

# CMAA Advisor

The Official Publication of the Construction Management Association of America



Architect of the Capitol

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## Economy, Stimulus Shape Agenda for Critical Leadership Forum

Rarely if ever has a national CMAA gathering taken place under more critical conditions, in an atmosphere that mixed uncertainty and opportunity in such a challenging blend.

The 2009 CMAA Leadership Forum, coming up in Scottsdale, Arizona on May 17-19, will give attendees an excellent opportunity to explore the new environment of stimulus spending and accelerated infrastructure construction. The program will explore how the recovery effort is progressing after roughly its first 90 days, and identify opportunities for professional Construction and Program Managers to *lead* the effort at every level of government – building business opportunities in the process.

Online registration for the Forum is now available at [www.cmaanet.org](http://www.cmaanet.org).

At the heart of the Forum program is a full track of sessions devoted to the progress and implications of the economic stimulus and recovery program. This track will begin on Sunday afternoon with a legal briefing on the exact provisions of the American Recovery and Reinvestment Act of 2009 and the ways in which it is being implemented at the national, state and local levels.

On Monday, the Forum will offer four breakout sessions looking in depth at developments in transportation, energy/power, schools and water/wastewater. Tuesday morning will bring a session focusing on U.S. Army

Corps of Engineers projects and policies, followed by an "Owners' Town Hall" session with speakers from the Corps, the General Services Administration, the Department of Veterans Affairs, and other owners.

Two other session tracks will deliver detailed and practical explorations of business strategy and project execution innovation. Among the topics to be covered are:

- BIM Technology – Transfer from Brain to Brawn
- Key Issues for the CM in the Management of Sustainability Projects
- Implementation of BIM/VDC Solutions for Large Transportation Projects
- CM's Role as Facilitator for IPD: Risk, Practice, and Contractual Considerations
- Are You Ready to Lead in this Historic Economic Time?

The complete tentative grid of session titles can be found on page seven of this *CM Advisor*. The program is still evolving, however, particularly to reflect late-breaking news in the stimulus and recovery arena.

The Forum's two keynote speakers will frame the program:

- Prof. William Badger of the Del Webb School of Construction at Arizona State University will

Continued on page 3

# Chairman's Report

## Chairman of the Board

Thomas W. Bishop, PE  
URS Corporation

## President and Chief Executive Officer

Bruce D'Agostino, CAE, FCMAA

## Editor

John McKeon

## Contributing Writers

Sarah Black

Martha Montague

CMAA is a construction industry association of 5,500 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 Training Milestone for CMAA

By Thomas W. Bishop, PE  
URS Corporation

In February, CMAA achieved a true milestone that marks a major enhancement of the association's value to members and its ability to deliver innovative, effective programming.

After lengthy and meticulous development, we have launched a new series of online Standards of Practice training modules. This initiative was mandated by the Board of Directors in late 2007. To carry it out, staff has had to create content for each module, recruit presenters, record presentations, create appropriate visuals, determine duration and pricing for each module, and set up an effective mechanism for delivering this training online.

The result of this effort is a portfolio of powerful training tools that should be of great value to members large and small.

Using this online curriculum, you can avoid travel and associated costs and give your employees the option of learning at their convenience. And you can assure that everyone receives the same content, delivered by the same instructors in the same way. Each module corresponds to a section of our SOP, so you know the content of this training truly represents our profession's Best Practices.

Participants in this training can earn CEUs, PDHs, LHs and CCM recertification points.

The program is structured both to meet the individual's need for flexibility and convenience and to support any organization's effort to deliver consistent enterprise-wide training. Any individual can select from the eight courses "a la carte" or take the entire program for \$1,100, representing a 10 percent discount from the individual prices.

Organizations can train large numbers of professionals at some very attractive rates. For example, you could acquire the entire curriculum for 10 of your

people at \$975 each, a 20 percent discount from the basic rate. Larger volume purchases bring larger discounts.



I think any company would be hard pressed to find staff training of this quality at prices like these. We expect these new programs to sell well and generate significant revenue for CMAA as well as performance enhancement for individual practitioners.

All modules can be previewed and ordered at [www.cmaanet.org/sop-modules](http://www.cmaanet.org/sop-modules).

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*I think any company would be hard pressed to find staff training of this quality at prices like these.*

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We must also remember, however, that from the beginning, a large part of the rationale for creating this curriculum was the prospect that our member companies would support it through strong volume purchases. CMAA has stepped up to the plate and delivered a powerful and versatile training tool. I strongly encourage all members to make use of these modules, either individually or as part of an organizational training strategy.

The new online SOP modules take their place alongside our regular Webinars, issue-specific Summits, SOP Review Courses, and Professional Development programs at national events to make up the most complete and user-friendly training portfolio in the business.

Please join me in congratulating CMAA on this achievement, and in putting these training tools to work throughout the profession to "promote and enhance leadership, professionalism, and excellence in managing the development and construction of projects and programs." **CM**

### Full Suite of Online SOP Modules Now Available

Training budgets naturally come in for added scrutiny in difficult times, when revenues are stressed and expenses need to be tightly controlled.

If training involves airfares, hotels, taxis and restaurant tabs in addition to the cost of the actual education, it's easy for any organization to defer the investment.

Now, however, CMAA has answered this challenge with a comprehensive portfolio of economical and convenient online educational modules. The eight modules in the program reflect the eight sections of CMAA's Standards of Practice, and range in duration from one to four hours. They're self-paced, so students can complete them in whatever blocks of time are easily available. And they contain assessments to measure how well the content has been learned.

The eight modules are:

- **Contract Administration.** Instructor: Joyce Dawson, CCM, Anne Arundel Community College (2hrs)
- **Cost Management.** Instructor: Edward C. Newman, III, PE, CCM, LEED® AP, Heery International (4hrs)
- **Professional Practice – Role of the CM.** Instructor: Chuck Levergood, PE, Jacobs (1hr)
- **Project Management.** Instructor: Chris Reseigh, FCFMAA, PB (1hr)

- **Quality Management.** Instructor: Ann Marie Sweet-Abshire, AIA, CCM, GSA (1hr)
- **Construction Safety Management.** Instructor: Ann Marie Sweet-Abshire, AIA, CCM, GSA (1.50hrs)
- **Time Management/CPM Lab.** Instructor: Chris Payne, PE, CCM, McDonough Bolyard Peck (3.75hrs)
- **Value Engineering.** Instructor: Michael Dell'Isola, PE CVS, FRICS, Faithful+Gould (2hrs)

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*Someone said, "what if we spend money on their training and they leave?" The response was, "What if we don't train them and they stay?"*

– Chuck Thomsen, FAIA, FCFMAA

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Participants can earn a variety of continuing education and professional development credits from these courses, as well as recertification points toward the CCM.

