

# CMAA Advisor

The Official Publication of the Construction Management Association of America



## CMAA Rolls Out New Website

CMAA's website has gotten its first overhaul in eight years. A new site, with dramatically different appearance and streamlined navigation, went "live" in September and is being continually expanded and improved.

The new site design had two main goals, according to CMAA Vice President/Communications John McKeon.

"First, we wanted a more straightforward navigational structure that would put all critical site contents at the visitor's command with a minimum of clicking and searching," he said. "Our second goal was to give our site a cleaner, less cluttered look, with easier-to-read fonts and simpler graphics."

As part of the site re-design, CMAA staff conducted a page-by-page review of the more than 1,000 separate pages, documents and images that had accumulated on the old site over the years. Many of these were obsolete and were deleted, while others were duplicates or had been mounted in hard-to-find places on the site.

The new site employs a functional navigational menu with "fly-out" sub-menus that enable visitors to find a wide range of frequently accessed content directly from the home page. The site has also been integrated with the Association

Management System (AMS) CMAA implemented in 2007, so that e-commerce and membership maintenance functions can all be executed with a single sign-in.

A portfolio of new social media and "Web 2.0" tools is also available as part of the new site, although not all of these resources have been implemented at the same time. The site provides a blogging function, for instance, as well as capabilities for discussion forums, RSS newsfeeds and other features.

"Going live with the new site does not mean the site is finished in any way," McKeon noted. "We will continue to add content and improve the appearance and functionality of the site, and we welcome member feedback to help make the new site work well for everyone." **CM**



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# Chairman's Report

## Chairman of the Board

William Van Wagenen, Jr, Esq., CCM  
CH2M HILL

## President and Chief Executive Officer

Bruce D'Agostino, CAE

## Editor

John McKeon

## Contributing Writers

Maggie Beckwith

Martha Montague

CMAA is a 25-year-old construction industry association of 5,000 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.



7926 Jones Branch Drive, Suite 800  
McLean, Virginia 22102-3303 USA  
Phone: 703.356.2622

Fax: 703.356.6388

Email: [info@cmaanet.org](mailto:info@cmaanet.org)

Web: [www.cmaanet.org](http://www.cmaanet.org)

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## A Decade Down the Road

*William Van Wagenen, Jr., Esq., CCM,  
CH2M HILL*

Having read a number of "farewell" columns from previous CMAA chairs, I suppose I knew I would have to author one of my own eventually. Still, I am startled by how quickly this occasion has arrived.

One gets involved in the leadership of an organization like CMAA for several reasons, beginning with the opportunity to advance the profession and improve our business results. But there's also a distinct "Professional Development" aspect to service on CMAA's board, as its chair, or in any of our national and chapter leadership positions.

Take a leadership position at CMAA, and you're sure to learn a lot, expand your own networks and emerge from the experience stronger and more effective than ever. I have benefited greatly from having worked with the leadership of CMAA and gotten to know many of our outstanding members at CMAA conferences and events this year.

In a sense, everything we do through CMAA is Professional Development. We produced an attractive poster this year highlighting how we support every stage of a CM career, from college through Construction Manager In Training to CCM to the highest levels of achievement.

I'm pleased to note how healthy our association is at both ends of the spectrum, and everywhere in between. At and near the "entry level," the CMIT program has attracted nearly 100 practitioners and 30 mentors, and continues to grow. At the opposite extreme, I would note the activism and involvement of the College of Fellows, who are doing some outstanding work to expand the focus and message of CMAA.

This is the mix of self-interest and altruism motivating anyone who wants to lead an association: Part concern

for the common good, and part for one's own improvement and interests.

In my case, one of my priorities has been in helping CMAA expand its presence in international arenas. I believe we've made significant progress.

We have reached an agreement to provide training in our Standards of Practice for CM professionals in Iraq, using a "train-the-trainer" approach to multiply the impact of this education. Given the enormous need in that region for both new infrastructure and reconstruction, this is an opportunity to do a lot of good.

Another milestone was our alliance with the Chartered Institute of Building, a global organization headquartered in Great Britain and one of the industry's most esteemed associations.

This alliance is already bearing fruit, in the form of sessions at our National Conference presented by CIOB.

We've also undertaken an ambitious program of original research on behalf of a client based in Korea on why CM has been successful in the US. In addition to solidifying our presence in a key emerging market, this project will produce tangible data in many areas where reliable data has not been available before. Truly, a "win/win."

I believe we will find similarly exciting opportunities in many other areas as we continue to build our international presence. Our allies, and the industry as a whole, will profit from the value we deliver...and each of us will be better off for being involved. **CM**



## New Initiative Looks to Iraqi Reconstruction

CMAA will soon launch an initiative designed to educate Iraqi construction, engineering and architecture professionals in the association's CM Standards of Practice and equip them to lead the reconstruction of that nation's infrastructure, ravaged by war and by years of pre-conflict neglect.

CMAA is partnering with Tree of Life Professional Development, a tax exempt charitable corporation that seeks to develop the engineering and construction capabilities of local populations in post-conflict regions. The overall goals of this effort are to assist Iraqi professionals in re-establishing their own transportation, energy, water and other systems and provide stable long-term employment for conflict survivors.

"This project represents a major, practical commitment to helping Iraq bounce back from a long period of deterioration and neglect of its vital infrastructure, capped by a destructive armed conflict," notes CMAA President Bruce D'Agostino. "It is a concrete step to help boost Iraq back toward growth and prosperity. For CMAA members, the project will offer opportunities to become involved at an early date in a vast development and construction effort that will extend over many years."

Among the key elements of the Tree of Life initiative, a group of Iraqi professionals in construction, engineering and related fields will be identified and provided with extensive fundamental training in the CMAA SOPs and Core Competencies. Later, they will relocate to the United States for an extended

stay that will include advanced SOP training and workplace experience with CMAA member companies.

The program will apply a "train the trainer" strategy in which the visiting "students" will not only learn CM best practices, but also receive coaching in how to teach these skills to others once they return to Iraq.

Among the CMAA resources to be delivered to the Iraqi professionals are the new 28-hour "Foundation Course," eight SOP Certificate eLearning programs, local webinars and the opportunity to participate in the Construction Manager In Training (CMIT) program.

TOL has recently completed an initial mission to Iraq, including meetings with the Ministry of Construction and Housing. This first effort includes training Iraqi engineers to do bridge inspections and to develop a bridge asset management program to help prioritize needed repairs and capital investment.

TOL's long range goals include "helping to develop local firms and individuals as capable practitioners; involving local stakeholders in project definition and implementation; fostering financially sustainable business operations and cultivating environmentally sustainable design and construction practices."

Describing the new CMAA/TOL initiative, the draft Memorandum of Understanding predicts, "Once established, this program has the potential to become an intrinsic part of university and professional curricula throughout Iraq." **CM**

## Corps of Engineers' George Lea Is CMAA Person of the Year



George Lea, CCM, program manager for the US Army Corps of Engineers in Washington, DC and a consistent, vigorous advocate of CM certification and Standards of Practice, has been chosen Person of the Year for 2008.

Lea will be honored at the Industry Recognition Banquet that concludes the National Conference in San Francisco on October 14.

Person of the Year is CMAA's pre-eminent individual award, given to an industry leader who has made significant contributions on behalf of the Construction Management industry. This industry advocate possesses unparalleled leadership skills, high quality workmanship, and has an outstanding track record in delivering successful programs.

"George Lea has worked vigorously to help government owners realize the benefits of emerging technologies, new project delivery systems and innovative approaches to professional recruitment and training," commented CMAA President Bruce D'Agostino.

Moreover, "as a member of the Board of Governors of the Construction Manager Certification Institute (CMCI) and chair of the Institute's Ethics Committee, he has sought to enhance CM professionalism throughout the federal government and to promote Construction Manager Certification as a key tool for better project and program outcomes."

Other recent honorees as Person of the Year include Jeff Dailey, PE, then with the Illinois Tollway Authority, in 2007, and James Ruddell, PE, of Parsons Brinckerhoff, honored in 2006 for his work on the Woodrow Wilson Bridge project near Washington, DC. **CM**

## CMAA Passes 5,000 Members

CMAA passed the 5,000 member threshold during the second quarter of 2008, continuing its decade-long record of steady membership growth.

