industry association of more than 4,800 firms and professionals who provide management services to owners who are planning, designing and constructing capital facilities and infrastructure projects.

Our Mission is to Promote and Enhance Leadership, Professionalism and Excellence in Managing the Development and Construction of Projects and Programs.

CM Advisor, published bi-monthly by the Construction Management Association of America, reports on and follows the industry as a service to its members. Submission of articles, ideas and suggestions is appreciated and encouraged.

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CMAA members receive this newsletter as a member benefit. Others are invited to subscribe and receive six bi-monthly issues for \$49.95 (domestic) or \$59.95 (international). Advertising opportunities are available for each issue. For subscription or advertising information, please contact John McKeon at jmckeon@cmaanet.org.

The Real Scope of the “Workforce Crisis”

*William Van Wagenen, Jr., Esq., CCM,
CH2MHILL*

Much attention is being paid, in almost every industry, to the challenge of attracting high quality young people to fill entry level jobs. But this is only a small part of the “workforce crisis” we hear so much about.

For all the publicity surrounding entry level recruitment and retention, many organizations face an equally vexing situation at the top of their employment ladder.

Potential “C” level executives are no easier to find than new college grads. Many of today’s CEOs are just as concerned about preparing their own successors as they are about filling their lower-echelon jobs.

Many surveys have reported that opportunities to learn and grow (or the lack of such opportunities) are the biggest factor leading employees to change jobs. Even higher in the “org chart,” valued employees are more apt to jump ship when they feel their advancement route has closed.

CMAA is working to build a Professional Development program that addresses every step along the typical “career path.” At the Leadership Forum in Baltimore, the PD program for the first time will include sessions identified as suitable for particular career levels, from newcomers to senior managers.

These PD programs should serve three purposes. First, they should assure that young newcomers to the business have the information and capabilities their jobs will require, and that their knowledge is accurate and up to date. Second, ongoing PD is a vital part of any strategy to retain effective personnel. This includes providing opportunities for established professionals not only to learn new things, but also to share their knowledge with others through teaching, mentoring and networking.

Finally, a strong PD program should help companies identify and groom candidates for their top management ranks.



What is the proper role of a national association in promoting a robust workforce strategy among its members?

We can keep members abreast of the latest social and workplace trends. A good example was Chris Lee’s popular presentation at the National Conference last October, describing the diverse ways that different generational groups view their careers. We can provide information about national best practices in areas like compensation, and deliver focused educational programming in as flexible an array of forms as possible.

The Association can also provide practical tools like our online Career Headquarters, where members can post jobs and review resumes. We can speak for the whole industry in promoting CM careers to students, a task we will be approaching this year with a variety of new video and online tools.

Perhaps most valuably, CMAA is creating and promoting such new resources as the Construction Manager In Training (CMIT) program, which not only conveys a basic body of knowledge to early-career professionals, but gives seasoned pros a means of “giving back” by serving as mentors.

This approach to workforce development requires a long term view, and its vital first step is to recognize that it reaches well beyond career promotion. In fact, we’ll be tackling these issues, at every level, for many years to come. **CM**

Transportation Summit: National Theme with a Local “Flavor”

CMAA’s Transportation Summit in Los Angeles on July 20-21, 2008 will bring together experts in the field of transportation Construction Management to identify emerging trends and best practices. This will be the first summit CMAA has hosted since its School Building Summit in 2006.

The Southern California and Northern California CMAA Chapters will co-host the Summit, along with SAME (Society of American Military Engineers), IBTTA (International Bridge, Tunnel and Turnpike Association) and WTS (Women’s Transportation Seminar). The event will take place at the Sheraton Gateway Hotel Los Angeles and cover a variety of issues over the course of one and half days.

Beginning Sunday afternoon with a panel discussion on emerging trends and best practices, and ending Monday evening with a Town Hall on emerging markets and trends, the Summit expects more than 200 attendees from the local California area and from around the country. The education sessions, spread across the topics of airways, highways, harbors/ports/waterways and transit/rail are expected to include themes of sustainability and



green building, public-private partnerships and intelligent transportation. While the discussions will cover projects and issues from around the country, George Gehring, CMAA VP, Professional Development, stresses that “presentations will have a local ‘flavor’ as well, and include subject matters of significant importance to the California community.”

The Summit’s chair, Rebecca Jones, CEO of Safework, Inc. and CMAA Southern California Chapter President explained, “This summit is relevant to what millions of people do everyday. We hope to engage participants in a meaningful discussion about the state of the transportation industry, where it’s headed, and our position within it.” **CM**

Increasing Global Competition Is Key Concern For Europe’s Construction Industry Leaders

A new report “Key Trends in the European and US Construction Marketplace” has been produced through a research partnership between McGraw-Hill Construction in the USA and the University of Reading’s Innovative Construction Research Centre (ICRC), with support from the Chartered Institute of Building (CIOB).

The report details the latest research on major issues facing today’s global construction industry, with an emphasis on the trends in Europe and the US. construction markets having a big impact on the world’s economy, contributing an average of 10 percent global GDP (Gross Domestic Product).

The research highlights that advances in technology, the shifts in the construction workforce and increasing global competition are key concerns among industry leaders across Europe and the US. The report emphasizes the driving influence of governance and legislation, environmental pressures, global project finance, new procurement methods and the increasing cost of materials. It explores how these trends are shaping the increasingly interconnected construction marketplace. **CM**

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Education Sessions at a Glance

CMAA 2008 Leadership Forum

BALTIMORE, MARYLAND ■ MAY 18-20

SUNDAY, MAY 18, 2008

	UNIVERSITY 1&2	UNIVERSITY 3&4	SALON AB&C	CHESAPEAKE	GRAND BALLROOM
1:45 pm – 3:15 pm	Special Session: CM Certification Presentation Bill Ingles, Ed Bond, Linda Phillips	Think Outside the BIM Box Matt Steere	<div style="border: 1px solid gray; padding: 5px;"> <p>KEY TO TOPICS OF INTEREST</p> <ul style="list-style-type: none"> Leadership / Best Practices Emerging Technologies Hot Topics Special Sessions </div>		
3:30 pm – 5:00 pm	Keys to the Kingdom: Unlocking the Secrets of Collaborative Leadership Stephen Perry, Ph.D.	Cost Estimating and BIM – Techniques for Effective Application Michael Dell'Isola			

MONDAY, MAY 19, 2008

9:15 am – 10:45 am	Speaking and Teaching Your Way to Leadership Tommy Thomas, CCM	Managing Green Alberto Cayuela, PE, PMP, LEED AP, Peter Brayford, PQS, MRICS, LEED AP	Framework & Perspectives for PPP Delivery Methods of U.S. Transportation Infrastructure Rick Rye, CCM	Owners Leading the Way in BIM Charles Matta, FAIA	
11:00 am – 12:30 pm	Sustaining Your Firm by Developing Future Leaders Joseph Rei, PhD	Drawbacks & Potential Pitfalls of Green Building Construction Steven Massetti, PE, Esq., LEED AP	What's the CM's Role & Responsibility vis a vis Sustainability? Judith Kunoff, AIA, CCM, LEED AP	Partnering for Success! Achieving Small Business Goals on Publicly Funded Projects Charles Kumi	
2:00 pm – 3:30 pm	Strategies for Demonstrating Leadership in the Claims Process Christopher Brasco, Esq.	ARC (Access to the Region's Core): Expanding Trans-Hudson Rail Capacity to Midtown Manhattan Raoul D. Ilaw, PE	Lessons Learned on the Woodrow Wilson Bridge Project James T. Ruddell, PE	Differentiate Your Firm While Retaining Top Talent Through a Comprehensive Training Program William R. Long, PE, LEED AP	
3:45 pm – 5:15 pm	Solving Industry Issues Through Great Leadership Brent Darnell	Automating Quality & Safety Inspections Using Mobile Technologies Chris Ramsey	Going Green – What's the Risk? Robert Hughes, Esq.	Program Management in the Engineering & Construction Industry Robert Prieto	Special Session: CMAA Fellows Panel Profiles in Failure

