

CMAA Advisor

The Official Publication of the Construction Management Association of America



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CMAA Announces Powerful Program For National Conference

The 2008 CMAA National Conference & Trade Show will appeal strongly to CMAA members with all three of the elements that make up a successful event: Powerful Professional Development, appealing keynote speakers and varied, enjoyable networking opportunities.

Online registration is now open for the National Conference, which is set for October 12-14 at the Hyatt Regency Hotel at the Embarcadero in San Francisco. The Conference theme is "Ahead of the Curve...On Top of the Trends," and **the early-bird registration deadline is August 18.**

Professional Development is a critical value at every national gathering. This year's session grid appears on page 3. More than 35 sessions will address a wide range of business, technical and leadership topics. Sessions will once again be identified by the experience level at which they are aimed.

CMAA has announced two "star" keynote speakers for San Francisco:

- Norbert W. Young, FAIA, president of McGraw-Hill Construction, will speak at the opening breakfast on Monday, Oct. 13.
- Gary Heil, an internationally recognized author and expert on service quality, leadership and change management, will keynote the Industry Luncheon on Tuesday, Oct. 14.

In addition, attendees will come together Tuesday evening at the annual Industry Recognition Banquet, which includes presentation of Project Achievement Awards and individual honors.

A sold-out Trade Show – some 50 percent larger than the 2007 edition – completes the agenda.

This will be CMAA's first return to the City by the Bay since 2000. That year, some 440 people participated in the Conference. Last year's event in Chicago drew more than 770, representing growth of more than 75 percent over the intervening years.

National Conference Chair Ron Price, CCM points to San Francisco's unique history as a major key to its drawing power. "When a major earthquake destroyed San Francisco in 1906 – leaving only 303 of its 28,000 buildings standing – the city became an 'American phoenix,' by rising out of the ashes and rebuilding to become one of the country's most populous and fascinating cities," Price said.

Today, he added, "the variety the city offers makes it a great place to host CMAA's National Conference & Trade Show."

For complete information about the 2008 CMAA National Conference & Trade Show, visit www.cmaanet.org. **CM**

Chairman's Report

Chairman of the Board

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

President and Chief Executive Officer

Bruce D'Agostino, CAE

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John McKeon

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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.



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

A Decade Down the Road

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

"Promoting and enhancing leadership, professionalism, and excellence in managing the development and construction of projects and programs"

Recognize this statement? I hope you do; it is our CMAA mission. It's a vibrant statement that really captures what CMAA is all about. A critical part of fulfilling that mission is to periodically look well into the future to foresee major changes and new challenges so that the profession and the association can begin working early to meet them.

Recently, the Board of Directors conducted a strategic planning session that looked at how the industry had evolved over the past 10 years, what we see for the next 10 years and challenges for the association. From this, the Board developed six strategic actions for the association which will support our efforts to our membership.

The Board identified the following critical trends affecting our industry over the past 10 years: Technology; a growing talent shortage; evolving and expanding project delivery strategies; better recognition and definition of CM, and cost pressures.

Looking forward, the Board saw the following trends: New markets such as the return of nuclear power; more players in the industry including financial players and developers; more public/private partnerships; greater growth overseas than in the U.S.; continued shortages of human capital for our industry; and relentless evolution of technology.

From this, the Board agreed on six strategic efforts, in priority order:

1. CMAA must account for and include a much broader spectrum of players, their changing roles and a greater need to integrate to meet the needs of the owners in the future.

2. International/globalization: Promote U.S. system, establish an international certification, defend in U.S.



3. Manage the integration of virtual design and construction and other technologies – both technology and sociology.

4. Human talent/leadership: Leverage global resources to train in other cultures and vice versa.

5. Changing owner profile: More financial, transitional, private/public, expectations of traditional.

6. Impact of more uniform, global demand for sustainable design, construction and life cycle costing.

Over the coming months, the Board will be working on tactical action plans to address these six strategic efforts.

On a personal note, I continue to believe the American system of Agency CM is recognized as superior throughout the world, but this respect could erode over the coming decade if we don't take advantage of the opportunity it presents.