Membership was approximately 4,700 at the close of 2007 and rose above 5,000 early in the year. The first quarter, however, is CMAA's annual membership renewal period, so it remained to be seen whether the total would stay above 5,000 after this process was completed.

By early summer, CMAA membership was around 5,100 and continuing to grow.

## Survey Reveals Members' View of CMAA Benefits

In CMAA's recent membership benefits survey, 95 percent of respondents said they were extremely or somewhat likely to recommend CMAA to a friend or colleague. In addition, 96 percent said they were extremely or somewhat satisfied with their membership.

The survey, completed by 748 respondents in July, asked members to identify the membership benefits most important to them. Heading the list of responses were staying up to date with the latest news, trends and technological updates in the industry and Professional Development opportunities.

The survey, which is intended to help CMAA gauge how members perceive the importance of member benefits, asked members to rate benefits as very important benefit, secondary importance, low importance and no importance.

Benefit	"Very Important"	Percentage
Staying up to date with the latest	535	71.50%
PD Opportunities	522	69.80%
CM Certification	479	64.00%
CMAA Advocacy	478	63.90%
Networking Opportunities	457	61.10%
National Events	357	47.70%
Standards of Practice access & input	314	41.90%

The survey also revealed important demographic trends within the CMAA members. Over 80 percent of respondents are 41 years of age or older and 76 percent of respondents have 10 years of experience or more in the CM profession. From this response, the survey indicates that the bulk of CMAA membership is composed of experienced practitioners. [CM](#)

## A "New Look" for CMAA Annual Report

With an eye to both sustainability and ease in communicating a large amount of information, CMAA has adopted a new approach to its annual report for 2008.

Instead of a traditional printed document, this year's report will take two forms:

- An "E" version, accessible through CMAA's website and suitable for distribution on disc or as a link in emails and on the websites of allied organizations.
- A simpler, more economical print version produced in a limited press run.

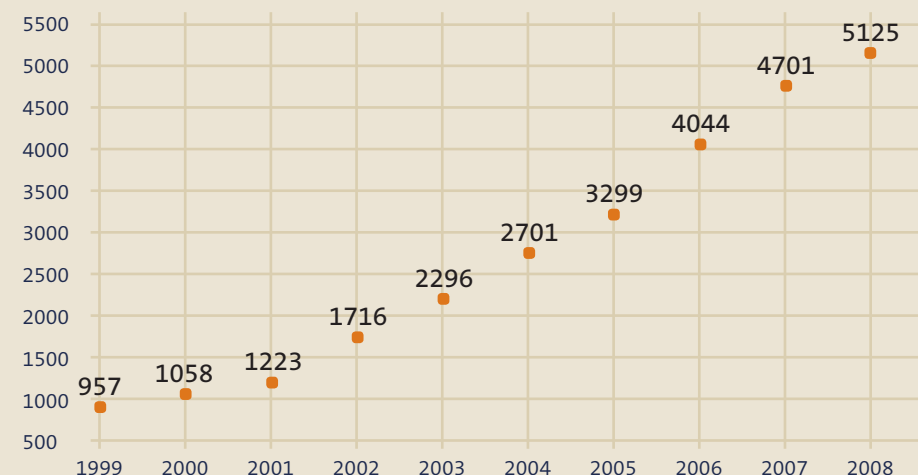
The online approach allows CMAA to enhance the annual report with dozens of hyperlinks, putting a rich portfolio of the Association's recent products and activities at the viewer's command. Thus, instead of simply noting that CMAA produced a poster this year to illustrate career-long Professional Development offerings, the report links directly to the poster.

"We will still have occasions to use a traditional printed annual report," notes CMAA President Bruce D'Agostino. "But in the past we have produced a substantial press run at the beginning of the year, stored the copies all year, and always had a surplus.

"Our new strategy aims to reduce paper consumption, as well as printing and postage costs, and in the process deliver a richer and more complete report to members in a more convenient and flexible form," he adds.

The new annual report will appear on the CMAA website on the eve of the National Conference in San Francisco. [CM](#)

## CMAA 10-Year Growth Chart



## Transportation in Focus in L.A.

Industry leaders in Transportation Construction Management met at CMAA's Transportation Summit in July to discuss ways to improve the delivery of transportation projects.

"We must resolve to find the solutions to transportation constraints that do not waste our collective resources – time, money, fuel, clean air, and our competitive edge," said Joseph Seibold, PE, executive vice president of ARCADIS/PinnacleOne and keynote speaker at Summit. "It takes too long and costs too much to deliver transportation projects. The project development process must be reformed to achieve time savings and shorten the time needed to complete environmental reviews."

The Summit delivered 16 educational sessions focusing on the emerging trends and best practices in airways, highways, ports/harbors/waterways and transit/rail.

Summit Chair Rebecca Jones of Safe-Work termed the Summit "a complete success," adding, "The next twenty years will be a challenge for our industry and our local, state and federal governments as we balance what we want and need in terms of transportation now and the future with how much it will cost. Our industry needs to be ready with people, technology and creativity."

Education sessions touched on issues such as the lack of necessary funding for projects. Industry experts predict an enormous financial investment for transportation in the immediate future, in some cases as much as \$225 billion annually just for highways.

Public-Private-Partnerships were one funding strategy for these major projects. In his keynote address, Seibold said closing the funding gap will require a concerted effort at all levels of government along with the private sector.

Participants also discussed the need for expanding rail systems, both for public transportation and delivery of goods.

"The tonnage of freight moved in the United States will double between 2005 and 2035. This is placing enormous

pressure on West Coast and East Coast ports and the distribution systems in between...There is a critical need for expansion of railroad capacity and better intermodal connections to ports, airports or railroads," Seibold said.

Several realities were drawn from the Summit including:

- Private monies are drying up.
- Public monies remain in place for the next three-to-five years, but the competition for them is becoming extremely intense.
- Public-private-partnerships are becoming more important, for the same reason and more legislation is needed to support P3.
- Local, state and federal governments must become increasingly "creative" in developing funding for infrastructure needs.
- Infrastructure needs (management, maintenance, repair, replacement, new construction) occur across all segments: Harbors, ports, mass transit, airports, roadways, bridges.



- This nation is ill-prepared to deal with the population "explosion" and its impact on the infrastructure.
- Little attention is paid to renewable energy despite successes in countries like France and Germany.
- BIM in 4D and 5D is "the wave of the future".

The Summit was co-hosted by CMAA's Southern California, Northern California and San Diego Chapters, the Society of American Military Engineers, the International Bridge, Tunnel and Turnpike Association and the Women's Transportation Seminar. [cm](#)



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## GE's Wilson on Construction in China

In the Chinese construction industry, “quality and safety are two really hard things to achieve because of both the culture of the people and the business culture,” according to Bob Wilson, manager of the Corporate Properties and Service Operation at General Electric.

Wilson provides a broad view of international construction and CM practices in the latest CMAA Radio program, available through the Association's website. He notes that many common practices and assumptions of the United States construction industry have a hard time gaining acceptance in China and other regions.

“Chinese quality is culturally driven, and it goes back to the way you get workers in China,” Wilson says. “China is a very entrepreneurial country right now. You have a lot of people that are not construction professionals, who are coming from the finance arena, but they are investing in construction companies, getting Class A contractors licenses, then leveraging that in the marketplace.

“They do not have the first, second or third tier construction professionals working for them,” Wilson goes on. “They want to wring as much money as they can out of the project, and their labor forces come from labor brokers and in many cases are paid in a piece-meal fashion. With that driver, labor

works like the devil to implement as much quantity as possible in the project. As we all know, that quality theme is getting the last five or ten percent of a project complete. That's where they fail. It's hard to get a Chinese contractor to finish anything.”

Wilson reports that construction safety in China has “grown leaps and bounds in the past five years but they still have a ways to go. It's really difficult to drive some of the high hazard safety practices – fall protection being the most difficult – to drive them to really push those practices through to their workforce to improve construction safety down the line.”

Wilson also discusses trends in other world regions, predicting that high oil prices will fuel growth in areas like Africa and Russia, while growth has slowed significantly in Eastern Europe. As for Western Europe, he comments, “We could probably learn more cost efficiency from our Western European brothers. We don't know what labor shortages are compared to what our brethren in Western Europe have been facing for the past 10 years.”