TUESDAY, MAY 20, 2008

8:30 am – 10:00 am	Project Controls – The Heart of Successful Project Management Bob O'Sullivan	CMAA's BIM Standards of Practice Mera Faddoul, PE	Should CMAA be the Leader in Construction Risk Management? J. Zachary Bedford	Leadership Best Practices for Projects, Programs and Organizations – Meeting New Challenges Rocco Vespe, PE	
10:15 am – 11:45 am	Leadership in Ethics – The Tone from the Top Dennis Allen	Lessons Learned: Harnessing the Momentum from the BIM Process Daniel Hughes	Claims Avoidance through Effective Schedule Reviews Chris Carson, PSP	The Leader's Map Ralph Jacobson	

Credit for Professional Development

CMAA University provides registrants with professional development credit for each education session attended. In order to meet the varied formats for reporting mandated education requirements to licensing boards, credits are identified in both Professional Development Hours (PDHs) and Continuing Education Units (CEUs). In addition, CMAA is registered with the American Institute of Architects (AIA) as an approved provider of Learning Units (LUs). Conference attendees may earn and report up to 12 PDH, 1.2 CEU, and 12 LU by participating in the conference. Electronic transcripts and AIA reports are available by request. CCMs can also earn two (2) points towards CMCI re-certification by attending this conference.



Sustainability Committee Gets Fast Start

Judith Kunoff, AIA, CCM

Launched at the CMAA National Conference in sunny, globally warming Chicago, the Association's newest practice area committee, the Sustainability Committee, has been actively responding to the challenges of this crucial area.

The committee is comprised of 14 CMAA members representing owners and CM practitioners from across the country. We defined our mission thus: "To promote and enhance sustainability through leadership, professionalism, and excellence while developing and managing construction projects and programs."

Our first weeks of collaboration have already produced these outcomes:

- A draft Standard of Practice for Sustainability for the CM has been written and is posted on the CMAA wiki site for peer review and comment.
- We've published our first white paper *Make a Case for Sustainability: Apply Total Cost of Ownership*. Check it out on the CMAA website.

- We've proposed a sustainability panel presentation at the Leadership Forum, with the goal of sharing with the CMAA membership and our industry leaders where we are and where we need to be professionally in the area of Sustainability.
- The committee perceives "carbon footprint monitoring" as a growing demand that private and public owners will need to be able to address. Standards need to be established. The committee will assess present and future demand and work towards standard approaches that will enable CMs to respond appropriately on behalf of owners and the other stakeholders.
- The committee is working with the national office to create a link to a CMAA 'green' webpage.

If there are any specific areas of sustainability you would like this committee to address, please let us know by contacting Meghan Johnson at CMAA, mjohnson@cmaanet.org **CM**

Continued from page 1

- Mercy Medical Center New Clinical Tower in downtown Baltimore, a 688,000-square-foot facility to house a wide range of hospital departments and services.

The Leadership Forum also offers three headline keynote speakers:

- **Martin Millsbaugh**, a pioneer in downtown redevelopment, spent nearly a quarter century overseeing the rebuilding of Baltimore's Charles Center and Inner Harbor;

- **Gen. Barry McCaffrey (Ret.)**, former national drug czar, retired four-star Army general and well-known television news commentator on military and national security topics.
- **Barry LePatner**, author of *Broken Buildings, Busted Budgets: How to Fix America's Trillion-Dollar Construction Industry*. **CM**

From the "Total Cost of Ownership" White Paper:

"While we all want to reduce our environmental impact on the planet, we still struggle to meet our social responsibilities while meeting the financial parameters of our projects. The design and construction industry is accustomed to decades-old methods and has not fully grasped that sustainable practices can drive economic development. Total Cost of Ownership is a comprehensive approach toward planning and building high performance projects that are sustainable and provide for an increased return on investment...."

"Sustainability does not always seemingly go hand in hand with the goals of developers and property owners. Developers, owners and the occupant sometimes have competing interests which make integration of sustainable elements into a project difficult. Developers may want to build a project for the least first cost and not concern themselves with the implications of the long term operating costs because those costs will be passed along to the tenants or because they do not intend to hold the building in their portfolio for many years.

"TCO can bridge these competing interests by giving the owner all of the marketing information about sustainability, lower utility costs and productivity that will enable them to attract more tenants, charge higher rents, or make the building more marketable when they sell it."

Read the entire document online at www.cmaanet.org! **CM**

CMAA to Publish Thomsen Book on Program Management



Industry veteran Charles “Chuck” Thomsen, the first person to become a Fellow of both CMAA and the American Institute of Architects, has written a

comprehensive new book on Program Management and donated its copyright to the CMAA Foundation.

Thomsen’s action means all proceeds from the sale of the 300-page work will benefit the Foundation in its education, research and career promotion activities.

“The time has come for this book, or perhaps it’s past due,” Thomsen says in the foreword to *Program Management: Concepts and Strategies for Managing Capital Building Programs*. “If Program Management is understood by owners and accepted by the building industry it will result in cost reductions, shorter schedules, reduced review and approval agencies burdens, and increase the satisfaction of owners that are repeat-builders. Most important, it will result in significant improvements in the quality of the buildings we construct.”

In the book, Thomsen discusses basic concepts, outsourcing of PM, how PM works with leading project delivery systems, the PM/CM relationship and critical success factors.

Program Management is now available from the CMAA online bookstore, as well as through Amazon.com and other online booksellers.

An excerpt from the book appears as the Professional Practice Corner feature in this *CM Advisor* on page 11. [CM](#)

40+ At SOP Review Course in Sacramento

In late February, CMAA’s Northern California Chapter, working with the Sacramento Post of the Society of American Military Engineers, staged a three day Standards of Practice Review Course that drew a remarkable turnout of more than 40 participants.

The course was presented by Ron Price, CCM, Mark Steenburg, CCM and Larry J. Smith, PE, CCM and covered material derived from the Construction Management Core Competencies and the CMAA Body of Knowledge. This content included seven CM Core Competencies and eight instructional modules:

- Professional Practice
- Project Management
- Contract Administration
- Cost Management
- Safety & Risk Management
- Quality Management
- Value Engineering
- Time Management



Students earned educational credit values for attending the course (24 PDH or 2.4 CEU). “The feedback from all students was positive as many agreed to form work groups for completing applications for the CCM Exam and study groups for reviewing each of the instructional modules in preparation for taking the CCM Exam at the CMAA National Conference in San Francisco,” reports Price.

He adds, “This event has further strengthened the professional development opportunities for SAME and CMAA members under the strategic alliance between the two organizations. We are making tentative arrangements for a second session of the Standards of Practice Course to be held in the Bay Area sometime this fall.” [CM](#)

Annual Awards Program Expands

This year’s CMAA Project Achievement Awards program will feature several new honors designed to recognize outstanding performance by key members of winning project teams and major achievements in important emerging technology areas.

After selecting the winning projects in 14 categories, including buildings, infrastructure projects, international projects and programs/program phases, the judges will select from among the winners the recipients of four additional distinctions:

- Design Professional of the Year
- Constructor of the Year
- Outstanding use of BIM in an award-winning project
- Outstanding contribution by a CM to sustainable construction

The first two awards honor individuals or companies, while the third and fourth will be bestowed on projects.