All eight programs can be previewed online and ordered at [www.cmaanet.org/sop-modules](http://www.cmaanet.org/sop-modules). Practitioners can take the courses "a la carte," or order the entire eight-course curriculum at a discount. [CM](#)

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#### Economy, Stimulus Shape Agenda for Critical Leadership Forum, Continued from page 1

describe and demonstrate the difference between "managing" and "leading." His practical presentation will focus on how the construction industry needs to address its increasingly urgent leadership deficits, beginning at the university level.

- Joel Weldon's philosophy is summed up in his slogan, "Success Comes in Cans, Not in Cannots." A well-known "idea consultant" who has worked with dozens of top corporations and organizations, Weldon argues that "whether you believe you can or you can't, you're probably right."

In addition to formal sessions, the Forum provides a peerless opportunity for conversational exchanges of ideas and opinions. (For an informed view of the value of this kind of networking, see this month's Professional Practice

Corner, by Larry Smith, PE, CCM of the Army Corps of Engineers.)

The 2009 Forum will continue CMAA's popular practice of identifying breakout sessions according to the career levels for which they are most appropriate. In addition, an innovation will be added this year: CMAA will conduct "level two" evaluations after the Forum. Two months post-event, CMAA will survey the leadership of those who participated in the Forum to identify behavioral changes, new skills and other beneficial outcomes from the program.

The host Arizona Chapter has also organized two outstanding technical tours for Forum attendees:

- Arizona Department of Transportation, State Route 202L, a key urban freeway undergoing a major upgrade.

This \$188 million Design-Build project will widen 7.5 miles of highway and expand 22 bridges.

- Glendale Spring Training Complex, a state-of-the-art baseball facility for the Los Angeles Dodgers and Chicago White Sox. The project includes a 10,000 seat stadium, 14 practice fields, clubhouse and training facilities, plus roadway, sanitary sewers, and other related infrastructure.

"Clearly, among CMAA's most important jobs in 2009 are informing our members about the economic stimulus and reinvestment effort and helping them navigate this complex environment successfully," said CMAA President Bruce D'Agostino. "The Leadership Forum will be one of the key tools we bring to this task." [CM](#)

### Thrive! Website Features Aim to Help Members Prosper in Hard Times

How you manage your business health in 2009 will help determine how strongly you bounce back when conditions improve.

That's the premise behind *Thrive!*, a new suite of features on the CMAA website that gives members quick access to a variety of resources designed to help you manage more effectively during the current economic downturn and get ready for strong growth when conditions improve.

The members-only site includes such resources as "Your Personal Trainer," in which members of the CMAA College of Fellows share their thoughts and advice on such questions as:

- Can I really prospect for new clients in a stagnant marketplace? How? and
- How can I avoid depleting my staff during hard times, only to need them back when business revives?

Another area, called "Core Conditioning," links members to upcoming CMAA Professional Development programs and other opportunities to strengthen your own skills and improve your staff capabilities.

Under "The Inside Track," members can navigate to the new RFP post/search function, the CMAA Career Headquarters, and the Find-A-CM/PM feature, where you can check and update your profile.

A link to *Thrive!* can be found on CMAA's home page. [CM](#)

### Stimulus Legislation Emerges From Hectic Winter

Economic stimulus and infrastructure investment dominated agendas and conversations in Washington all winter, both in anticipation of a new president's inauguration and in the first weeks of the new administration. CMAA was an active advocate for CM and infrastructure improvement throughout the process that led to the American Recovery and Reinvestment Act of 2009.

CMAA created a special web page devoted to the latest news and information about the legislation. Website visitors could find the latest drafts of legislation, commentaries and summaries of the bills, links to news reports and other information, and texts of a number of letters the Association wrote to officials during the debate.

In a letter to Rep. David Obey (D-WI), chair of the House Transportation and Infrastructure Committee, CMAA urged that the anticipated timetable for spending infrastructure funds be accelerated beyond what was estimated by the Congressional Budget Office.

Similarly, in a January letter to President Obama, CMAA expressed concern that infrastructure investment had been reduced to a relatively small portion of the then-pending House of Representatives version of the bill. "If we let this opportunity get away – if instead of investing, we simply spend today – we will not be able to address our infrastructure needs effectively any time in the foreseeable future," CMAA warned. "Those needs will only grow more acute, but our multiplying deficits and debts will preclude us from ever tackling them again. Our children, and their children, will inherit the bills."

In a letter to a dozen influential senators, CMAA also raised the issue of accountability and urged Congress to recognize the role of professional Construction Management in assuring transparency in spending stimulus funds. "The danger of massive waste and inefficiency in spending stimulus funds...is real," CMAA said. "Congress should be certain the final stimulus legislation includes provisions to assure true accountability and optimum results from this historic public spending." [CM](#)

### Post/Search RFPs Function Now Available

In an effort to link agencies that need Construction and Program Management support and CMAA members in search of projects, CMAA has added a free RFP post/search tool on its website. Given the anticipated boom in infrastructure spending and the ensuing demand for qualified practitioners, CMAA believes this added component will be useful and valuable to all involved parties.

Posting an RFP in CMAA's searchable library puts it before more than 5,500 CM and PM professionals, including corporations of all sizes as well as sole proprietors and individual CM practitioners. CMAA members can search the RFP database using a variety of filters to identify RFPs to which they can suitably respond.

The service is free to posters and can be accessed at [http://cmaanet.org/add\\_rfp](http://cmaanet.org/add_rfp). RFPs may also be sent directly to CMAA via email at [sblack@cmaanet.org](mailto:sblack@cmaanet.org). [CM](#)

**"You are hired for your technical skills, fired for your lack of people skills, and promoted for your leadership and management skills."**

– Prof. Bill Badger, Del E. Webb School of Construction, Arizona State University, keynote speaker, CMAA 2009 Leadership Forum

## CMAA Radio: Success Strategies of a Mega Builder

“We are very clear about our expectations,” said Robert J. Lund, Jr., senior group manager, Pre-Construction Services for Target Corporation describing how his team is able to produce efficiently run projects on the large scale Target’s building demands require.