The CMAA Radio series now includes more than a dozen interesting interviews with a diverse range of authorities. The entire library can be browsed through the CMAA website. **CM**

## PD Posters, Brochures Available

To help members take advantage of CMAA's Professional Development offerings, a new brochure and poster has been developed explaining how the Association can help you at every career level.

From college students up to senior management, CMAA has Professional Development that will strengthen your career. The poster, designed for display in offices, break rooms and similar settings, identifies specific CMAA programs and opportunities suitable for practitioners with different levels of experience, beginning in college.

The brochure provides descriptions of all of CMAA's Professional Development activities. Both documents are available online at [http://cmaanet.org/user\\_images/cma\\_pd\\_brochure\\_web.pdf](http://cmaanet.org/user_images/cma_pd_brochure_web.pdf) and [http://cmaanet.org/user\\_images/cma\\_pd\\_poster\\_web.pdf](http://cmaanet.org/user_images/cma_pd_poster_web.pdf).

If you are interested in obtaining hard copies of the posters or brochures for distribution within your organization or academic institute, please contact Meghan Johnson, Professional Development Associate, at [mjohnson@cmaanet.org](mailto:mjohnson@cmaanet.org). **CM**

## Project Achievement Awards Judged

Following an intensive day-long judging session in McLean, Va. in July, this year's Project Achievement Awards program is now just waiting for “the envelope please...”

The winners in 14 categories have been selected from a record-setting field of 101 submissions. The honored projects will be unveiled on Oct. 14 at the Industry Recognition Banquet concluding CMAA's 2008 National Conference in San Francisco.

Bill Heitz, CCM of Heery International, program co-chair, says the more than 20 volunteer judges “clearly had their work cut out for them. The quality of the projects this year was outstanding. There was a great variety of building types and infrastructure projects, and as always, an impressive record of on-time and under-budget performance.”

Mark Ballard of AECOM, also a co-chair said, “Many of today's trends – a variety of delivery methods and increased use of web-based management tools to name two examples – were evident throughout the submittals. As in the past, however, the success of the projects was clearly dependent on time-tested Construction Management techniques: Creative solutions by the project management staff, cohesive teamwork by all members of the design and construction team, and Construction Managers going the extra mile to satisfy the client and to achieve the goals of the project or program.” **CM**

## Look Who's Joined CMAA Lately!

A list of companies and individuals who have joined CMAA recently can be found online at [www.cmaanet.org/newmembers](http://www.cmaanet.org/newmembers)

## New Workshops Set for December

CMAA will present new full-day workshops in December on BIM and Sustainability.

The Sustainability Workshop is scheduled for Dec. 4 at Jacobs Engineering's facilities in Arlington, Va. The workshop is limited to the first 50 professionals registered.

The workshop will focus on the best practices, new trends and latest technology involved in Sustainability.

BIM will be the topic of a similar workshop on Dec. 15, also at Jacobs' Arlington offices. This will mark a return by CMAA to one of the profession's most exciting emerging technologies, which was the subject of a well-received workshop last fall. [CM](#)

## Water Summit Planned for Summer 2009

CMAA and its Las Vegas chapter will host a Best Practices Summit on water and wastewater infrastructure on August 9–10 in Las Vegas.

Patterned on the successful summits on Transportation in 2008 and Schools in 2007, the session will focus on resources, processes and asset management in the critical water marketplace, drawing heavily on actual case studies and the experiences of owners managing major water projects.

Experts forecast it could cost \$150 billion over the next 20 years to replace aging facilities for distributing potable water, and nearly \$400 billion to upgrade and replace wastewater systems. System failures in either area can have catastrophic consequences. As a result, CMAA's Water Summit will be particularly timely, and its Las Vegas setting especially appropriate, placing the meeting in the heart of a region with perennial water resources management challenges.

Additional details on the Water Summit will be published as they become available. [CM](#)

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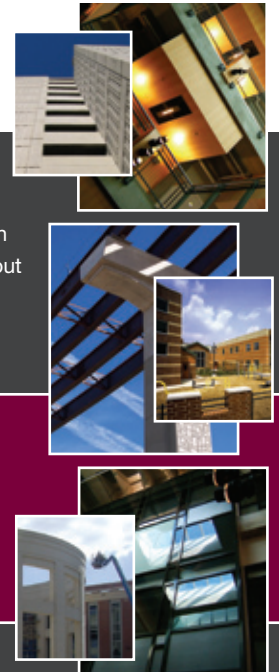
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## Online Green Building Conference Expands to Sustainability Discussion

The four-part Online Green Building Conference finished successfully, with as many as 30 sites registered for most Webinars. CMAA partnered with Green Building Insider to deliver these high value presentations.

“It was a very successful venture,” said Meghan Johnson, Professional Development associate. “We are always willing to sponsor programs that give our members access to the latest developments in the industry.”

The Webinars, which started in early July and finished in late August, included:

- **Design Considerations – It’s More Than Just About LEED Certification**  
Participants learned to design best practices to find the most economical alternatives to achieve the highest possible certifications.
- **The Construction Phase – Tips, Techniques and Concerns**  
Presenters discussed lessons learned including preconstruction issues,

management tools, documentation methods, subcontractor training and contract close-out.

- **Commissioning – Where the Rubber Meets the Road**  
This Webinar explored how to implement commissioning best practices, how it’s done, who should perform it and why it often improves the opportunity to achieve on-time and on-schedule project delivery.
- **Legal and Risk Considerations**  
In the final presentation, experts discussed the major risks associated with green building – capital (design/build cost & schedule), operational (operation costs) and reputational (failure to achieve certification) – as well as emerging risks such as ownership, regulatory and casualty. [CM](#)

## CMAA Endorses ConsensusDOCS BIM Addendum

CMAA has endorsed a new Building Information Modeling Addendum published recently by the ConsensusDOCS program.

The Associated General Contractors, which is promoting ConsensusDOCS, says the BIM Addendum is “a significant step forward in utilizing BIM as a collaborative tool...the first and only industry standard document to address the legal uncertainties associated with utilizing BIM.”

CMAA agrees that the document has significant value in formalizing the contractual environment in which BIM can be applied, and has arranged for CMAA members to receive a discount on purchases of the Addendum. To get this discount, members should enter the promo code “CMAA\_100” when ordering from the ConsensusDoc website at [www.consensusdocs.org](http://www.consensusdocs.org). [CM](#)

## National Conference Poised to Break Records

At press time, with more than two weeks left before the advance registration deadline, the 2008 CMAA National Conference & Trade Show was moving quickly toward record-breaking size.

More than 680 people had registered for the event, which takes place October 12–14 at the Hyatt Regency Embarcadero in San Francisco. At a comparable point prior to the 2007 Conference in Chicago, advance registrations totaled about 530.

In addition to strong participant attendance, the 2008 Exhibit Hall is sold out and has been since mid-summer.

“This success partly reflects the appeal of the program and the fact that so many people have had excellent experiences at previous Conferences and keep returning,” notes Conference Chair Ron Price, CCM of PB.

“It can also be attributed, in large part, to the dynamism and commitment of our three regional chapters in California.” [CM](#)



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# CMAA Foundation

## Foundation Announces Scholarship Winners

**Congratulations to our 2008 winners! The CMAA Foundation awarded five \$3,000 scholarships to the following individuals:**

- **Jessica Fuller:** President of the Architecture Club at Washington State University, Fuller said she was drawn into Construction Management by the opportunity to see an architect's vision turned into something tangible. She plans to become involved in sports architecture and the construction of athletic facilities.
- **Andrew Meade:** A previous recipient of the CMAA Foundation Scholarship, Meade is vice president of the Construction Club at Wentworth Institute of Technology. Meade plans to use his degree in Construction Management to complete projects all over the world. "I am fascinated by the construction sectors of tunnel building, road construction, bridge building, high-rise construction, high-end residential and specialized construction such as high-security renovation and amusement parks. In addition, I would like for these construction projects to be delivered in an Agency CM way, with LEED certification," he said.
- **Viridiana Martino:** A student at the University of Southern California, Martino received the Francis M. Keville Memorial Scholarship. "When my high school math teacher told me that being a civil engineer was to work for our civilization and to make the world a more habitable place, I did not need to hear more, for I immediately fell in love with the idea," Martino said. "I have been a Civil Engineering major for three years, and my goal as a professional is to pursue a career in Construction Management."
- **Nathan Silva:** Silva begins his senior year at Wentworth Institute of Technology this fall. "I enjoy this industry because I like to see how the efforts of so many people (owners, CM, A/E and the trades) come together in a coordinated effort to produce a complex building. The coordination that goes into the construction process is incredible, and I like being involved in it," he said. Silva said he plans to work for a CM firm when he graduates, and will work toward earning his CCM.
- **Paul Weiger:** Ranked number one in his Architectural, Engineering and Construction Management program at Penn State University, Weiger is also part of the Student Partnership for Excellence.