Members submitting projects for award consideration will have the opportunity to nominate members of their project teams for the first two awards, and provide statements supporting their candidacy for the third and fourth.

“Typically, the honor of a Project Achievement Award has been shared by the owner and the CM,” noted awards co-chairs Mark Ballard of DMJM and Bill Heitz of Heery. “The two new individual awards provide a chance to single out other team members who have made significant contributions to a project’s success. In addition, the technology awards will recognize and encourage innovation in applying the latest tools for the project’s and owner’s benefit.” [CM](#)

CMIT Program Grows Quickly

The newly launched Construction Manager in Training (CMIT) program continues to generate interest among collegians and young professionals.

CMIT is designed for both employers and motivated professionals at the beginning of their careers. For employers, CMIT provides standardized, inexpensive training in CM basics for entry level employees. For ambitious college students or recent graduates, the program puts them on the fast track toward earning their Certified Construction Manager (CCM®).

“We’ve been accepting applications for less than four months and we’ve already received 50,” said George Gehringer, vice president, Professional Development. “College students and young practitioners are really excited about this program.”

Of the 50 candidates who have turned in applications, 37 have already been approved. One candidate has passed the Foundation Course, making John Rodriguez of the Flood Control District of Maricopa County, the first official CMIT. So far, 86 percent of the applicants have been industry professionals, but Gehringer expects the number of college applicants to increase as word of the program spreads.

The program also has 18 approved mentors.

“Mentorship is vital to this program,” Gehringer said. “The mentors work with CMITs to help them make career goals that will take them in the quickest direction to earning their CCM.”

If you are interested in becoming a mentor to a CMIT candidate, please visit <http://cmaanet.org/cmit.php>. **CM**

PM Seminar Draws 60

As about 60 participants settled in for Bill Van Wagenen’s *CMs TalkLive!* interactive Webinar on Program Management, most were tuning in around their own lunch times or the early morning of the work day.

But across the globe, it was 2 a.m., Van Wagenen’s time. From his office in Korea, Van Wagenen gave his PowerPoint presentation on the value and perspective of using PM.

Van Wagenen, the CMAA Chairman and Senior Program Manager at CH2MHILL, knows first hand how PM can improve what and how a project is managed. Currently, he is the Program Manager of the \$10 billion military relocation program for US Forces in Korea.

During his presentation, Van Wagenen explained that the increased complexity of programs makes success dependant on more variables than the fundamentals of cost, schedule and quality. The three critical success factors in Program Management are the people, alignment and platform.

First, people can make or break the success of a program. Research has shown that half of the success in a program is due to a PM (20 percent is due to program organization, another 20 percent to host organization and 10 percent to external factors). A good PM can work in a bad system, but a bad PM will not succeed even with a good system.

Second, in order to create high performing teams, an organization needs to bring together the group’s common purpose and shared performance metrics.

And finally, successfully PM calls for a balanced platform that puts equal weight on governance (clear, delegated authority), knowledge management and lessons learned (retaining expertise gained throughout the life of a program) and systems and tools. The PM platform will define the environment and basis upon which the program will be planned, managed and executed. **CM**



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Japanese Visit CMAA Headquarters

A delegation of nearly 20 Japanese CM's met with CMAA staff members recently to learn more about the CM market.

The meeting took place in late February at CMAA headquarters with the help of a translator. The delegates – representing the Ministry of Land, Infrastructure, Transport and Tourism of the Japanese Government – were particularly interested in learning about the process of introducing a CM system to their country.

Several topics were discussed during the meeting including the differences in delivery methods and comparing Agency CM to CM at-Risk. The enthusiasm grew as CMAA staff explained the opportunities for training and education offered by the Association.

“This is the third time we've hosted a delegation with a group from Japan,” said Bruce D'Agostino, CMAA CEO and president. “It's exciting to branch out across the world. Other countries are looking to the US because we have the most advanced state of the CM system.”

After the Japanese delegates visit to CMAA headquarters, they took part in a tour organized by the International Trade Administration, Department of Commerce to see some of the past Project Achievement Award winners including: the Alexandria Sanitation Authority Advanced Wastewater Treatment Facility in Alexandria, Va., several treatment facilities in Lake Meade, Nev. and the Solano County Government Center in Fairfield, Calif.

“I would like to thank CMAA for the elaborate explanation on the actual condition of Construction Management in the US and CMAA's continued effort to spread an understanding of CM around the world,” said Fumitaka Miura, the head Japanese delegate. “The Association's insight and creative approach to solving several issues regarding CM was very instructive for us. Our delegation was successful in achieving much more than expected.” [CM](#)

2008 Trade Show Booths Now Available

“We have found that being an exhibitor is the most effective technique to obtain the quality one-on-one time we want,” says Frank Otero, president and CEO, PACO Group, Inc.

“It is an excellent venue to meet other professionals in the industry and get top visibility with teaming partners, competitors and clients alike,” is the view of Rod Holtman, Sr. Project Manager at Stantec.

They're describing the CMAA Trade Show, which will return in a new and improved edition this fall as part of the National Conference in San Francisco on October 12-14. For 2008, CMAA has added a reception in the exhibit hall, eliminated other activities going on simultaneously with exhibit hours and crafted a new, more open floor plan.

Exhibiting in the CMAA Trade Show puts a company in direct touch with one of the strongest professional audiences in the construction industry. In 2007, 80 percent of all attendees at the CMAA National Conference reported they had 10 or more years' experience, and half of these attendees spent at least two hours in the show hall.



Booth spaces in the hall range in price from \$2,000 to \$2,300. Exhibitors will have the use of pre-show and post-show mailing lists of attendees. More than 700 people are expected to turn out for the event.

Returning exhibitors from 2007, given an “early bird” opportunity to book their space, reserved about one-quarter of the spaces almost immediately during February. As of March 1, the hall opened up to all potential exhibitors.

CMAA hopes to exceed the 2007 total of 41 exhibitors. For complete information including available booth locations, contact Martha Montague at 336-492-6028 or mmontague@cmaanet.org. [CM](#)

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Engineering News Record ranks MBP one of the top 100 construction management firms in the country.

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Certification

Congratulations, New CCMs!

Congratulations to these CM professionals who have received earned their Certified Construction Manager distinction:

Sudhir Agrawal
TBI & Associates,
Los Angeles, CA

Jeffrey Atkins
Barton Malow Company,
Southfield, MI

Blaine Barth
Infrastructure
Engineering
Corporation, CA

Anthony Brown
California Dept. Of
Parks and Recreation,
San Diego, CA

Lewis Buckingham III
Jacobs, Inc.,
Arlington, VA

Thomas Calhoun
DMJM Management,
Los Angeles, CA

Antoine Chemali
Conolly-Pacific Co.,
Long Beach, CA

Claudio Dallavalle
Bolingbrook, IL

Steve Dow
Harris & Associates,
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Dan Dowell, PE
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LEED AP,
Hill International,
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William W. Wessel
LEED AP,
Jacobs Engineering,
Oak Ridge, TN

CCM® Exam Goes Online

The CCM examinations administered in February were a big step forward for the Construction Manager Certification Institute (CMCI), representing the first time the exam has been administered through an online vehicle, at numerous secure sites all over the country, rather than in person at just one location.

This wave of testing, which embraced 10 sites nationwide, produced enough successful candidates to push the total CCM roster even closer to 1,000.

In all, 18 out of 24 candidates achieved the required 75 percent passing grade on the exam, which brought the total number of Certified Construction Managers to 991.