He went on to highlight Target’s emphasis on efficiency, a culture of no surprises, and driving value into every decision. “Construction Managers are a critical component of our process,” said Lund. “CM teams assist us with timely and accurate estimates on cost and schedule impacts for change.”

Lund pointed out that regardless of Target’s status as a “mega builder,” many smaller organizations stand to benefit by implementing similarly disciplined processes into their pre-construction planning stages. Project components such as hiring competent and efficient subcontractors, and assuring that raw materials are available on time by securing them in advance are factors that owners can control either directly or with a CM, and that contribute to a smoothly run project.

“For a company like Target, the construction program is repetitive and cyclical. We’ve been able to develop systems with checks and balances that assure we provide the best store to our store team,” Lund said. “My challenge to professional CMs would be to ensure their clients utilize a disciplined system that establishes clear benchmarks and measures for success. Those measures could be cost per square foot, square foot per employee, improved output per employee, etc.”

“There are a lot of metrics that could be established. If planning and goal setting are done well, then execution should almost become an afterthought. I can’t emphasize that enough, that the value a Construction Manager should bring to the table is discipline. That’s how they can help guide a client, with discipline and clear goals,” said Lund. **CM**

## A Stimulus Package for Your Career.



### Your professional infrastructure needs investment, too.

CMAA has made it easy, with a flexible new portfolio of self-paced online courses based on our industry-recognized Standards of CM Practice. You can preview and register for all eight programs at [www.cmaanet.org/sop-modules](http://www.cmaanet.org/sop-modules).

Earn LUs, PDHs, CEUs and points toward CCM® recertification, all from one flexible source.



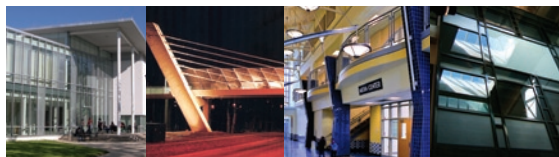
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## Wohlsen Leadership Webinars Draw Strong Response

As the construction industry increasingly integrates its processes, CMAA has teamed with Leadership Coach and CMAA Past Chair Bob Wohlsen to produce a series of seven Webinars aimed to arm members with important skills they need to lead their diverse teams. With an estimated 60 participants in each session, the webinars provide not only insight from the instructor, but an opportunity for participants to interact with one another and discuss how they have handled on-the-job conflicts with regards to leadership.

Given the economic turmoil and the implications of the stimulus package on the construction industry, it's no surprise that members are actively seeking to improve their leadership skills. Members realize the strong demand for efficient, high energy teams that carry out complex projects smoothly, and that these teams cannot exist without effective leadership.

"The students are enthusiastically embracing and practicing new leadership skills," said Wohlsen, describing the success of the series. "The teachers are passionately conveying the new learning and enjoying the dialogue with the participants."

Participants and interested parties are encouraged to make use of the professional development forum, accessible from the CMAA homepage, to view the presentation slides and discuss real-life examples and different perspectives. [CM](#)

## CMAA Launches New ENR Ads

**A Stimulus Package for Your Career.**

Your professional infrastructure needs investment, too. Do you have the Construction Management capabilities—as well as the business, IT and leadership skills—it takes to succeed in a tough 2009? CMAA can help, with the most complete, authoritative CM and Program Management curriculum available anywhere, plus more than 150 online courses in everything from accounting to stress management. Earn LUs, PDHs, CEUs and points toward CCM recertification, all from one flexible source.

Visit [cmaanet.org](http://cmaanet.org) today and click on the CMAA University button.

**CMAA**  
Construction Management  
Association of America

**CMAA Delivers – The Future of Program Management**

Program Management is changing how construction is delivered. CMAA leads the way in adding the advantages of this fundamentally new strategy, with two vital books co-authored by nationally respected experts.

**Program Management: Concepts and Strategies for Managing Capital Building Programs**, by Chuck Thompson, PMA, CMAA. It will become an instant classic and a must read. Dennis D. Dornan, CMAA, Chief Facilities Consultant, California Department of Corrections and Rehabilitation. "Outstanding digital work!" Henry B. Harris, Jr., CMC, President & Managing Director, HBI Inc.

**Strategic Program Management**, by Bob Priebe, Senior VP of Fluor. "The greatest work on this subject." A. A. Coffey, PhD, Director of Engineering, New York Institute of Technology. "An excellent reading for all members of the management team." Dennis L. Lantry, Chairman, Parsons Brinckerhoff Inc.

Two standard-setting explorations of a trend that's changing the face of construction—read them together for a comprehensive look at Program Management! Order from the CMAA online bookstore, <http://cmaanet.org/cmaa-bookstore>.

**CMAA**  
Construction Management  
Association of America

CMAA has created two new half-page advertisements to run in selected issues of *Engineering News-Record* throughout 2009. The ads will alternately promote the Association's Professional Development offerings and the two major books on Program Management produced in 2008. [CM](#)

## CMAA Water Summit—Exploring Changes and Challenges in Water and Waste Water Management

CMAA will hold its first ever Water Summit in 2009 on July 19-20 at the Venetian Hotel/Casino in Las Vegas, NV. This National CMAA event co-hosted by CMAA's Las Vegas Chapter will explore:

- Presentations involving high profile projects and programs from across the country such as:
  - Atlanta Sewer Separation Construction Program
  - Clark County Water Reclamation District Primary Effluent Pumping Station Expansion
  - San Francisco PUC Water System Improvement Program
- Technical discussions integrated with project delivery successes.
  - Proactive CM at Risk
  - Project Controls and documentation
  - Alliance Relationship Contracting

"The water and wastewater industry is challenged by increasing demands on an aging and sometimes outdated infrastructure. Further, new or evolving responsibilities in related fields add to the competition for funding, which is already insufficient to keep up with the rate of decay. The professional Construction Manager's skills are necessary to meet the demands of high quality, reliable water and wastewater services while managing the public's dollars wisely. We are pleased to bring our focus to the success of these complex and essential projects," said Summit Chair Richard "Skip" Parks, PE of Heery International.