The winners will receive their awards at the 2008 National Conference & Trade Show in San Francisco. The CMAA Foundation provides travel to San Francisco for each scholarship recipient. [CM](#)

*"PB supports the goals of the CMAA Foundation because there is a huge need for the construction industry to create more innovation and efficiencies in the industry in order to remain competitive in a developing world. This starts with supporting research and development as well as sponsoring academic and learning programs and providing scholarships to students to help further their education in Construction Management.*

*As a founding member of CMAA and a leader in the CM sector of the industry, PB recognizes the need to focus on tomorrow by acting today."*

— Chris Reseigh, global director  
Program Management/Construction Management  
Parsons Brinckerhoff

## Foundation Contributors

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## Construction Management for Owners

Larry J. Smith, P.E., CCM

**Four critical trends in the Construction Management Industry are changing project delivery methods and strategies of construction management for the Corps of Engineers.**

Change is inevitable. It has never been more profoundly observed with four generations making up our workforce. Our profession is in transition as boomers prepare for retirement and companies prepare, develop, and transition younger employees into increasing roles and responsibilities.

Every four years, the American Society of Civil Engineers grades the nation's infrastructure. In its most recent assessment ASCE estimates that \$1.6 trillion is needed over a five year period to bring us to a "good" condition. The US Army Corps of Engineers has started its military construction program that over the next five years totals \$40B; which represents the largest program in the Army's history since WWII. Add in the Corps \$10.3B Civil Works program there is no doubt that the construction industry is in transition to change.

Federal, State and other public sector agencies traditionally deliver projects using Owner Construction Management with similar goals: deliver the highest quality projects; stay within the budgets authorized; and, deliver by the needed dates. Owner Construction Management must begin a transition toward obtaining assistance from industry by the use of CM Services or the transition to Agency Construction Management.

CMAA Chairman, William Van Wagenen, CCM reports four critical trends for the Construction Management Industry over the past ten years: "Technology; a growing talent shortage; evolving and expanding project delivery strategies; better recognition and definition of construction management." The biggest challenge facing agencies practicing Owner Construction Management are every one of these trends.

### Technology

More than one-third of construction project and program owners responded to a CMAA/FMI Survey of Owners indicating they have used Building Information Modeling (BIM) on one or more projects. The Corps of Engineers is placing emphasis on standardization of designs; toward adapt-build using delivery methods adapted from CM@Risk. They are also setting LEED Silver goals for its Military Construction Program.

CMAA is updating their Standards of Practice in three new areas: Risk Management; Sustainability; and Building Information Modeling (BIM) in response to trends in changing technology. Again, new skills and new standards are rapidly unfolding that transition our workforce and our responsibility to lead and set the example.

### Growing Talent Shortage

The US Army Corps of Engineers has initiated a pilot for a national recruiting program to quickly identify and meet critical staffing needs. This program seeks to demonstrate its effectiveness in staffing critical disciplines identified at a national level. The Corps has identified shortfalls for Construction Managers, quality assurance representatives, project engineers and resident engineers. To bridge the shortage of talent the plan is not just looking at new graduates and interns but is focusing on mid-career candidates from outside the public sector.

During the Society of American Military Engineers 2008 Joint Engineer Training Conference a panel of construction industry representatives voiced concern that CM contractors may not be qualified to evaluate the specified procurement method and the Government needs to demonstrate CM contractor qualifications in the RFP. These concerns echo the need for caution as public agencies performing agency CM struggle with critical staffing recruitment efforts or supplementing themselves with CM Services.

In today's competitive environment we must evaluate ourselves and our employees by putting the long term goals for our profession into perspective. Define priorities and look for opportunities to improve. Lead by example; serve as a role model to the team while setting high, but attainable expectations. By demonstrating our own personal commitment to tasks we will set the standard by which others can follow.

Federal agencies are adopting the CMAA Standards of Practice into their day-to-day practice of Agency CM. By making a decision for their Construction Leaders to obtain CM Certification a new standard is set for other owners' to strive toward. Regardless of the project delivery method used public sector construction manager's benefit from following professional CM Standard of Practice throughout the design and construction phases of all projects. CM Certification responds to the trend of understanding and defining construction management for all phases of the project.

Recognizing the growth in current and future construction programs will soon exceed its current staff of construction managers, the Corps is looking to CM Services contracts to supplement its owner CM staffing. Contracts are offered and selected based upon best value evaluations of qualifications and past performance. A qualification criterion gives preference to Certified Construction Managers.

Today's graduates in Civil Engineering and Construction Management can consider a wide range of opportunities, whether it is in project planning, design, program management, project management or construction management. Our aging infrastructure and retiring baby boomers will all lead to the trends described by Chairman Van Wagenen.

### Evolving and Expanding Project Delivery Strategies

There continues to be a growing trend in public sector construction away from traditional design-bid-build project delivery methods. Partners, customers and cost sharing agencies are all

expressing concerns with the quality, final cost and schedule resulting from a project delivered by the lowest bidder. Changes, claims, delays, and increasing complexity of market conditions are driving the need for alternative project delivery methods.

Project delivery of Military and Civil Programs are moving to Design-Build, Construction Management at Risk (CM@R) and Early Contractor Involvement (ECI). Watching these changes, many public sector owner Construction Managers are struggling with their changing roles and obtaining the skills required to coordinate the efforts of the designer and the contractor and/or design builder to meet the expectations of partners or customers.

## Better Recognition and Definition of Construction Management

Today's engineering and construction leaders are finally waking up to the realization that training and mentorship is essential in bringing up tomorrow's leaders. CMAA, SAME and the Corps of Engineers are jointly working to leverage Army and Industry assets to get more people interested in engineering

and technical studies. CMAA is creating paths for future leaders by student scholarships and Construction Manager In Training programs where young professionals learn skills from Certified Construction Managers.

Construction Divisions within the US Army Corps of Engineers are creating a new culture of CM Certification for professional construction managers. The benefits of adopting the CMAA body of knowledge, standards of practice and core competencies enhance the Corps ability to deliver projects and programs to our military construction customers and civil construction partners. The Certified Construction Manager designation constitutes a solid knowledge base for enhancing the professionalism of the Construction Management industry. The strategic alliance between SAME, CMAA and the Corps of Engineers is a foundation model for all agencies and firms looking to foster a culture of CCM Certification.

CMCI Board of Governors Chair Rick Rye, CCM reports an essential ingredient for the Construction Management industry is "upholding of technical standards, applications and methods." The Certified Construction Manager designates individuals who have

demonstrated competency in education experience, responsible charge and ethical practice. The CCM process becomes the platform for requiring continuing education for construction manager practitioners. Regardless of our past or the number of large programs, major projects or other construction management work our future must prepare for new challenges ahead.

Owners and Construction Managers will always face change. Our industry is adapting but more importantly we are facing change head on with programs designed to respond to critical trends. It is essential that we continue to recruit and train talent and that we develop new skills and leadership in construction management. Updating Standards of Practice, CM Certification, local CMAA chapters networking with colleges and universities along with new initiatives such as CM In Training are just a few examples of trends we must continue to pursue and support. **CM**

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Larry J. Smith, P.E. CCM, is the area engineer with the US Army Corps of Engineers, Sacramento District and director of the Northern California Chapter Owners' Committee. He can be reached at [lsmith@calweb.com](mailto:lsmith@calweb.com).