Jan Paul Miller, CMAA's Vice President, Certification, points out that the move to online testing provides several tangible benefits, including:

- More convenient locations for candidates
- Enhanced security and oversight
- Improved ability to measure candidate responses, time spent, question sequence and other variables, enabling CMCI to evaluate question effectiveness
- Faster notification of exam results – as soon as 20 minutes after completing the exam

“Computer-delivered testing now offers better administrative control, convenience for test-takers, and better security than ever before,” Miller said. “CMCI now has options to deliver the test in a variety of models to address the needs of candidates.”

CMCI has also added new content to its website recently to improve the user-friendliness of the application process. A new, updated FAQ (Frequently Asked Questions) feature addresses areas of greatest interest to CCM candidates, and an article by CMCI Chair Rick Rye, CCM, outlines *Common Mistakes on CCM Applications*. [CM](#)

Government Affairs

CMAA Urges Review of Budget Proposal

CMAA recently urged the Congress and President Bush to reconsider the Administration's proposal to significantly reduce funding levels for a wide range of needed infrastructure improvements.

In a statement commenting on the Administration's Fiscal Year 2009 budget proposal, CMAA President Bruce D'Agostino said it "makes severe across-the-board cuts in all too many areas in which our national policy ought to be to increase investment and improve infrastructure as the foundation for a prosperous future. In particular, the administration proposes to fund both highways and transit systems well below the levels authorized in SAFETEA-LU, a milestone piece of legislation that CMAA strongly supported."

In these and other areas, the statement continued, "significant new funds, well spent, would produce the twofold benefit of improving our infrastructure and creating an immediate surge in well-paid employment." **CM**

Conference to Explore International Transportation CM

CMAA is a co-sponsor of the first International Conference on Transportation Construction Management, being presented this fall by the Federal Highway Administration and the Transportation Research Board of the National Academies.

The conference takes place in Orlando, FL on September 9-11. The theme is "Successful Project Delivery - New Challenges - New Solutions." The program will explore topics like integrating CM into the project delivery process, applying emerging technologies, Public Private Partnerships, legal aspects, and others.

Additional information is available at the conference website, <http://www.2008tcmconference.volpe.dot.gov/default.asp>.

CMAA is also co-sponsoring the AAA Construction Conference: Making ADR Work for You and Your Projects in New York City on May 30. More information about this conference will be available on CMAA's website. **CM**

"Infrastructure Bank" Bill Gets CMAA Support

As part of the Clean Water Council, CMAA has joined in a letter to Sen. Christopher Dodd (D-CT), chair of the Senate Committee on Banking, Housing and Urban Affairs, supporting legislation to create a National Infrastructure Bank.

The bill, S1926, would establish a new and independent entity charged with evaluating America's deteriorating critical infrastructure and financing projects to help repair it.

"The CWC believes that it is only a matter of time before a major underground infrastructure system fails. Rather than waiting for it to happen, it makes sense to take steps now to avert it. That is why the coalition fully supports S1926," the letter said. **CM**

California Advocacy Helps Build New Connections

The recent effort by CMAA and its three California regional chapters to oppose a potentially damaging bill in the California legislature has not only fostered stronger cooperation among those chapters but also helped them strengthen links to other industry organizations in the state.

The bill, Senate Bill 355, would require anyone proposing to provide Construction Management services in California to be a licensed general contractor. CMAA and many of its California members had launched a communications program to advise the sponsor, Sen. Robert Margett, of the potentially negative impacts of his measure on the profession.

In the process, chapter leaders found that one of the bill's key supporters was the Association of California Construction Managers, a group that had among its members several members of CMAA. Through this connection, the CMAA group, spearheaded by Todd Niemann, CCM, of TWNiemann, Inc. and the San Diego chapter, reached out to the ACCM leadership.

The result was a dialogue that uncovered numerous areas of common interest and concern, as well as leading to a new effort to craft amendments to the legislation. At the same time, CMAA's long standing relationship with the Consulting Engineers and Land Surveyors Organization of California (CELSOC) was revived through a new exchange of information.

Joseph Siebold of PinnacleOne, who serves as government affairs chair for the Southern California Chapter, said this process "is an excellent example of three chapters and the national office collaborating in the interest of the Association and CM's.

"The simple fact that such a piece of legislation could be drafted and advance as it has demonstrates that there are still many owners and legislators who do not understand what professional CM is and what credentials and qualifications are relevant to its practice. It's clearly a positive thing for CMAA to focus its outreach and educational efforts in areas like this." **CM**

Professional Practice Corner

Four Key Project Decisions

Chuck Thomsen, FAIA, FCMMA

*This article is excerpted from **Program Management: Concepts and Strategies for Managing Capital Building Programs**, to be published by CMAA in April.*

Many years ago I worked on a mega-project in a country with little construction infrastructure. Our job was to devise the project delivery strategy. We talked to everyone we could and heard deep convictions for an endless variety of approaches.

Amid the confusion, we asked ourselves if there were some basic principles we could understand that would encompass all the choices. And if so, how should they guide us? The challenge started a life-long pursuit to understand the principles of making a deal for design and construction.

Begin with the owner's natural desire to know what a project will cost and how long it will take. Add the fact that a design and construction operation involves hundreds, sometimes thousands of organizations and millions of parts. Consider that many of the people will be working together for the first time, and most of the systems will be assembled in ways they haven't been assembled before. Then think about the benefit of having subcontractors and manufacturers collaborate in the design process and the contractual barriers to making that happen. Add in an unreasonably long delivery time, weather uncertainty, price fluctuations, political pressures, changing regulations and diverse contracting procedures. Then stir in the archaic traditions of the construction industry.

Finding the best project delivery strategy becomes at least as challenging as the technical demands of design and construction.

Conflicting motivations shape the process. We want to provide our clients with a contractually supportable definition so the sheets of drawings and specifications grow, but at the same time, we look for ways to save time and start construction before the drawings are complete. We want to choose specific products, but we want competition. We want to be professionals at our clients' side, representing their interests, but our clients understandably want responsibility and accountability.

Our clients staff their own organizations with architects and engineers to manage the AEs, CMs and GCs they hire. They wisely define the process and cherry-pick companies and people to work with. Meanwhile they want to minimize the number of contracts.

There are nearly infinite ways we assemble the nearly infinite number of interlocking parts required for a building program. All the processes exist because they satisfy different motivations to varying degrees. With good people, any of the common processes can work.

Many volumes written by project delivery pundits treat the subject as an exercise in assigning risk. The basic concept is

With infinite choices, how does one go about choosing? We worked out the following parameters for decision making—and have been polishing and thinking about it ever since.

that there is a fixed amount of risk in a project and it should be doled out to the organization best equipped to manage that risk. That's only partially true. A better thought is to bundle up a team, pick talent, build a collaborative culture and create a process that minimizes risk for everyone.

And there is another compelling school of thought that an owner can never fully shed risk. There are countless ways to contest any agreement in the world of design and construction. So the trick is to design the project delivery process that



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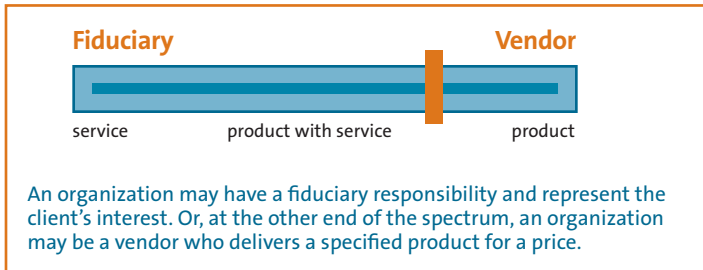
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Professional Practice Corner

balances collaboration and accountability, minimizes risk for everyone and enables a project team to perform at their best.

So, with infinite choices, how does one go about choosing? Here are some parameters.