More than 200 industry professionals are expected to attend the summit. Stay tuned for updates as they become available at [www.cmaanet.org](http://www.cmaanet.org). [CM](#)

## Board of Directors Seeks Nominees

CMAA is seeking recommendations for individuals to serve on its Board of Directors. We value the dedication of those who commit their time and energy to serve CMAA and the industry. It is a rewarding experience, and we hope that you will consider this opportunity to contribute your leadership skills. If you would like to nominate an individual, or yourself, to serve on the Board of Directors, please submit your recommendations to CMAA's Executive Projects Associate, Amy Konigsburg, at [akongisburg@cmaanet.org](mailto:akongisburg@cmaanet.org).

## Update on CMIT

CMAA's CMIT program has seen a spike in applications recently, with its membership count reaching about 175 individuals, as more and more CM professionals seek the program's guidance through their early years. There has been a revived interest in the mentorship program, which allows veteran CMs eager to share their expertise interact with, and provide support to younger professionals in search of career advice.

Recent months have also seen an increase in the rate of applications for the CCM credential.

The CMIT program offers guidance in a self-paced environment ideal for busy schedules, and at low cost. Involvement in the program helps new minds in the CM profession get in touch with critical industry issues, as well as people with whom they can begin networking with as they search for their niche in the job market.

"CMIT gives students a way to get their foot in the door, and a chance to seek guidance from more experienced CM professionals," said Adam Paul, CMIT, recent graduate of Drexel University's Construction Management program. "Anyone who is serious about a career in Construction Management should seek the CMIT designation. By attending CMAA University events, I've learned information that has prepared me to speak knowledgeably about issues facing the CM industry, and also had many opportunities to meet others in my field and network as I build my career."

Prospective CMITs and mentors should visit <http://cmaanet.org/cmit-designation> for details on the program. [CM](#)

## Project Achievement Award Submissions Due June 26

CMAA's Project Achievement Awards have seen record participation in recent years. This is your chance to promote your most successful projects and shine a spotlight on your clients. Winners will be honored during the Industry Recognition Banquet at the National Conference in October.

Watch for the awards brochure in the mail and on the CMAA website in the near future and start preparing *your* winning entry today! [CM](#)

## Leadership Forum Sessions

Here is the tentative schedule of keynote and breakout sessions for the 2009 Leadership Forum in Scottsdale.

	AMERICA'S ECONOMIC RECOVERY	PROJECT EXECUTION INNOVATION	BUSINESS STRATEGY
<b>SUNDAY, MAY 17, 2009</b>			
<b>3:30 pm – 5:00 pm</b>	Recovery Legislation Overview – Legal Panel	Integrating Lean Construction System with BIM	Leading Change: "Birthing" Early Contractor Involvement (ECI)
<b>MONDAY, MAY 18, 2009</b>			
<b>7:15 am – 9:00 am</b>	Breakfast Keynote – Joel Weldon		
<b>9:15 am – 10:45 am</b>	Stimulus-Driven Opportunities in Transportation	Implementation of BIM/VDC Solutions for Large Transportation Projects	CM's Role as Facilitator for IPD: Risk, Practice, and Contractual Considerations
<b>11:00 am – 12:30 pm</b>	Stimulus-Driven Opportunities in Energy and Power	Demystifying Technology, Enhancing Corporate Value, and Increasing the Bottom Line	Lawyers' Roundtable: How to Get the Project Done, Not How NOT to... (Lawyer as Facilitator)
<b>1:45 pm – 3:15 pm</b>	Stimulus-Driven Opportunities in Schools	Integrating Sustainability into Capital Projects – CMs Taking on the "Green Leadership" Role	Who is the Project's Leader
<b>3:30 pm – 5:00 pm</b>	Stimulus-Driven Opportunities in Water and Wastewater	BIM Technology – Transfer from Brain to Brawn	Fellows' Roundtable on IPD
<b>TUESDAY, MAY 19, 2009</b>			
<b>8:30 am – 10:00 am</b>	U.S. Army Corps of Engineers Funding & Programs Under ARRA	Key Issues for the CM in the Management of Sustainability Projects	Are You Ready to Lead in this Historic Economic Time?
<b>10:15 am – 11:45 am</b>	Owners' Town Hall on Economic Stimulus Spending – 90 days after ARRA signed		
<b>12:00 pm – 1:30 pm</b>	Closing Luncheon Keynote – William Badger		

## Mitigating Construction Management Risks On Green Projects

By David Blake, Esq., LEED® AP\*

### Introduction

Despite the current economic recession, green construction continues to flourish. More than ten federal agencies, 30 states and 175 counties, cities and towns either require green construction or provide incentives for it. Further, our federal government recently authorized billions of dollars for energy efficient projects through its stimulus package. For Construction Managers who are currently working in the field of sustainable construction, or are considering doing so, this article identifies five risks you should be aware of and provides strategies for mitigating the same.

### Issues

**Make Sure Your Schedule Is Green.** There are numerous green requirements that can affect the critical path and project completion, such as commissioning and flushing out the HVAC system for two weeks prior to occupancy. Failure to include these items in your schedule could result in costly delays. You can mitigate this risk by working with the architect during the preconstruction phase to understand the green processes that are being considered for the project and then including those activities and their proper durations in the CPM schedule.

**Identify Green Products With Long Lead Times.** Certain sustainable products are in high demand and low supply, which results in long lead times. Construction Managers should identify these items during the preconstruction phase and account for them in the schedule to ensure that they are ordered in sufficient time so as not to delay the project.

**Limit Your Coordination and Constructability Review Obligations.** Although the architect is responsible for designing the project, Construction Managers typically agree to review the design documents for coordination and constructability as part of their preconstruction services. There is growing tension in the industry as to whether providing this service renders the Construction Manager responsible for ambiguities and other errors in the design documents. Further, because the industry is still on a learning curve with respect to sustainable design and construction, it may be especially difficult for Construction Managers to identify errors with respect to the green components of the design. This risk can be addressed in the contract by including language that limits the Construction Manager's responsibility for errors and ambiguities in the design documents to those it actually discovers.

**Hire Trade Contractors With Green Experience.** While there is always a risk of defective construction, there is a heightened risk in the area of green construction because many trade contractors have not worked on sustainable projects. A few measures can be taken to mitigate this risk. First, for bid packages that involve green components, identify the minimum level of green construction experience that bidders must possess. Second, require the successful bidder to identify and use specific management personnel that have green construction experience. Third, if the bidders have not worked on green projects, then require the successful bidder to attend certain LEED workshops to acquire a basic level of green construction competence.