## Congratulations, New CCMs!

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

#### Joseph Banach

Rosser International,  
Atlanta, GA

#### Richard Brown

Heery International, Inc.,  
Baltimore, MD

#### Carloes Cisneros

The Whiting-Turner  
Contracting Company,  
Baltimore, MD

#### James Michael Crothers

Bank of America,  
Charlotte NC

#### Robert Evans

University of Texas System,  
San Antonio, TX

#### William Fay

City of Chandler Public  
Works and Engineering,  
Chandler, AZ

#### Larry Hubler

Turner Construction  
Company,  
Anaheim, CA

#### Todd Manning

State of NC  
Construction Office,  
Raleigh, NC

#### Thomas McGinnis

Malcolm Pirnie, Inc.,  
Carlsbad, CA

#### Mitchell L. Miller

S. M. Wilson & Co,  
St. Louis, MO

#### Joseph Moscariello

URS Corporation,  
San Francisco, CA

#### Sirel Mouchantaf

Virginia Railway Express,  
Alexandria, VA

#### Christopher Mourgelas

US General Services  
Administration,  
Detroit, MI

#### Jeffrey Mumford

Vanir Construction  
Management,  
Los Angeles, CA

#### Patrick Norton

Jacobs Engineering Group,  
Arlington, VA

#### Stephen Panoram

McDonough Bolyard Peck,  
Raleigh, NC

#### Sandeep Parasnis

Jacobs Facilities, Inc.,  
Dallas, TX

#### Hyunkoo Park

Dae-je Engineering &  
Construction Company, Ltd.,  
Incheon, Korea

#### Jose Ramirez

Mactec Engineering &  
Consulting,  
North Highlands, CA

#### Lawrence Sherry

PBS&J,  
Encinitas, CA

#### Scott Teschky

Parsons,  
San Antonio, TX

#### Andrew Vogt

CH2M HILL,  
Englewood, CO

#### David G. Williams

CH2M HILL,  
Bellevue, WA

#### Ronald John Withall

Carlsbad, CA

#### Paul Wright

Heery America,  
Landover, MD

#### Allen Wycoff

Hill International,  
Bellevue, WA

#### Samuel Yu

Vanir Construction  
Management,  
Los Angeles, CA

# Professional Practice Corner

## “Green” Risk Management

Rob Hughes

I can recall the first time I heard the terms “green building” and “green design.” It was about 1999 and I was an executive in the professional liability claims group for a significant insurance carrier; one actively insuring and advising architects, engineers, Construction Managers (agency and at-risk) together with design-build firms and an array of general and specialty contractors.

One of our insureds had come to us for advice as to how best to enter, from a risk and insurance perspective, the field of “green design.” Honestly, I had to research the term (probably on that other “new” and “hot” tool called the Internet) as a first step; background research necessary to understanding the term and the scope of a green building project.

### “Green” Risk Management – The View In 1999

The training program ultimately focused primarily on existent risk management principles – client selection, client expectations (schedule/budget/quality), communication (with your client and among the project team) and a good, reasonable contract.

It also tried to predict some possible pitfalls – over promising on such end results as energy usage and savings, ease of use/maintenance and aesthetic appeal. Risk management, I like to say, is 10 percent “forecasting” and 90 percent “lessons learned,” but in this case it was clearly the opposite ratio. We had no past projects and claims to draw on so we had to predict the issues while relying on existent keys to effective risk management as the basis for creating a green specific training program.

In the ensuing ten years – how much has changed and does any of the advice from that original program apply today?

### Higher Risk?

My underlying prediction in 1999 was that green would prove to be higher risk; meaning the same project if built “green” would result in more frequent and more severe claims than that very project as “non-green.” Have I been proved right or wrong? No professional liability carrier has experienced a significant volume of green claims; in fact the overall frequency of professional liability claims of whatever nature has held steady over this ten year period. Has any carrier seen a catastrophic loss – meaning significant damages paid out on a green claim? No such claim has “made the headlines” but I cannot attest to there being no such claim currently in existence. One caveat: The United States Green Building Council (USGBC) reported earlier this summer that approximately 1,500 projects have been LEED certified since 2000. Our current state of claims experience rests primarily with these 1,500 projects, not an infallible sample pool but certainly one of value.

All in all, good news! Yet news that seemingly contradicts two underlying risk management tenets – a new area of practice tends to give rise to claims as does the failure to meet client expectations. The former is somewhat straightforward – a design or Construction Management firm is intrinsically at greater risk when it is working on its first green project (or first Design-Build project, or first church or fire station, and so forth) as compared to a firm working on its tenth or hundredth such project. The latter lends itself to a bit more explanation, although can there be any doubt about green building projects being rife with specific, significant owner expectations?

### Standard Of Care

Professionals such as architects, engineers and Construction Managers are legally obligated to perform to a certain level. This is known as the “Standard of Care” and it is generally defined as that level of skill and care ordinarily provided by similarly disciplined professionals practicing in the same or similar locality under the same or similar circumstances.

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*A green roof may function as designed, but if the building fails to secure the sought after LEED certification (or vice versa) a claim of negligence is likely.*

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The Standard of Care is at least in part defined by a profession’s Code of Practice; not, for example, the American Institute of Architect’s Code of Ethics requires an architect to be “environmentally friendly.” The Standard of Care is also defined by your contract and an architect’s contract may require him to discuss “the feasibility of incorporating environmentally responsible design approaches.” (See *AIA Document B104 – 2007, Standard Form of Agreement Between Owner and Architect*.) If an architect fails to discuss green as an option or fails to be environmentally friendly on a non-green project, these failures may be seen as failures to follow its Code of Ethics and/or the aforementioned Section 3.2.2 of the B104-2007 and are breaches of the Standard of Care. There is liability for the resultant damages.

The Standard of Care is open to interpretation (in a claim setting this is the proverbial “battle of experts”) and may be task specific (i.e., design of a particular aspect of a project) or the overall project (i.e., is there an “acceptable” error rate on design drawings under which the design firm has met the Standard of Care, but is negligent once that rate is exceeded?)

Accordingly, the Standard of Care as to green is a function of particular tasks within the project and then the overall work product or end result. A green roof may function as designed, but if the building fails to secure the sought after LEED certification (or vice versa) a claim of negligence is likely. That claim will not be limited to the architect, but will extend to other professionals, including the Construction Manager. The Construction Manager may be held partially responsible for the failure on the contractor side (i.e., should have noted a failure to build as per the plans) as well as the design team (i.e., failure to adequately review the design).

The Construction Manager’s exposure significantly increases for the same failure if the project delivery system is Design-Build (CM-led) versus Design-Bid-Build with the Construction Manager as the owner’s representative. As a Design-Build lead, the Construction Manager is liable to the owner not only for its own failures, but those of its various subcontractors and sub-consultants. Moreover, liability may result from commissioning services; if the failure is in the commissioning effort then the professional liability claim and alleged breach of the Standard of Care will focus on this rapidly growing service area. (As an aside, be sure to verify with your professional liability carrier that it considers “commissioning” a professional service and that they are covered services under your professional liability policy.)

### “Standard Of Expectations”

The Standard of Care is a well known although often debated legal doctrine. I have coined my own companion standard – one I call the “Standard of Expectations.” Nearly 70 percent of professional liability claims are brought against the professional by its client (usually the project owner). A significant majority of these claims derive from the owner’s perception that its expectations have not been met – schedule, budget, quality but also now green.

One expectation of a green project is the general “feel good” attitude of all involved; doing the right thing, so to speak. Yet developers, municipalities, school districts and other owners are not in existence as a function of feeling good; much more specific factors drive their decisions. To be a successful designer or Construction Manager to these clients, you must confirm these factors on a client by client and project by project basis; otherwise there will be unmet expectations and a claim.

### Example – Public Sector

School Districts have available to them any number of resources confirming that green schools:

- Are healthy and comfortable,
- Conserve energy, water and other resources
- And are easy (or at least easier) to maintain and operate

But did you also know that some studies support the conclusion that a green school promotes learning? A well, naturally lit classroom may help promote its students to learn at rates upwards of +20 percent in math and reading while increasing student results on standardized tests. As a Construction Manager, do you have a client that is looking to achieve not only a green building but these learning related results? If LEED certification is secured, but test results remain unchanged, can you be sued? Yes, although establishing a clear link to your efforts as a professional and the lack of improvement may be a challenge as would calculating the resultant damages – what are higher test scores and improved learning worth?

### Example – Private Sector

On the private sector side, expectations may be even more specific and that much more prone to defeating or supporting a claim. Green commercial buildings are known to:

- Reduce energy and operating costs.
- Improve the work environment – and increase employee productivity and retention rate while decreasing absenteeism and turnover.
- Reduce liabilities (i.e. – improved indoor air-quality).
- Present a positive public image.
- Increase sales (retail setting).