Relationship

A fiduciary is an agent, a person or an organization entrusted with the power to act on behalf of and for the benefit of another. A vendor is the opposite; a vendor sells something.

When we lack knowledge or skills, we seek relationships at the fiduciary end of the spectrum: Doctors and lawyers, for instance.

But if we know what we want to buy, or exactly what we want done and the way we want it done, we tend to form a vendor relationship.

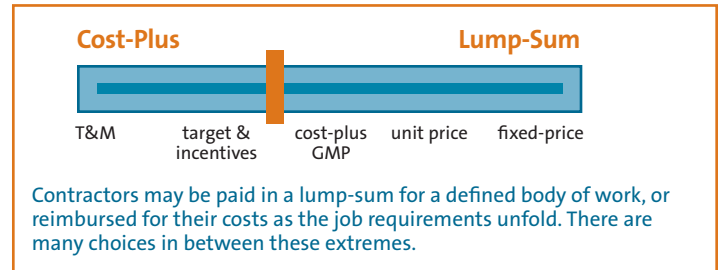
Traditionally AEs represented a client who was inexperienced in the labyrinthine practices of design and construction. So the AE was at the agency end of the spectrum. AEs defined requirements and then put the contractor at the vendor end.

But inexperienced clients are disappearing and attitudes about agents and vendors are changing. As clients become serial builders, they hire construction professionals as in-house managers to run their projects. These in-house construction professionals recognize that the professionals they hire can't provide flawless guidance and, like everyone else, are biased by self-interest.

And these in-house construction professionals usually know what they want and how to get it. They bundle packages of responsibility and treat AEs more like vendors of designs, plans and specifications. And then many of them nudge the builders toward the agent end of the spectrum when they ask them for advice during the design phase and for help procuring and managing construction.

Furthermore, throughout our economy, vendors that sell products for a fixed price have recognized that a pervasive commitment to customer service is crucial. Like all consum-

ers, clients want quality products with service and guarantees. They want the creative, collaborative relationship that is characteristic of professional traditions. They want a reliable product and a price they can count on. The sophisticated serial builder wants both.

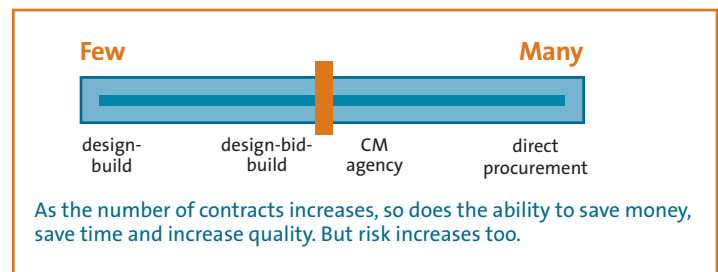


Terms of payment

Contractors may be reimbursed based on their costs or they may be paid a fixed-price. There are many variations in between these extremes, such as:

- Target price with incentives: the contractor is paid actual costs plus a fee. However, a target price is set, and the contractor shares in the savings or the overrun.
- Cost-plus with a GMP: the contractor is paid costs plus a fee. But a maximum price is set. If there's an overrun, the contractor eats it.
- Unit-price: the contractor is paid a predetermined amount for each unit of material put in place (or removed).

Different payment terms may be combined in a single contract. For instance, many contracts are fixed-price with unit-price provisions for tenant work during lease-up.

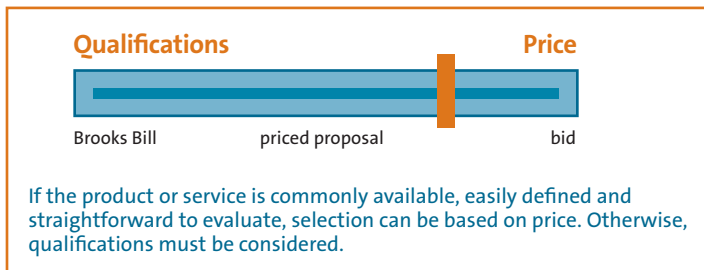


The number of contracts

The first tier of contracts in a project can be awarded to one company, as in the case with design-build; to two companies, as with the traditional design-bid-build process; to many companies, an AE, perhaps 40 prime trade contractors and a

CM when the agency approach to a CM contract is used; or perhaps hundreds in the case of direct purchase of building materials, equipment and labor.

Multiple contracts facilitate fast-track. Unbundling design and construction eliminates overhead markups and allows selection of specialists, specific manufacturers and trade contractors. The opportunity to save time and money and improve quality increases as the number of contracts increases. So do risk and the burden of management. Clients who work with multiple contracts must manage them well or take responsibility for management failures. Consequently, most clients without strong CM staffs look for ways to package contracts under a contractor or a CM to manage the risk.



Selection criteria

The selection criteria should be governed by what is to be bought. If it's a common product, easily defined and easily evaluated, there's little reason not to choose based on price. But if it's a proprietary product, or if value received is hard to measure (such as intellectual qualities of creativity, wisdom, judgment or experience) the selection will be based on qualifications.

Traditionally, AEs were selected with an emphasis on qualifications, and construction contractors were selected based on a price for their product—the building. For the first 70 years of the 20th century, the AIA had a code of ethics that prevented members from quoting a price prior to selection. There was a fee schedule that the members agreed to. But in the late 1960s, the Justice Department decided that professional ethics can't intrude on anti-competitive prohibitions.

About the same time, Congress passed the Brooks Bill that stipulated our government would select AEs based on qualifications and negotiate a fee after selection.

Meanwhile, specialization was marching on with more and more subcontractors for a single project. Smart owners recognized that the management skills of a construction contractor were crucial to project success, and qualification-based selection of contractors became more common.

Although the U.S. Government is still required to select architects and engineers based on qualifications, most private sector organizations consider price too. Selection of architects, engineers and contractors typically includes both price and qualification.

Often, a sophisticated client requires a management plan as well. A large developer with an in-house team of architects and engineers may well have more experience with the design and construction of the kind of buildings they build than the AEs and GCs who work for them. So they will likely short-list good organizations and ask for fixed prices. They know what they want and can tell whether they are getting it. They may also be pressured to demonstrate competition to their investment partners. [CM](#)

Chuck Thomsen is Chancellor of the CMAA College of Fellows. He can be reached at charlesthomsen@charlesthomsen.com.

Launch of Association's SSA a success

With the ease of CMAA's new Self Service Application, members have been able to access their profiles and invoices, renew their membership online, print receipts and browse the membership directory since the beginning of February.

As part of the Association's new AMS, the SSA is online, meaning members can use it at their own convenience, any time of the day or night. Members can also shop in the CMAA bookstore or register for conferences and events online with the AMS.

All members were sent a detailed e-mail with their new password and login information, along with instructions for accessing the AMS.

The SSA was the second phase of the AMS. The third and final phase will allow candidates sitting for the CCM exam to access their information and register for an exam site online. [CM](#)

The New AIA A201-2007 General Conditions Form

The American Institute of Architects' new general conditions form raises a number of important new issues for CMs and contractors. As was true for its 10-year-old predecessor (the A201-1997), the new A201-2007 form will serve as the general conditions for a multitude of AIA form construction agreements. In addition, the new A107-2007, although it does not cross-reference the A201-2007, contains a number of general conditions provisions that mirror some of the new provisions of the A201-2007.

Although there are many provisions in the new A201 that will be of interest to CMs and GCs, this article focuses exclusively on some of the new rights and obligations of the parties and the new dispute resolution procedures.