**Do Not Assume Blanket Responsibility For LEED Certification.** There is a risk that the US Green Building Council might not certify the project. Since the reasons for not certifying a project may include areas beyond the Construction Manager's control (e.g., the project was not designed to achieve the requisite number of credits), contractual language that imposes overall responsibility on the Construction Manager for achieving LEED certification should be avoided. Further, the contract should specifically identify the various tasks and issues required for a project to achieve LEED certification and clearly allocate responsibility for each to the party best suited to satisfy the same.

### Conclusion

This article touches the tip of the green iceberg, as there are many other contractual and risk management strategies and techniques a successful Construction Manager should employ to protect its rights on a green project. Further, while green construction certainly has its nuances, with proper planning, you can thrive in this growing segment of the construction industry. [CM](#)

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David Blake, Esq., LEED AP, is a partner in the Washington, DC office of Seyfarth Shaw LLP. He can be reached at (202) 828-3523. The contents of this article are intended for general information purposes only, and should not be construed as legal advice or a legal opinion on any specific facts or circumstances.

# Certification

## You can Win a Plasma TV!

CMCI is offering a special 2009 Applicant Incentive Program to CCMs who recruit the most new CCMs. The purpose of the program is to identify qualified Construction Managers both within and outside of your organization who are eligible to apply for the CCM and encourage them to submit their application. Those who refer 10 applicants or more will be rewarded with a free registration to the National conference in Orlando, FL, October 25–27th; OR a free 42" Panasonic Plasma HDTV. Additionally, you will receive an award at CMAA's Tuesday's Awards Luncheon in Orlando, Florida.

To enter the program make sure the applicants you recruit include your name and organization on the Reference section of the application.

To help us identify you as a program participant, please email your name, title, and firm to Kate Brundage, [kbrundage@cmaanet.org](mailto:kbrundage@cmaanet.org) **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)

## Congratulations to our Latest CCMs!

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

### Christopher W. Carson

Alpha Corporation,  
Norfolk, VA

### Nico De Leon

NXL, Inc.,  
Richmond, VA

### Ben Doan

PBS&J,  
Tampa, FL

### Andrew Doherty

Seattle Housing Authority,  
Seattle, WA

### Roger Hatton

HNTB Corporation,  
Oviedo, FL

### John Roach

Barnhart, Inc.,  
San Diego, CA

### James Thomas Ruddell

PB Americas, Inc.,  
Alexandria, VA

### Michael Sanders

APSI Construction  
Management,  
Irvine, CA

### John Squillace, Sr.

Barnhart, Inc.,  
San Diego, CA

### Richard Tonti

O'Connor Construction  
Management, Inc.,  
Irvine, CA

### Kevin Ulrey

Parsons,  
Boulder City, NV

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DESCRIPTION	EST	ACT
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Shell	\$49.73	\$ 8,983,000
Interiors	\$12.19	\$ 1,711,000
Services	\$39.41	\$ 5,522,000
Site Work	\$8.62	\$ 1,254,000
<b>I. SUBTOTAL</b>	<b>\$112.23</b>	<b>\$ 15,757,000</b>
General Conditions	8.00%	\$ 1,260,560
General Liability	1.00%	\$ 157,570
Builder's Risk	1.00%	\$ 157,570
Fee	3.50%	\$ 511,499
<b>II. TOTAL COST</b>	<b>\$127.73</b>	<b>\$ 18,844,199</b>



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# Professional Practice Corner

## Professional Associations Build and Enhance Careers

By Larry J. Smith, PE, CCM

When asked to speak to about the benefits of professional associations or tips on how to build one's career I think of advice received over 20 years ago.

***“Everyone must realize that good career management comes out of your own pocket.”***

There will be times when you'll need to invest in your own training and development and to make the time necessary to build and sustain a promising career.

Today, too many young and old professionals are missing a great opportunity to build and enhance their careers through networking with professional associations.

As a public sector professional interfacing with public and private sector professionals and as a leader in professional groups I hear common questions and excuses for not accepting the simple advice given to me that could improve your own career:

***“What's In It For Me?”***

When first suggested that Civil Engineering students join ASCE I also wondered, “What's in it for me?” One of my college mentors Professor Grant Borg<sup>1</sup> was well known for his hundreds of plaques and certificates documenting his successful career. His advice was this: “Students need to belong to organizations that represent and set standards for their profession.”

That advice seemed sound, so I joined the ASCE Student Chapter, thus beginning my first experience with a professional association. Students were afforded access to a small office where informal study groups were formed. Over time, networks and friendships were developed that have lasted for over 35 years.

Networking helped develop the knowledge and skills needed to be a better engineer, project manager, and leader in the community. It encouraged preparation for the EIT examination and as graduation approached it provided job opportunities and multiple job interviews.

My first job taught me that I had much to learn. Colleagues convinced me to continue working full time and to pursue a graduate degree. Graduate school was full of many full professionals and part-time students. Their “real world” experience and networking in the classroom gave our classroom experience new meaning.

An investment in higher education was just the beginning of my networking. “Networking is the infrastructure of your career”<sup>2</sup> John Doehring<sup>3</sup> says networking “is engineering.” Doehring stresses that “networking has the ability to contribute to personal and professional success.”

Networking builds relationships. Professional associations give you access to other professionals who may have work experience themselves.

The career path of most successful engineers follows three segments:<sup>4</sup> Entry level, developing technical capabilities; Middle Management developing human relationship skills; and, Executive, providing leadership and vision for others. Professional associations teach young professionals to develop soft skills that enhance professional experience. Networking helps develop and gather information about professional practice. And finally, networking keeps us current with trends and how to prepare for change.

Professional affiliations continually motivate and recognize personal achievements outside of the workplace. Professional organizations provide experience and opportunities in leadership. Individuals volunteer or sometimes get appointed to lead. Any small measure of success is noticed and rewarded by peers. Your next opportunity may come when asked to run for office or being appointed to serve in a vacant seat. Each opportunity brings a new reward from serving and representing your profession.

As careers progress and we pass onto the next segment, our interests take us in many different directions. We are often rewarded by moving up to a higher level of responsibility. Many professionals choose to join more than one affiliation as friends or connections encourage participation. Each affiliation brings a new network and new opportunities for growth and professional development.