But did you also know that many developers may very well have even further refined their expectations:

LEED Rating .....	Cost Premium
Certified .....	0 percent
Gold/Silver .....	1 percent to 2 percent
Platinum .....	3 percent to 4 percent

They may also look to realize higher rents (15 percent to 40 percent) and higher initial or resale value. Moreover, energy saving of 30 percent, or some other specific level, will be realized for the first five or ten years or throughout the

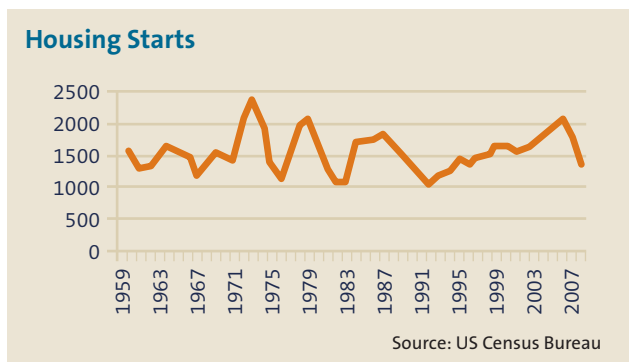
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## The Economic Recovery – Construction Forecast

By Edward M. Kopp III, AIA, CCM, CCC, PSP,  
McDonough Bolyard Peck, Inc.

The US economy and the construction industry are closely aligned, almost to the point of accurate predictive analysis that could cause tunnel vision. After all, the bright light in the tunnel is the eventual economic recovery. What we're unsure of is how long the tunnel is and how fast the recovery is moving.

Residential construction and improvements normally encompass more than 50 percent of the construction dollars allocated but with the decline in sales and housing prices it's expected to be slightly less than 45 percent in 2008. In some areas of the country housing sales have begun to steady. However, in many areas housing prices may continue to fall for another 12 months due to the high inventory of homes resulting from foreclosures and relocations. In addition, the present tight credit standards have squeezed out speculators and high risk loans. This downturn is more of a credit issue than a housing issue. As the credit crunch subsides, a recovery in the housing market will also depend on how quickly buyer confidence returns to a positive outlook.



The recovery in the residential sector may take a year or two. This forecast is based on the past housing market cycles. According to the US Census Bureau, the housing industry experienced downturns around 1961, 1967, 1975, 1982, 1991, 2001, and 2007, about every six to ten years. Most of these housing recoveries took one to two years to recover and approximately two to four years to regain their prior level before the decline. Most recoveries have been led by an increased investment in construction projects by the public sector.

Therefore, based on past construction economic recoveries, we can anticipate a similar recovery led by public sector construction projects. It is likely, because of the present condition of our infrastructure, that construction projects will be transportation and infrastructure related. Infrastructure projects in need of repair are roads, bridges, dams, locks, dikes, sewage treatment plants, city water works, public transportation, and schools.

In 2005, the American Society of Civil Engineers reported that 25 percent of our bridges are structurally weak, 50 percent of our inland locks are obsolete, and over 3,300 dams are not safe. Even with the increase in gasoline prices, traffic is grid locked on our major road systems. It has been reported that traffic delays have increased over 525 percent between 1992 and 2003. This traffic congestion wastes over \$70 billion in fuel, results in over 4.2 billion hours of lost time, and reduces productivity by \$80 billion.

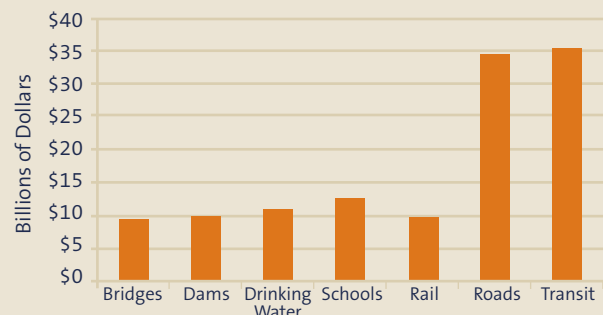
Therefore, we are likely to see new infrastructure projects that will explore and fund improved mass transit options and other ways to ease our commute.

If rebuilding our infrastructure is an integral part of construction economic recovery, then we can anticipate an increased demand for steel, concrete, asphalt, PVC piping, and other materials related to these projects. The increased demand will cause the price for these materials to increase and delivery times to lengthen. Therefore, it is very likely that future construction prices will see steep increases in material costs as the recovery gets underway.

Significant increases in the price of construction materials are not new. Since 2003 we have experienced considerable construction material price increases and many materials continue to increase, but at a reduced rate during this downturn. Steel, concrete, and petroleum-based goods such as asphalt, PVC piping, and roofing have been escalating at greater than normal rates. However, other materials typically associated with home building like wood, wood products, and gypsum wall board have declined.

In the past, the US economic recovery could be stimulated by changes in our economy alone. Today there is a greater influence on material prices and material availability due to foreign competition. In addition, as prices increase globally, the cost of maintaining our existing infrastructure takes a greater portion of available funds and leaves less funds for new construction projects.

### Estimated Annual Investment Needed



Right now, at or near the bottom, is actually the best time to be bidding construction projects. Within the last year, the industry has experienced a significant decline in construction bid prices. General contractors, subcontractors, and suppliers have reduced their mark-ups in order to stay busy, pay their bills, and stay in business. They have retained their better, more experienced, trade personnel which is resulting in a higher quality construction product. For the 12th straight month, construction employment has declined with the residential market leading the way at a decline of approximately 27 percent in the last 12 months.

Public agencies and private owners should be pushing their projects to get them out for bid as quickly as possible to take advantage of this great economic condition in the construction market. Also consider, bond rates are relatively low and many government agencies do not have much debt due to the past income they received from real estate tax revenues.

In conclusion, the last two decades of underinvestment in our infrastructure has created a backlog of improvements that is costing us billions in efficiencies and economic growth.

The American Society of Civil Engineers estimates that the US needs to invest \$1.6 trillion in the next five years to bring our infrastructure up to world standards. This investment in our infrastructure will create jobs and increase the demand for materials and services throughout our economy. It also has the greatest multiplier effect of any stimulus because it provides the foundation to energize our economy, improve productive capacity, and will also lead to an increase in private capital expenditures. Given the current market situation in the construction industry, savvy owners are pushing to get their projects designed and out for bid as quickly as possible. Those who do will be taking advantage of the competitive pricing situation, be in the forefront of material price increases, and be involved in strengthening our economy. [CM](#)

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Edward M. Kopp has more than 35 years of experience and is the senior project manager for MBP in its Williamsburg, Va. office. He has authored articles and presentations on construction cost trends, quality assurance, project controls, project management and other related topics.

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#### “Green” Risk Management, Continued from page 13

operating life of the building. One can readily see the claim – a LEED certified building is defined by a “premium cost” of 6 percent not 4 percent; the owner will sue for the 2 percent difference. Same as to energy savings – if 30 percent is the expectation but only 20 percent is realized a claim based on the difference in savings (and cost to improve the system) will be pursued.

### Green Risk Management – The View In 2008

With some updating, the 1999 training seminar can still be effectively used today. Yes, the potential remains that green projects will prove to be higher risk, but that possibility will be minimized by “traditional” risk management techniques:

*Informed client selection* and, where possible, working repeatedly for the same clients (assuming they’re good clients!) A straightforward interview question for the prospective client is, What premium costs have they set aside for this green project?

*Standard of Care* – be sure you agree to a reasonable standard of care; not one based on the “best” or “highest” level of performance. Be cautious of language defining you as a “fiduciary” to your client; a fiduciary may be subject to a higher level of performance. Moreover, the professional must also recognize that green design is rapidly evolving, so to is the standard of care; what was a reasonable design a year ago, may not be so reasonable today (given BIM, IPD, new products, etc.).

*“Standard of Expectations”* – identify and understand your client’s expectations up front and throughout the project (they may change as might their relative priority) and track your performance as to each.

*Contract* – negotiate a contract that is fair to both parties and avoid any language guarantying certain end results (i.e. – recognize the difference between agreeing to “design a building having 30 percent less energy use” versus agreeing to make “reasonable efforts to design a building having 30 percent less energy use).