New Rights and Obligations of the Parties

New requirements imposed on the CM/GC:

- **Review of contract documents and field conditions.** Previously, the CM/GC could only be held liable to the owner for failure to notify the owner or architect of a nonconformance of the contract documents if the Contractor "knowingly failed to report [such nonconformance] to the Architect" (emphasis added). Under the new A201, mere failure to report may give rise to liability.
- **Differing site conditions.** A new provision requires the CM/GC to notify the architect if it recognizes "burial markers, archeological sites or wetlands not indicated on the Contract Documents." Given that even experts disagree as to whether certain conditions can be so characterized, this provision may prove burdensome to the CM/GC.
- **Project superintendent.** New provisions have been added requiring the CM/GC to promptly notify the owner of the name and qualifications of the proposed project superintendent and not change superintendents without the owner's consent.
- **Submittals.** Under the new form, if the CM/GC fails to submit a submittal schedule, it will lose the right to claim any monetary increase or time extension required for review of submittals. In addition, the CM/GC's submission of shop drawings and the like now constitutes a representation that the CM/GC has reviewed and approved them.

Increased rights afforded the owner:

- **Owner's financing.** The CM/GC can no longer request information about the owner's ability to finance the project at any time. Instead, while the CM/GC may so request prior to commencement of the project, it may only do so thereafter if (1) the owner fails to make a payment required under the Contract Documents, (2) a change in the Work materially changes the Contract Sum, or (3) the CM/GC "identifies in writing a reasonable concern regard-

ing the owner's ability to pay. Clearly this is an area where problems are likely to arise.

- **Owner ability to issue joint checks or contact subcontractors directly.** A new provision permits the owner to issue joint checks to the CM/GC and its subcontractor if the architect has withheld a payment certification due to a failure of the CM/GC to pay its subcontractor(s). In addition, the owner now has the right to request that the CM/GC provide written evidence of proper payment to its subcontractors and suppliers and, if the CM/GC fails to provide such evidence within seven days, the owner may contact them directly.

Reduced obligations of the architect:

- **Architect's reporting duties.** The architect's site visits are no longer "as a representative of the Owner" and he/she will no longer "keep the Owner informed" and "endeavor to guard the Owner against defects and deficiencies in the Work." Instead, the architect will merely visit the site "to determine in general if the Work observed ... when fully complete ... will be in accordance with the Contract Documents" (emphasis added). In addition, the architect is only required to report "(1) known deviations from the Contract Documents and (2) defects and deficiencies observed in the Work" (emphasis added).

Dispute Resolution Procedures

The new A201's dispute resolution procedures are far more complex than the prior version, but also more flexible. First, the aggrieved party presents its claim to the "Initial Decision Maker." In the past, that person was always the architect, but now the parties can designate someone else in the Contract Documents.

If one party is not satisfied with the Initial Decision Maker's decision, that party may then request mediation, but the procedure is a strange one – the disgruntled party must demand that the other file for mediation and if not done, then that other party waives its rights to mediate or arbitrate/litigate the "initial decision," which allows the winner to avoid mediation.

After mediation, the parties may then pursue either arbitration or litigation, depending on what they had agreed upon in the Agreement. If arbitration is selected, the parties' arbitration may be consolidated with other arbitrations provided three specific criteria are met. These provisions are all new to the A201, as are many others related to dispute resolution.

Given the complexities and changes set forth in the new A201-2007, construction managers and contractors would be advised to be sure their attorneys are fully familiar with its terms. **CM**

Member News

SGI Appoints Terhune as President

SGI Construction Management promoted Charles H. “Chuck” Terhune III, PE, to president.

Terhune brings nearly 35 years of experience in Engineering, Procurement, Construction and Business Operations to his new role.

“We are very excited to have Chuck lead our team. Chuck not only brings a great wealth of knowledge and experience, but also the reputation we need to help continue to expand and grow our business,” said Rene J. Flores, Sr., SGI’s CEO.

Larson to Receive Distinguished Construction Management Award



CMAA Director Randy L. Larson, PE, CCM, GC, has been selected by the Construction Institute (CI) of the American Society of Civil Engineers (ASCE)

to receive its 2008 Construction Management Award.

“Randy was chosen for this award for his outstanding leadership and innovative management of the construction of major infrastructure projects and his tireless commitment to the profession,” said Patrick Natale, PE, ASCE Executive Director. “In selecting him for this award, the committee particularly noted his management skills that allowed major infrastructure projects to be completed ahead of schedule and under budget.”

With more than 30 years experience in construction, Larson currently serves as the executive vice president of The PBSJ Corporation. He has been with PBS&J for 21 years.

Pepper Construction and Mangieri Companies To Build New Hospital Facility

Pepper Construction of Chicago and Mangieri Companies of Peoria, Ill. were selected for the construction of a new \$90 million facility for St. Margaret’s Health.

The 200,000-square-foot 65-bed hospital will include a medical office building.

“It’s rewarding to team up with a company I used to work for nearly 14-years ago,” said Pete Mangieri, owner of Mangieri Companies, Inc. and a former Pepper Construction employee. “I truly feel both companies place ethics, trust, and relationship retention ahead of profits.”

Hill International, Inc. Celebrates Transfer to NYSE, Other Accomplishments

Hill International began trading on the New York Stock Exchange on Feb. 22 under the ticker symbol “HIL” after transferring its listing to the NYSE from Nasdaq.

“(This) was a tremendous milestone for our company and for me personally, having started Hill as a one-man consulting firm 32 years ago,” said Irwin E. Richter, Hill Chairman and CEO. “Joining the NYSE more than three decades later is a great accomplishment for our company and our employees.”

In other news, Hill International acquired 60 percent of the outstanding capital stock of Gerens Management Group, S.A., a Spanish-headquartered firm that provides project management services on major construction projects throughout Spain as well as in Western Europe and Latin America.

Also, Hill International won a contract to perform CM services for the modernization and preservation of the Museum of the City of New York. The two-and-a-half-year contract has an estimated value to Hill of about \$1.6 million.

WESTON to Provide CM Services for Port of Long Beach, CA

Weston Solutions, Inc. received an award of a \$12.4 million contract for Professional Construction Management Services for the Interim/Source Removal Action at Pier A West/Area 2, Port of Long Beach (POLB), CA.

“This award is evidence of our continuing successful relationship with the Port of Long Beach,” said Patrick G. McCann, WESTON president and chief executive officer. “We are particularly pleased that our integrated business teams have worked together to provide additional construction services to a valued client, while at the same time supporting their environmental programs.”

WESTON will be responsible for performing and overseeing all duties necessary for successful delivery of the project, including, but not limited to: Construction Management and construction contract administration; field inspection; surveying; geotechnical, environmental and material testing services; and coordinating construction contractors and subcontractors.

GREYHAWK Promotes Four

GREYHAWK elevated four of its employees to the title of Principal: Anthony Caletka, Charles Boland, Charles Caramanna and Edward Johnston.

Caletka serves as managing director of GREYHAWK Global Ltd. and specializes in project management, dispute resolution and due diligence audits on large capital expenditure projects. He works from the firm’s Binghamton, N.Y. location.

Boland is regional operations manager, Construction Consulting, based in Moorestown, N.J. He is responsible for the preparation and evaluation of contract claims on a variety of construction and manufacturing projects.

Caramanna serves as regional operations manager, Construction Management and is recognized for his expertise in

Member News

program management and his ability to successfully complete complex construction projects. He currently serves as project manager for a large public schools capital program in New Jersey. He is based in Manasquan, N.J.

Johnston is chief financial officer in the company's Woodbury, N.Y. office, assisting construction claims consultants by identifying contradictions or inconsistencies related to the financial history of a construction project.

James Peck, PE, CCM Promoted to Vice President

McDonough Bolyard Peck, Inc. (MBP) announced the promotion of James Peck, PE, CCM to Vice President.