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***“Networking is the infrastructure of your career”***

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As your career advances, continually ask yourself what was your intention for joining a professional affiliation, what were your expectations, and is membership in this organization helping you with your goals in the future. Professional associations do not exist to simply serve you. They are vehicles for you to work through to achieve personal or common professional goals.

Organizations need innovative thinkers to stimulate action up and down the chain. Innovation is created by reaching outside our day-to-day contacts and breaking traditions that continually produce unwanted results. Professional associations expose new ideas and concepts often creating innovation and learning.

Our profession is in transition. New faces in engineering and construction should be recognized. They should be given opportunities for increasing roles and responsibilities.

If you join, you'll get out what you put in. Don't join out of the sense of loyalty or obligation to the association but rather what's in it for you. "What's in it for me" is a rewarding career; a promising future and helping others understand and develop their future careers.

### "Membership Fees and Time Commitment"

Eva Kaplan-Leiserson<sup>5</sup> states "In a struggling economy, spending time on tasks that don't directly contribute to your company's bottom line may seem unwise. However, some argue that's exactly what you should do, at least in regard to one activity: networking.

Networking builds relationships, promotes business and provides new opportunities. Picture yourself as a laid off professional who worked at the same company or just a few firms. You figure it's always easy to reconnect to your old network of professional colleagues and business associates. One problem, you didn't have the time or the money to join or maintain those networks. You now find you've reached a dead end.

Think you can't afford the dues? Most employers will cover the cost of membership in a professional association or the cost of professional development offered by a professional association. You could join and let your voice be heard and counted.

Think your life is too busy, your job too demanding and your family obligations are consuming all your free time? Find a committee that interests you. Attend some meetings to stay in touch with your colleagues. Get out and let off some steam. Meetings are a great place to exchange ideas, find out what others are doing and to learn something new. Most of your colleagues face the same challenges you face. It's important to network with others outside of your place of employment to gain a broader perspective.

### "To Join or Not to Join?"

"Good career management comes from your own pocket." Professional associations exist for the benefit of the individuals within that organization. Like most things, just joining a professional organization will not give you opportunity to enjoy its greatest potential. Becoming active, on the other hand, can open many doors for you during your career. What one gets out of an organization can often be traced to what one puts into and organization.

As I assess my career I can summarize that networking is for those with peers that are running on the track as fast as you. One thing you'll gain from a network group is "energy." Whether you're looking for professional development or leadership development you'll find some excellent reasons for joining a professional affiliation. Become involved in professional associations – remain excited about your career.

Today, I remain active in ASCE, CMAA and SAME. I've found a common relationship between these organizations and my role as a professional engineer and a professional Construction Manager. **CM**

<sup>1</sup>Department of Civil Engineering, University of Utah

<sup>2</sup>Terry Foster, P.E., F.NSPE, professor in the Department of Construction Systems at University of Nebraska—Lincoln

<sup>3</sup>Senior vice president at A/E Consulting an A/E and research firm

<sup>4</sup>William Marcuson III, PhD, P.E., ASCE president 2006-7

<sup>5</sup>"Building Your Career Infrastructure" – NSPE, November 2008

Larry Smith, PE, CCM, is area engineer in the Sacramento District of the US Army Corps of Engineers. He can be reached at [larry.j.smith@usace.army.mil](mailto:larry.j.smith@usace.army.mil).

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

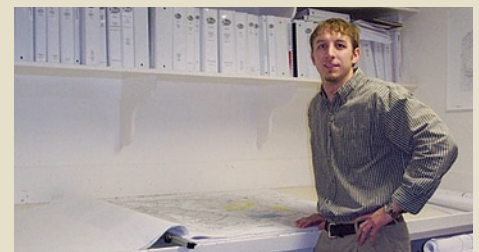
## Scholarship Spotlight—Where are they now?

CMAA's 2003 academic scholarship winner Brandon Lebo now works as a project manager for Lobar, Inc. in Dillsburg, Pennsylvania. Lobar does approximately \$380 million dollars worth of work a year in Pennsylvania, New York, and Maryland.

Lebo earned the job after two summers as an intern while in college. The position allowed him to start managing work immediately. To date, he has managed projects with contracts up to \$13 million, including new construction and renovation of educational buildings, as well as two new prison facilities. As project

manager, he is responsible for project scheduling, billings, subcontractor management, cost monitoring, change order preparation, RFI submission, and other tasks.

"The involvement and generosity of organizations such as the CMAA has played a major role in my personal and professional development," said Lebo. "Organizations that take an active role in education and business development through scholarships, seminars, and conventions are truly dedicated to bettering the construction industry.



"Receiving the first CMAA National Scholarship and attending the National Conference in San Diego was easily the most memorable experience of my college career and I am truly thankful to the CMAA for that experience."

Learn more about CMAA Foundation at <http://cmaanet.org/cmaa-foundation>. **CM**

# Member News

## Hill International to Provide CM for New PA Prison

Hill International has received a task order from the Commonwealth of Pennsylvania's Department of General Services to provide Construction Management services for the new \$400 million State Correctional Institution at Graterford, Pennsylvania. The task order, which involves the procurement phase only, has an expected value to Hill of approximately \$2.5 million.

The existing facility was originally built in 1929 and is Pennsylvania's largest maximum-security prison. The new Graterford Prison, which is expected to be completed by 2012, will consist of a 4,100 bed maximum- and medium-security prison.

"This project will greatly expand the capacity and functionality of Pennsylvania's most important correctional facility," said Michael V. Griffin, PE, senior vice president and Pennsylvania regional manager for Hill. "We look forward to contributing to this important project," Griffin added.

## USACE's Smith Wins ASCE Award

Larry Smith, CCM, a long-time employee of the Army Corps of Engineers' Sacramento District, will receive the 2009 Construction Management Award from American Society of Civil Engineers.

The award citation reads: "For his outstanding leadership and innovative management of the construction of significant major infrastructure projects, his mentoring of future Construction Management leaders and his many contributions to the Construction Management body of knowledge."

Larry is the 23rd person to receive this prestigious award since 1974, said Patrick Natale, ASCE executive director.

## MBP Promotes Beeson to Vice President

McDonough Bolyard Peck, Inc. (MBP) is pleased to announce that the firm has promoted Roy Beeson, PE, CCM to Vice President of its Southeastern operations.

Beeson has more than 35 years experience managing the design and construction of construction programs and projects of various sizes and types and has worked for MBP for the last six years most recently serving as Branch Manager of the firm's Atlanta, Georgia office.