The true test may very well be ten years from now; will this article prove to be of continued relevance? We will certainly have many, many more green projects and experiences to draw on – The USBGC reports upwards of 11,000 projects are currently in the LEED certification process. [CM](#)

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Rob Hughes is an attorney with Ames Gough. He can be reached at [rhughes@amesgough.com](mailto:rhughes@amesgough.com).

We welcome submissions for the Professional Practice Corner. Please send your ideas to John McKeon at [jmckeon@cmaanet.org](mailto:jmckeon@cmaanet.org).

# Member News

## Totum Provides CM to Long Beach, Queen Mary

Totum is assisting the City of Long Beach with Construction Management services, specifically with the fire and life safety upgrades of the Queen Mary, which is currently docked in the Port. The City of Long Beach has been a long time client of Totum.

## GREYHAWK Promotes Charles Romanoli to COO



GREYHAWK has announced the promotion of Charles (Chuck) Romanoli, CCM from Director of Mid-Atlantic Region to Chief Operating Officer.

As COO, he will work closely with Gary Berman, President and CEO, and assume responsibility for corporate profitability and management of revenue generating business centers – both CM and Consulting. Romanoli will play a key role in strategic planning and business development. He will also oversee the management of operations to ensure best practices and client satisfaction.

Romanoli has more than 25 years of professional construction management and consulting experience. During his tenure, Romanoli provided leadership and strategic initiatives to establish GREYHAWK as a region leading competitor in the construction management and consulting business.

## ICRC Continues Work on Port of Anchorage

Integrated Concepts and Research Corporation (ICRC) announced a recent contract award from the US Department of Transportation Maritime Administration to continue Program Management services on the Port of Anchorage Intermodal Expansion Project through scheduled completion in 2015. The project is one of the largest single construction projects undertaken in Anchorage, Alaska, with a projected budget in excess of \$700 million.

The project, which was begun in 2003, will double the size of the port; provide state-of-the-art container cranes, a new rail connection to the Alaskan Railroad, and new road access; and facilitate direct access for the Stryker Brigade as well as other military deployments.

Under the contract, ICRC is responsible for all program management and purchasing activities required to complete the design and construction of the Port's redevelopment.

## Earth Tech Wins PM Contract

Earth Tech Inc. has been awarded a contract to provide engineering, construction management, program management and related services for the continued upgrade, modernization and expansion of the Arlington County Water Pollution Control Plant (WPCP) in South Arlington, Va.

The contract has a total budget of \$23 million with first-year funding of \$11.4 million and a total contract term of up to three years.

Under the contract, Earth Tech will provide resident engineering services, quality assurance inspection, contract administration, project controls, financial management, contractor submittal review and management, design contract management, design submittal review and various special projects, as needed. These efforts will continue the work done to modernize the aging facility, increase its capacity from 30 million gallons per day to 40 million gallons per day, and meet nutrient standards for discharges to the Chesapeake Bay.

## Autodesk Signs Interoperability Agreement

Autodesk has reached an agreement to expand interoperability between its portfolio of architectural, engineering, and construction software libraries and products of Bentley Systems. The agreement calls for the companies to improve the ability to read and write file formats.

Autodesk and Bentley will also facilitate work process interoperability between their AEC applications (including BIM) through supporting the reciprocal use of available Application Programming Interfaces or APIs.

## Kwame Is CM for HSSU Early Childhood Center

Kwame Building Group has been named Construction Manager and owner's representative on Harris-Stowe State University's new \$17 million Early Childhood Development and Parenting Education Center in St. Louis, Missouri. The 47,000-square-foot project will include a new childcare center and academic learning facility. Construction on the two-story building began in June 2008 and is expected to be completed in 2009.

The new center will provide students and teachers with hands-on experience in early childhood education and parental guidance services.

## RK&K Selected as CM for Baltimore County/ City Public Schools

The public school systems for both Baltimore County and Baltimore City recently selected RK&K for Construction Management Contracts.

In Baltimore County, RK&K was one of four firms selected to provide agency CM in support of the County Capital Improvements Plan. Approximately \$146 million has been set aside from both County and State funding sources for new construction, renovations and maintenance projects in FY 2009. Currently RK&K is providing on-site inspections of the renovation project at Sudbrook Middle School. The Sudbrook renovation is an extensive project including electrical, lighting, windows, doors and HVAC systems upgrades as part of the overall \$13 million budget.

RK&K will oversee 38 projects conducted at 26 schools, managing a budget of \$34 million.

## Hill International to Manage Construction of GSA Facility in Virginia

The US General Services Administration has selected Hill International, in joint venture with The Louis Berger Group, to provide construction management services for a new GSA Leased Facility in the Norfolk, Va. area. The project consists of a 200,000-square-foot, Class A office building together with a parking structure and two security/entry buildings.

As a lease-construction project, the cost of design and construction will be financed by a developer, to be selected towards the end of 2008. Project completion is expected by the end of 2010. The project's construction value is estimated at about \$40 million.

## Kwame Building Group Providing CM for Allegheny County Port Project

St. Louis-based Kwame Building Group is providing Construction Management with Jacobs Engineering of Pasadena, California and HDR, an architectural and engineering firm of Omaha, Nebraska on the \$435 million Port Authority of Allegheny County's North Shore Connector project in Pittsburgh, Pa. KWAME serves as Construction Manager in the joint venture, called TriGold. Eighty percent of the project is federally funded.

Construction began in fall 2006 and will be complete in 2011. The new 1.2 mile extension will expand the current 25 mile light rail transit system, including construction of three new stations. The new extension's projected annual ridership is 4.2 million.

The upgraded system will support approximately \$377 million in new economic development and \$750 million in existing development as well as support thousands of direct and secondary jobs through engineering, design, project management, construction and operation.

## URS Acquires LopezGarcia Group Inc.

URS Corporation has announced that it has acquired LopezGarcia Group Inc., one of Texas' leading engineering design and environmental planning firms. Headquartered in Dallas, Texas, LopezGarcia has a staff of 200 professionals in five Texas offices and is focused primarily on the state and local infrastructure market.

The combination will better enable URS to serve state and local government clients on projects throughout Texas. Commenting on today's announcement, Gary V. Jandegian, president of the URS Division, said: "This acquisition furthers our strategic goal of increasing our presence in the Texas infrastructure market which, due to strong population growth and stable funding, is one of the largest and most attractive infrastructure markets in the country... LopezGarcia has strong long-term relationships with the Texas Department of Transportation, as well as with counties and cities throughout the state."

## Hill International to Manage Mideast Projects in \$96M deal

Hill International will manage nine major construction projects worth a total of \$3.8 billion for Egyptian firm Talaat Moustafa Group Holding Co.

The nine projects, including an open air mall, a golf course and resort, several hotels, a residential development and TMG Offices will be located throughout Egypt and in Riyadh, Saudi Arabia.

The contracts are worth \$96 million to the Hill TMG joint venture. Hill International and the Talaat Moustafa Group each own 50 percent of the new venture.

Hill International of Marlton, N.J., is the 11th largest Construction Management firm in the United States. The Talaat Moustafa Group owns several luxury hotels and residences, and has offices in Egypt, Saudi Arabia and the United Arab Emirates.

## Balfour Beatty Increases Donation to Pentagon Memorial to \$100K

Balfour Beatty Construction has announced it is increasing its donation to the Pentagon Memorial Fund to \$100,000. The increase was announced at the construction site of the Pentagon Memorial, which was dedicated on Sept. 11th of this year. Balfour Beatty Construction is responsible for design-build direction and general contracting of the Pentagon Memorial.

John Tarpey, Division President and CEO, says, "Balfour Beatty is honored to be a member of the Pentagon Memorial Team. Our staff both on the project site and throughout our company in the US and in the UK look at this project with a unique pride and a sense of purpose. Every day we are reminded of the significance of the project and the sacrifice that was given by the individuals whose names appear on the memorial benches and their family members."

The Pentagon Memorial is being built on a 1.9-acre parcel of land adjacent to the Pentagon and within view of the impact zone where American Airlines Flight 77 crashed into the building during the attacks of Sept. 11, 2001. The memorial will include 184 cantilevered benches that represent each victim who died that day. The Pentagon Memorial will cost \$22 million to construct as well as a \$10 million lifetime endowment. [CM](#)

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

Send your member news and updates to Maggie Beckwith, communications associate, at [mbeckwith@cmaanet.org](mailto:mbeckwith@cmaanet.org). Please make your submission no longer than 200 words.