As Branch Manager of the firm's Columbia, Md. office, Peck oversees analytical and field operations throughout Maryland and Pennsylvania and has been responsible for significant growth in the firm's federal sector services over the last several years. In his role as Vice President, he joins the Executive Team to build on MBP's strategic outlook.

Prior to joining MBP, Peck served more than 20 years in the US Navy Civil Engineering Command that concluded with his management of the \$400 million design and construction program at the Naval Academy in Annapolis, Md.

Livengood Joins PinnacleOne in Washington D.C

PinnacleOne announced that John Livengood has joined the firm as AVP of Construction Claims Services. In this role, Livengood will lead PinnacleOne's

construction claims services to the greater Washington, D.C. metro area.

"John is a recognized leader and authority in construction claims," said Joseph Seibold, Executive Vice President of PinnacleOne. "He continues the legacy and success of PinnacleOne in this region. In conjunction with the expertise and resources of ARCADIS, I am excited for the opportunities and services that we will provide to our clients."

Livengood brings more than 30 years of experience in claims analysis and resolution, architecture, law and project management. An architect and an attorney, he brings perspective and experience in construction litigation, government contracts, claims analysis, international contracts and arbitration.

Harrington to Succeed McNulty as Parsons CEO

As part of a planned succession, James F. McNulty, chairman and chief executive officer of Parsons Corporation, will relinquish his role as CEO effective May 20, 2008.

The 65-year-old McNulty will remain as chairman, while Charles L. Harrington, the current executive vice president, chief financial officer and treasurer, will take over as CEO. With over 25 years experience with Parson, Harrington, 49, started as an engineer and progressed through project management of large programs for federal government and private industrial clients to business development, operations and division management.

"Our Board and I have great confidence that Chuck's experience and leadership abilities make him uniquely qualified to lead Parsons and to drive continued profitable growth," McNulty said.

Ozanne, Kwame and MWH Selected for New Orleans Project

The Orleans Parish Justice Facilities announced that Ozanne Construction Company, Kwame Building Group and MWH will provide Program Manage-

ment Services for the its redevelopment plan. The plan includes building a new jail facilities and a police headquarters and consolidating the municipal, traffic, civil and criminal courts.

25-Million Contract Awarded to DMJM Aviation

DMJM Aviation, Inc. received a \$25-million contract from the Los Angeles Board of Airport Commissioners in March for program management services to support the Los Angeles International Airport (LAX) Development Program.

As part of the one-year contract, DMJM Aviation will organize a delivery team to advance projects on the Midfield Satellite Concourse, Tom Bradley International Terminal (TBIT) expansion and related developments such as taxiways, tunnels, aircraft ramp areas and utility improvements. The contract also includes repair and replacement projects which need to be performed to enable construction of these major projects to begin.

DMJM Aviation partnered with Parsons Brinckerhoff on this contract.

CMAA Member Promotes Bill to Protect Children from Sexual Predators

Sandy Loy, president of Construction Plus, Inc., was one of the prime movers behind a new Tennessee law requiring background checks on construction employees working on school grounds.

For years, Loy said, he has voluntarily conducted background checks on his company's employees working on school projects. "When I went to (State) Sen. Jamie Woodson to suggest that background checks were a good idea to protect children, she saw the value immediately," Loy said. "Predators should not have authorized access to children in their places of learning."

Vanir Wins CA Corrections PM Contract

Vanir Construction Management, Inc. has been selected by the State of California Department of Corrections

Want to share your firm's or organization's news with other CMAA members?

Send your member news updates to Maggie Beckwith, Communications Associate, at mbeckwith@cmaanet.org. Please keep your submissions no longer than 200 words.

CMAA Foundation

and Rehabilitation (CDCR) to provide program management services for the Secure Reentry Program Facilities. Funding for this program is \$2.7 billion.

This contract includes assisting the CDCR in the planning, design and construction of 32 Reentry Facilities. The Secure Reentry Facility is a model in which smaller facilities and stronger rehabilitation programs prepare

offenders for life outside prison, during their last 12 months of incarceration. It will be mandatory that all new construction achieve LEED Silver certification.

The total program will cover 10 years and include up to 16,000 new beds.

Vanir's team includes DMJM H&N, The Louis Berger Group, Inc., Carter Goble Lee, Criminal Justice Institute, Inc., and J.R. Conkey & Associates, Inc. [CM](#)

Foundation's Capital Campaign in Full Swing



Christine Keville, FCMAA, Foundation Chairman, Keville Enterprises, Inc.

The CMAA Foundation is delighted to report that our Capital Campaign, "Construction Managers Building For The Future," has exceeded 50 percent of our \$500,000 goal. This is truly amazing since we just launched this campaign last year. I want to thank all of our generous contributors who are listed at the appropriate donor levels in the box.

A number of our members have truly gone "above and beyond" in their support of the campaign. PBS&J, for instance, has not only made a five-year pledge but has paid it in full, well before it was required to do so.

Randy Larson explains his company's action this way: "We just wanted to make a difference. We feel we have enjoyed tremendous success from our corporate commitment to CMAA in terms of Professional Development and other benefits, and supporting the Foundation is a way for us to step up, to 'put our money where our mouth is.'"

Funds raised by this campaign will help us:

- Continue our annual national scholarship program;
- Provide meaningful research and development; and

- Produce a number of CM recruitment tools tailored to students, describing the importance of CM/PM and the rewarding career paths offered by our industry.

The recruitment tools would include a CM recruitment video and a collection of web-based multimedia resources. The recruitment video would enable CMAA chapters to present to students and discuss the profession, answer questions and make personal connections with these individuals. The students would be able to connect with real practitioners in their local area and be able to point to real projects of interest.

The Web-based recruitment tool would be brief video/audio clips of young professionals working in our industry speaking about why they joined our industry, challenges, opportunities, career goals, and why they love their job, etc. Elements of this video campaign could be posted on Facebook and similar social network sites, along with CMAA's own website and others in the industry.

The Foundation Board is very excited to embark on these projects and we are hoping that the majority of CMAA membership will get involved. Our ultimate goal is for 100 percent of CMAA membership to proudly wear the Foundation pledge pin.

Donors will be recognized on the Association's website, in newsletters and at conferences. Donor gifts will be distributed at various levels. To donate, please contact Laura Odom at lodom@cmaanet.org or visit the Foundation website at cmaanet.org. [CM](#)

Capital Campaign Pledge Donors

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\$5,000
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Chapter News

Chicago Chapter

The Chicago Chapter announced at its February luncheon the creation of a new scholarship program for high school students at the ACE Tech Charter School located in Chicago, Illinois. ACE Tech is the only charter high school in Illinois that focuses its curriculum towards architecture, construction and engineering. It was formed by a group of Chicago's construction industry leaders whose goal was to prepare highly qualified inner-city youths to fill the future growing employment needs in the construction industry.

ACE Tech serves as a model for the next generation of quality vocational education programs. Students will participate in a rigorous curriculum while also being exposed to the technical, managerial, and professional aspects of the construction industry. This exposure prepares students to make informed decisions about their future careers and provides them the life skills necessary for sustained professional and personal success. More information is available on the School's website at www.acetechnical.org.

This new scholarship coincides with the first graduating class from the school. In attendance at the meeting were six students and two faculty members from ACE Tech High School.

Houston Chapter

The CMAA Executive Committee chose Houston as the location for its February meeting in order to provide leadership and guidance in promoting the Houston Chapter, discuss viable ways to build membership and meet with potential chapter members. Jacobs Carter Burgess was honored to serve as the host for this meeting. While in town, members of the CMAA Executive Committee met with the City of Houston's Public Works and Engineering Construction and Engineering Division, Harris County Infrastructure's Construction Division and the City of Pearland's Capitol Projects Division as potential owner members.