## Industry leader Ed Newman reunites with Heery

Edward C. Newman III has returned to Heery International in the Washington, D.C. area in the role of senior associate and director of project development. A West Point graduate, he has held leadership positions in major industry organizations, including serving as a past president of CMAA's National Capital Chapter.

Newman, who will be based in the firm's Washington, DC office, will be responsible for new client development and teaming opportunities throughout Washington, suburban Maryland and Virginia.

## Hemphill joins STV, Rivero Named CEO



Paul F. Hemphill, CCM, AC, has joined STV as a senior associate and regional manager of the firm's New England Construction Management group.

He is based in STV's Boston office and will be responsible for all operations and growth within the region for the Construction Management and project controls practice areas.

In addition, Milo Rivero, PhD, PE, has been named president and chief executive officer of STV, Inc.

## Balfour Beatty Construction Buys N.C. Firm

Dallas-based general contractor Balfour Beatty Construction U.S. has purchased a North Carolina construction company, R. T. Dooley Construction Co. of Charlotte. The family-owned company had more than \$300 million in revenue last year.

The buy will expand Balfour Beatty's industry expertise and operations in the Southeast. The company is a subsidiary of London-based Balfour Beatty PLC.

## URS Awarded SUNY Research Facility Project

URS Corporation has been selected to perform Construction management services for a major research facility for the State University of New York (SUNY) at Stony Brook, the \$30 million Simons Center for Geometry and Physics.

The Simons Center is a new six-story, 39,000 sf academic building that will house a research institute. Located between two older buildings housing the physics and math departments on the university's main campus, it will include 35 faculty offices and space for supporting staff, a faculty commons room, conference rooms, a 250-seat lecture hall, an 80- to 100-seat seminar room, a café/kitchen unit and an atrium. The facility is being designed to meet LEED® silver-level certification standards.

## Hiebert Receives VRCA's 2008 Lifetime Achievement Award

Recipient of the Vancouver Regional Construction Association's 2008 Lifetime Achievement award, John Hiebert brings more than 35 years of experience in the construction industry to his role as president and general manager of TASK Construction Management.

The VRCA Lifetime Achievement award recognizes leaders who apply the highest standards and principles of the construction industry and the business community in the pursuit of leadership and excellence.

## Reynolds Announces Top Level Promotions

The Reynolds family of construction services companies has announced the promotions of David S. Angle to chief operating officer, Jeffrey P. Merritt, CCM, to president of Reynolds Construction Management, and Anthony P. Worrall to president of Reynolds Restoration Services.

“Dave, Jeff and Anthony have been extremely instrumental in the growth of Reynolds Construction Management, RT Reynolds, and Reynolds Restoration Services. These promotions demonstrate how much I value their leadership, managerial skills and ability to be key contributors to the continued growth of the entire Reynolds organization,” said Rick Reynolds, chief executive officer of the Reynolds companies. [CM](#)



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# Chapter News

## North Carolina Chapter

Former Board Member and Immediate Past President Tommy Faulkner honored two chapter members for their contributions during the past year. The Chapter instituted its prestigious President's Award, which is presented to an individual who made an impact on the chapter's success. The 2008 award was presented to Mike Burriss. In addition to a demanding year of service with Wake County Public Schools, he also led the Chapter Programs Committee as well as other special events. He is a consummate professional and a long time member of CMAA.

## Mid-Atlantic Chapter

The Chapter hosted a dinner and informative panel discussion on Green Building, LEED® Certification, and Renewable Energy at Philadelphia's historic Union League facility. The event was a great success with more than 80 people attending, including a comprehensive cross section of our market of contractors, CMs, attorneys, service providers, as well as students from Drexel, Temple, and Philadelphia University.

Chapter Immediate Past President Lorraine Kay was the event leader and there were two sponsors for the event, TN Ward and Faithful+Gould. Chapter President Chuck Romanoli, CCM, from GREYHAWK moderated the panel and the panelists were Jim Lutz, senior vice president, Development, Liberty Property Trust and founding member of DVGBC; Scott Downie, AIA, principal-Speizel Group; Scott Johnson, partner and co-founder-Solar Dock; and Diane Beauchamp, business development director-Honeywell Corp.

## New England Chapter

CMAA President & CEO Bruce D'Agostino, FCMMA, visited Boston in February and attended the Chapter's monthly breakfast meeting held at Wentworth Institute of Technology. He greeted the group of 65 CMs and spoke briefly on the industry challenges associated with the state of the economy and

on the Culture of Certification. Also during the meeting, a panel discussion on "Efficiency and Collaboration in Project Delivery" with panelists Marc Pelletier, PE, vice president, STV Construction, Inc.; Jim Collins, AIA, president, Payette Associates, Inc.; Bob Poittrast, vice president, Tishman Construction Corporation; and Mike Lambert, director of design and construction, Division of Capital & Asset Management.

Later that day D'Agostino took the opportunity to meet with officials from the Massachusetts Port Authority (Massport), the chapter's newest owner member. He also was given a tour of Logan International Airport by Sam Sleiman, CCM, PE, director of Massport's Capital Programs & Environmental Affairs Department.

The New England Chapter has started its annual campaign for sponsors for the 2009 Golf Outing for CM Scholarships, held on May 13. More information about the course is available on the chapter's website and CMAA's website.

## West Central Florida Chapter

The Legal Seminar Series returned to the chapter in January and February. The first legal seminar was held in Orlando on the topic of "Avoiding Green Building Liability." This presentation was led by Eric Jimenez, PE of Jacobs and Trevor Arnold, Esq. and Jeff Keiner, Esq. of the Gray Robinson Law Firm. The topic covered an often overlooked aspect of Green Building – its liabilities and potential pitfalls when it comes to "green building" sustainability. During February, the second in the series took place on the topic of "Public Private Partnership in the New Economy," in conjunction with the Florida Region of DBIA. Nearly 30 construction professionals turned out to hear Steven Anderson, Esq., partner with Ruden McClosky, discuss the very timely subject of Public Private Partnerships (P3) and their place in the new economy we are entering.

On May 5, the Chapter holds its Fifth Annual Chapter Banquet at Jackson's in downtown Tampa where the members

celebrate, network, and recognize their colleagues for their project achievements and award student scholarships.