# Chapter News

## New England Chapter

The Chapter partnered with the student chapter at Wentworth Institute of Technology in a mentoring program to assist sophomore Construction Management students. Chapter members and industry professionals from member firms mentored 15 Construction Management students during the 2007-08 academic year. The program was a great success and will continue in the upcoming school year.

In May, the 5th Annual Golf Outing for CM Scholarships took place at Sandy Burr Country Club in Wayland, MA. Since inception, the outing has become the largest contributor to the scholarship fund, now in excess of \$17,000. More than 145 golfers participated from 34 companies, including consultants and contractors, many of whom were CMAA Members. There were 36 sponsoring organizations, a number of which brought prizes.



L-R Brian Fragiao, Town of Loomis; Bert Gross, 4Leaf, Inc.; Dawn Johnson, Towill, Inc.; Lenard LaChappell, City of West Sacramento



President Rich Martone (left) and Massachusetts Lt. Governor Tim Murray at the CMAA annual NE Awards Banquet.

Granting scholarships to outstanding students over the years has been the Chapter's focus, with approximately \$300,000 being awarded over the years. This year was no different and even saw an expansion of the program. A record amount of \$22,000 was awarded to 13 deserving Construction Management students from Northeastern University; Worcester Polytechnic Institute; Roger Williams University; and Wentworth Institute of Technology.

These scholarships were presented at the May Awards Luncheon with more than 200 guests in attendance. Two of the Chapter's students also were awarded scholarships from the CMAA Foundation Scholarship Program, entitling them to the \$3,000 scholarship plus a trip to the National Conference & Trade Show.

At its 14th Annual Awards Banquet, the Chapter recognized excellent project management teams, as well as outstanding industry leaders. The awards were presented in five categories: Project of the Year, Excellence in Program Management, Distinguished Service, Person of the Year and Outstanding Academic Achievement.

The Project of the Year awards were presented to Carol R. Johnson Associates Inc.; Fay, Spofford & Thorndike Engineers; Erland Construction; PMA Consultants; Gilbane Building Company; Bond Brothers; and Bovis Lend Lease LMB, Inc.

The Excellence in Program Management was presented to Heery International, Inc. Recipients of individual awards were Carl B. Sciple, CCM, for Distinguished Service; Michael P. Lewis for Person of the Year, Public Sector; and William F. Kearney Jr. for Person of the Year, Private Sector.

## Northern California Chapter

The summer's monthly dinner programs have included presentations on *"The Owner/Construction Manager Relationship"* by Aki K. Nakao, director, Alameda County General Services Agency, and *"Contra Costa County Transportation Authority Projects"* by Paul Maxwell, CCTA. In addition, an all-day intensive course on Storm Water Pollution Prevention Plans was presented by Instructor Lucinda Dustin, Mud Hen Environmental LLP. This interactive and informative course covered SWPPP parameters, regulations, preparation, and concerns. Attendees had the opportunity to prepare erosion/sediment control site plans.

The Chapter's two summer regional luncheons focused on owners panels in Oakland and Sacramento that were very well attended and received. "What Do Owners Really Want and Need From Construction Managers?" featured panelists from the San Francisco Public Utilities Commission; the Santa Clara Unified School District; the California Department of Transportation District 4; the Alameda County General Services Agency; the San Francisco Public Utilities Commission; and the Western Council of Construction Consumers.

The panel on "What Do Owners Look for in Proposals and Interviews?" included representatives from the US General Services Administration; the State of California Department of General Services; the California Department of Transportation District 4; and the Sacramento Regional Transit.

The Annual Past President's Golf Tournament to benefit the Scholarship Fund was held in August with 116 golfers who enjoyed great food, great golf, great views, and great weather at Chardonnay Golf Club in Napa, CA.

Upcoming this fall are courses on Constructability Reviews and Risk Management.

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# President's Report

## Shaping a Culture for Success

Bruce D'Agostino, CAE

What would our future look like if Construction and Program Management had a reputation as *the* business that really knows how to take care of its young employees?

Imagine a world in which our profession consistently attracted plenty of smart, motivated college graduates, and a pressing talent shortage was a problem we heard about but never actually encountered?

What if we could break out, once and for all, of that old vicious circle in which companies hesitate to train newcomers for fear of losing them after making a big investment, and employees leave jobs because they feel they don't have access to training and advancement?

These what-ifs describe an ideal world that may not really be attainable. We can, however, make some major steps in the right direction, just by thinking carefully about the organizational culture in which our new employees find themselves.

At last year's National Conference in Chicago, we heard from Christopher Lee that young employees are becoming more and more insistent on "owning" and "managing" their own careers. Job hopping every two or three years has become the norm, and most upper level managers are simply not equipped to understand or manage these younger employees.

These "Generation Y" employees, born after 1976, have been raised to excel. They are serious, hard-working, and excellent multi-taskers, but they have also laid down one fundamental condition that must be met before they can deliver their best: They want to feel that their contribution matters, and that their voice is heard.

This factor is more important than salary, benefits, vacation or any number of other values.

And what reality confronts the typical newcomer to the CM profession? Whatever expectations may be raised during recruitment, the "real world" often arrives in the form of a job site trailer and work days filled to the brim with tedium.

Let's face it, entry level jobs can't all be glamorous, and the daily to-do list, even for top executives, is often packed with unrewarding chores. Perhaps we can't change those basic facts, but we *can* change the environment in which we all work and interact.



At CMAA, we've gone through an exercise in the past year that sheds a lot of light on this process. It's called "Cool Culture." Over a period of several months, we worked together with a facilitator to develop our own shared ideas of what qualities we value in a workplace, how we could support each other and collaborate more effectively, and what we could do to bring this "cool" organizational culture into being.

That might sound like just the latest consultant-led flavor-of-the-month. *But* CMAA has been scoring consistently excellent survey grades for effectiveness and customer service, and our internal surveys portray an office full of people who like and respect each other and are eager to work together.

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*The "real world" often arrives in the form of a job site trailer and work days filled to the brim with tedium.*

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Anyone who visits our office can feel it: As a staff, we're committed to each other, to our members and to our mission. This attitude cuts across age lines. We have some employees who are quite young, and others who...aren't. A Cool Culture is an environment in which everyone can excel, and everyone *wants* to excel.

What if each of our new hires could feel he or she had a clear career path and would get the training and other support needed to advance; that his or her voice was heard and that each day's work had a real impact?

What if each could feel settled in a *career*, not just the first of a series of mundane jobs?

My guess is, if we could achieve that, it would be some other profession's turn to worry about losing *its* best young people to CM. [CM](#)

# Professional Development Calendar

## CMAA National Conference & Trade Show

October 12 – 14  
San Francisco, California

## Standards of Practice Review Course

October 29 – 31  
Raleigh, North Carolina

November 11 – 13  
Arlington, Virginia

## Sustainability Workshop

December 4  
Arlington, Virginia

## BIM Workshop

December 15  
Arlington, Virginia

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### San Diego Chapter

During the July chapter dinner meeting, the chapter recognized its 300th member milestone. The 300th member, from Black & Veatch LLP, joined the chapter on March 31, 2008. In recognition of Black & Veatch, commemorative plaques were presented in July by Chapter Vice President Paul Mochel, president of Valley CM, Inc., to two staff members of Black & Veatch: Dave Argo, SVP Water Division, and Kevin Davis, project manager/office leader, San Diego Area.

The San Diego Chapter was chartered in July 2002, with 11 founding member firms, almost all of whom are still active. In less than six years, the chapter has expanded to include more than 120 member firms and organizations represented in the greater San Diego area. These chapter members have fully participated in chapter activities, which has allowed the chapter to exceed its 300th member milestone. Chapter growth continues and is now well on its way towards its 400th member. The rapid growth and improvement of the chapter is a strong recommendation for a continuing need to have a local professional construction management organization in the San Diego area, representing the goals and objectives of the wide ranging Construction Management industry. [CM](#)



Construction Management  
Association of America

7926 Jones Branch Drive, Suite 800  
McLean, Virginia 22102-3303 USA