The CMAA Houston Chapter and the City of Pearland's Capitol Projects Department co-hosted the Webinar presented by CMAA Chairman of the Board Bill Van Wagenen, CCM, on Program Management in February.

Bruce D'Agostino, CMAA president & CEO, Hugh Brightwell, chapter president, and Mark Johnson, chapter vice president, met with Joe Myers, president of the Houston Post, to discuss opportunities to collaborate on programs, education, and mutual support in the Houston and southeast Texas area. Plans are being made for the CMAA Houston Chapter and the SAME Houston Post to co-host the Chapter's annual Clay Shoot-Out in May/June and also to co-host a presentation on Alternate Delivery Methods in June at the monthly SAME Post meeting.

Minnesota Chapter

On Feb. 21, the Minnesota Chapter sponsored a seminar titled "Project Management Information Systems in



(Left-to-Right) Kevin McCourt (UMN), Mike Perkins (UMN) and Bill Breyfogle (MnSCU).

Minnesota Higher Education – The Unifier." One hundred and forty attendees from CM firms, design firms, contractors, and owner organizations gathered in the St. Paul College auditorium for continental breakfast, networking, and the program.

Two of the speakers represented the University of Minnesota: Mike Perkins, associate vice president, Capital Planning/Project Management, and Kevin McCourt, business manager, Design & Construction Services. The third speaker, a member of the chapter's Board, was Bill Breyfogle, director, Design and Construction for Minnesota State Colleges and Universities (MnSCU).

Together, UMN and MnSCU control two-thirds of all state facilities in Minnesota. Choices these institutions make in project delivery have significant impact on the design and construction industry for higher education within Minnesota. The UMN and MnSCU have each acquired a license to use a program/project management information software from the Skire Corporation known as "Unifier" to assist in managing their design and construction capital improvements program. Unifier addresses the planning and execution of capital projects and easily adapts to optimize a variety of business processes. Unifier provides software to help manage information through every phase of a program or project, from planning and design, through procurement, project execution and into operations and maintenance.

The presentation, followed by a question and answer period, was well received and the audience stayed well beyond the scheduled seminar end time.

Southern California Chapter

The Southern California Chapter looks forward to its 16th Annual Awards Banquet on April 2. This event has enjoyed continued growth and success over the years – the chapter had to change venues to accommodate this ever-growing attendance. It is expected this year's event will be attended by over 500 owners, CM practitioners and others who support the Construction Management Industry in Southern California.

The Awards Banquet includes recognition of Project Achievement by the members in a variety of sectors and project size. In addition, the chapter honors representatives of local owner agencies who participate in CMAA and promote the

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President's Report

The Payoff From Changing Behavior

Bruce D'Agostino, CAE

Mark Twain once noted that if a cat sits down on a hot stove lid, he'll never sit down on a hot lid again. The problem, Twain added, was that the cat would never sit on a cold one, either.

What have stoves and cats got to do with Construction Management? These days, a "once-burned" mindset dominates the interactions among participants in a construction project. A typical contract is a thick sheaf of papers nearly all dedicated to how the parties are going to assign blame and calculate damages when the project goes awry...which everyone assumes it will.

This orientation was very visible to me when I participated in the recent Ohio Construction Conference in Columbus, Ohio. To my surprise, one general session turned into an extended discussion of the various model contract documents available today, including ours.

With my turn at the microphone, I suggested that rather than codifying behaviors that assume failure, we should all be working toward more effective collaboration for the benefit of the project and the owner.

This is, of course, easier said than done. We work in an environment of accelerated scheduled, tight budgets, limited staff resources and higher risk for everyone involved in a project or program. The long-standing relationships that formed the basis of "agreements" has been replaced by one-time contracts in which risk and reward are evaluated, and expected, on each and every project.

A construction job requires the owner, CM, architect/engineer, general contractor, specialty subs and suppliers to work closely together. Each, though, has his or her own interests and often feels there's very little margin for error. It's easy for a laudable business prudence to evolve into suspicion and opportunism.

On the other hand, CMAA sees scores of highly successful projects every year in our Project Achievement Awards program, and we're struck by how many of them have certain key behavioral features in common.

"We just worked well together," team members may say. Or, "When there were disagreements, we resolved them and moved on."

Consultant and author Steven M. R. Covey has described the concrete business benefits of high trust, and the corresponding costs borne by low-trust organizations and alliances. When trust goes down, he notes, speed goes down with it. That's because every decision must be committed to writing, circulated, revised, reinterpreted and re-circulated before anyone is ready to take an actual step.

Conversely, when trust goes up, speed goes up and costs go down. This is a dividend, a high-trust dividend.

In today's global economy, the ability to establish trust is key to every organization. In a cluttered world, trust helps you cut through the clutter. It is a performance multiplier.

When people trust you, everything else you do is enhanced. More critically, trust is an acquired characteristic. It is something we can create, practice and improve.

It all starts with personal and organizational credibility. Do we keep our commitments? Do we only make promises we know we can keep? Or is some portion of our business plan based on taking advantage of other participants' errors?

Rather than codifying behaviors that assume failure, we should all be working toward more effective collaboration for the benefit of the project and the owner.

It's common enough to find a contractor in today's marketplace overlooking a gap or mistake in project plans because he hopes it will create a profit opportunity through a change order later on. Or another project participant opting not to suggest an improvement because he/she knows others on the "team" will dismiss the idea or react with hostility.

The professional CM/PM is in the best position to promote an atmosphere of collaboration, transparency and trust. Moving in this positive direction requires changing long-established behaviors, which is much harder than modifying contract language. But if all the energy our industry put into self-protection and risk shifting were devoted instead to optimistic, trusting and trustworthy collaboration, we'd see an extraordinary payoff in speed and productivity. **CM**



Professional Development Calendar

CMs TalkLive! Online Webinar:

April 24: *CM at Risk: Identifying and Minimizing the Potential for Conflict of Interest*,
Presenter: Chuck Klunker, PE, FCMAA,
Executive Vice President, Parsons

Webinars take place 12:00 noon to 1:00 pm, Eastern time.

Leadership Forum

May 18-20:
Marriott Baltimore Inner Harbor at Camden Yards
Baltimore, Maryland

Register online today!

Transportation Summit

July 20-21:
Gateway Sheraton
Los Angeles, California

CMAA National Conference & Trade Show

October 12-14:
Hyatt Regency Embarcadero Hotel
San Francisco, California

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utilization of Construction Managers for the successful delivery of their projects. This year, Will Kempton, director of the California Department of Transportation, is confirmed as the keynote speaker.

With the recent approval of a number of ballot initiatives that authorized the funding of roadway improvements throughout the state, Kempton's attendance will surely draw interest from the Southern California Chapter membership as well as others. The Awards Banquet also recognizes with scholarships the achievement of university students studying Construction Management. It is expected the scholarships awarded in 2008 will surpass by at least 15 percent the 12 scholarships awarded in 2007 with a total of almost \$30,000.

In January, the Chapter hosted its best attended Owners' Night ever. This annual marquee event, which brings owners and industry professionals together in an exhibit hall style set-up, was attended by 475 people. The event provides a wonderful opportunity for owners to share information about upcoming programs and projects and have one-on-one interaction with interested consulting and construction firms.

Owners came prepared with hand-outs and information about current and upcoming opportunities for Construction Management, Program Management, architectural, design-build, general contracting, and small and disadvantaged businesses, to name a few. Projects ranged from the multi-million to the multi-billion dollar range. The CMAA Southern California Chapter is proud to have been the catalyst for this incredible fusion of opportunity and talent. **CM**



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