## Virginia Polytechnic University Student Chapter

The Student Chapter welcomes its new president, Brent Brown, while the faculty advisor position continues to be handled well by Dr. Jesus M. de la Garza. With more than 65 members, the VT Student Chapter aims to create an identity for Construction Management students at VT, expose students to professional aspects of CM through networking events with other chapters and organizations, develop members' leadership skills, and engage in community outreach activities.

Upcoming events planned include the annual Spring Field Trip and a discussion panel titled "Women in Construction." Visit the Chapter's website at [www.cmaa.org.vt.edu](http://www.cmaa.org.vt.edu) for the most up to date information and to learn more the Chapter. **CM**

**"This 'recession' has impacted almost everyone in some way. Homes have been lost. Jobs are gone. Customers have disappeared. Retirement savings down the drain. Eighty years ago in the Great Depression, almost the same thing happened to our parents, grandparents or great grandparents. Many lost everything and never recovered. Some were in such despair, they took their lives.**

**"But SOME were able to find creative and innovative solutions to the challenges they faced. The same is true today. We can say with conviction, 'Recession? No way! I've decided not to participate!'"**

**– Joel Weldon, keynote speaker, CMAA 2009 Leadership Forum**

# President's Report

## Working to Shape a Better Stimulus

Bruce D'Agostino, CAE, FCMAA

CMAA has been hectically busy in the last two months, with the launch of our complete online SOP certificate suite, preparations for a vitally important Leadership Forum, and our efforts to represent the profession effectively in the debate over the American Recovery and Reinvestment Act.

ARRA represents an enormous public commitment to jump-starting our economy through a combination of tax breaks and infrastructure spending. This large expenditure of money will take place in an atmosphere of confusion and haste...which is also a good description of the process leading to the legislation itself.

CMAA's stimulus-related activities were designed to keep members informed, convey our views to appropriate national leaders, and lay the groundwork for members to improve their business opportunities as the stimulus effort rolls forward.

To help keep members up to date, we created a page on our website, [cmaanet.org/stimulus](http://cmaanet.org/stimulus), on which we have regularly posted documents, news items and other information we thought members would find useful. This has proved an extremely popular feature. During its first ten days, "Stimulus" was the second most-visited page on our entire site, exceeded only by our home page!

Among the items posted there were copies of letters CMAA has written, both in our own name and as part of coalitions. Throughout this period of advocacy and argument, our fundamental positions have remained constant.

First, we support promoting economic recovery by investing in infrastructure improvement. We believe money spent on construction not only produces important short term benefits but also a long-term strengthening of the foundations of our economy. At different times, this bill included funding for everything from digital TV set-top boxes to new Arctic icebreakers. However meritorious any or all of those items may have been, we believe infrastructure construction is the proven and direct route to economic recovery.

For this reason we were disappointed when so much of the originally planned funding for school construction was deleted from the bill in the Senate, and we strongly supported President Obama's efforts to have these funds restored. These efforts were only partly successful. In terms of highways and water infrastructure, the industry's concerted input did contribute to an increase in the final approved levels of funding.

Second, we continue to call attention to the risks posed by pursuing this stimulus spending in such a hurried manner. For years now, we have been hearing consistently of the workforce challenges confronting owners in all sectors.

We have heard, in particular, that departments of transportation, school boards, transit agencies and other owners do not have sufficient staff in-house to handle current workloads, let alone greatly increased burdens.

Haste will exacerbate this problem. We believe the emphasis on "shovel-ready" projects is misplaced. True, these supposedly ready-to-go projects may be able to get underway quickly. But are they the right projects? Do they fill the right needs and address the right gaps in our infrastructure?

Equally important, by directing so much attention to "shovels in the dirt" at the earliest date, how badly are we short-changing the vital pre-design, design and engineering functions that contribute so much to a project's success?

The new legislation will also impose significantly greater reporting and transparency obligations on funding recipients. Accountability has always been a strong argument for working with a professional CM/PM. There should be significant opportunities for CMAA members in working with clients at the state, regional, city and local level, helping them to augment their staff resources and deliver quality projects, on time and on budget.

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*We believe money spent on construction not only produces important short term benefits but also a long-term strengthening of the foundations of our economy.*

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A significant portion of the program at our Leadership Forum will address these opportunities, as will our first-ever Water Summit in July. Given the urgent need for additional qualified professional CM, effective Professional Development has never been more important. That's why our new SOP Modules portfolio really amounts to "a stimulus package for your career."

These have been exciting months. And with our economy still clouded and the major transportation authorization bill looming in late summer, chances are we are in for more drama in the future. [CM](#)





Construction Management  
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7926 Jones Branch Drive, Suite 800  
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# Professional Development Calendar

## Webinars:

April 16

“The Death of Customer Loyalty:  
What Impacts Loyalty to CMs in  
Today’s Turbulent Marketplace”

April 30

“Choosing a Delay Analysis Methodology”

June 4 – December 3

“Keys to Project Success-Avoiding  
Disputes Series”

## SOP Courses:

May 4 – 6

Boston, Hosted by: New England Chapter

May 13 – 15

Richmond, Hosted by: Central VA Chapter

## Leadership Forum

May 17 – 19

Scottsdale, Arizona

## Water Summit

July 19 – 20

Las Vegas, Nevada

## CMAA Presents “Keys to Project Success-Avoiding Disputes”

Led by veteran CMAA speaker Rocco R. Vespe, PE, and J. Scott Lowe, PE, of Trauner Consulting Services, Inc., CMAA presents “Keys to Project Success— Avoiding Disputes,” a seven part Webinar series illustrating how the path to a successful project is enhanced by avoiding disputes among project participants.

Solutions to common pitfalls such as the prevention and evaluation of delays, measurement of inefficiencies, importance of documentation, keys to project completion, and basic dispute resolution will be covered. The series will also include a discussion of what’s new in the ConsensusDOCS. The Webinars are:

June 4, CPM in Construction Mgmt – Preventing & Measuring Delays

June 25, Avoiding the Pitfalls of GMP Contracting

July 9, Using the Construction Schedule to Measure Delays

August 27, Measuring Inefficiencies on a Construction Project

September 24, Steps to Ensure Project Completion & Litigation Avoidance

November 5, Documentation & Proof of Construction Delays

December 3, Forums for Resolving Construction Disputes

Learn more and register at [www.cmaanet.org](http://www.cmaanet.org). [CM](#)