We need to work toward taking our standards, Body of Knowledge and industry leadership into the international arena. If we want to be the owner's "trusted advisor," we will need to build our credentials, expand our skills and understand a broader picture than ever before. **CM**

National Conference PD Sessions

	Emerging Technologies	Program/Project Management Best Practices	Future Issues And Opportunities For The Industry	Special Session	
Sunday, October 12, 2008					
2:30pm – 3:45pm	Integrating Building and System Commissioning with CM Services	Design-Build and California Education	Emerging Technologies in Wastewater Collection Systems	Managing the Risk of Construction and Design Defects	
4:15pm – 5:30pm	When Being Right Isn't Enough	Construction Management – Outside the Box	Managing Budgets Through Risk Management	Special Session: CCM Certification Presentation	
Monday, October 13, 2008					
9:30am – 10:45am	Best Practices for Weather Specifications and Risk Shifting	Formalizing CM Practices – A Public Agency Case Study	A Guide to Selecting the Best Project Delivery Method for Public Transit Projects	Cost Estimating and BIM – Project Examples	
11:15am – 12:30pm	Building Community Support Through Project Site Tours	The CPM Schedule – Weapon or Tool – The Great Debate	The Finance Industry's Impact on the Future of CM	NYCDEP Mega Projects	From Tough as Nails to Painted Nails: A Tribute to Women in CM
2:15pm – 3:30pm	Alternative Project Delivery Methods for DOT Programs	“Outsourcing Construction Management on Corps of Engineers Programs”	Behavior Shapes Thought: Revolutionary Techniques in Creating Collaborative Teams	Is Your CM Earning its Fee? Making Sure You Get Value from the CM	Pre-Construction – Best Practices
3:45pm – 5:00pm	Extended Use of BIM for an Integrated Construction Management Practice	Implementing Sustainable Design in the Los Angeles Unified School District	Integrated Project Delivery – Across the Spectrum of Delivery Systems, Who Owns or Controls the Risk? Owner's Perspective	Giving Life to Integrated Project Delivery: The California Prison Healthcare “Co-opetition” – A mix of Design-Build and Lean Construction	Managing Integrated Design and Construction – Our New World Fellows Panel
Tuesday, October 14, 2008					
10:15am – 11:30am	Strategies for Demonstrating Leadership in the Claims Process, Part II	Are You Ready for Dispute Resolutions in the 21st Century: Alternative Forums and Contracting Strategies	You Can Be A Better Leader!	Collaborative Relationships: What's Working Internationally Presented by the Chartered Institute of Building (CIOB)	
2:00pm – 3:15pm	Delivering Proactive Construction Management Services in Turbulent Times Using “Best Practices”	Innovative Risk Management of the San Francisco – Oakland Bay Bridge Project	Resource Constrained Construction	Optimizing Program Management Performance – Critical Lessons from Major International Programs	
3:30pm – 4:45pm	Implementing Mobile Talent PCs and Web Tools for Quality Management and Commission	From “Good” to “World Class”: Raising the Bar on Project Teamwork	Case Study: Design-Build for GSA	Binding or Non-Binding Dispute Resolution – Which Works Best?	

Ninth CMAA/FMI Owners Survey Underway

Which construction-related risks do owners take most seriously? Which do they recognize but not worry much about? What tools and tactics do they apply most often to manage these risks?

The Ninth Annual Survey of Owners conducted by FMI with CMAA support and participation will pursue answers to these and other questions. It's the latest in a series of well-received research projects that have compiled a significant body of knowledge about how construction owners view their environment and manage their responsibilities.

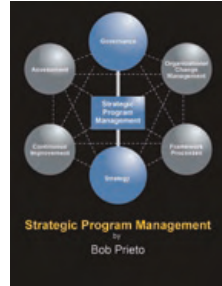
The project's timetable aims, as in the past, for a presentation of results at the CMAA National Conference & Trade Show in October, with publication for general distribution to follow.

In launching the project, FMI first developed a list of some 500 distinct risks that can affect either a specific project or an owner's overall business results. From this list, FMI and CMAA derived a shorter list of risks that seemed most frequent or significant, and convened a focus group of CMs and owners at the association's headquarters.

The focus group participants commented on the risks list and survey format, and followed up with an ongoing e-mail discussion in which the survey instrument was further refined.

The survey will proceed throughout the summer. [CM](#)

CMAA to Publish Prieto Book on Program Management



Strategic Program Management by Bob Prieto, currently a senior vice president at Fluor, will be published by CMAA this summer, the second major work on

this critical emerging specialty to be produced by CMAA.

Prieto's book stresses the close connection between successful Program Management and the owner's business strategy. "In its simplest form an organization's strategic business objectives are addressed through development of a comprehensive strategic plan. Program Management is about translating that strategic plan into a defined set of discrete but inter-related activities and then managing the delivery and successful completion of these activities in a holistic way," the author notes in his introduction.

"This book looks at several topics in program management which are essential to ensuring that the right foundations are built both within the owner organization as well as in the Program Manager's," he adds.

Strategic Program Management follows by some three months the publication of Chuck Thomsen's *Program Management: Concepts and Strategies for Managing Capital Building Programs*. CMAA CEO Bruce D'Agostino says the two books reflect CMAA's leadership position in conveying the importance and value of Program Management to the marketplace.

"These two works look at a vital area in very different ways," D'Agostino notes, "and complement each other very effectively."

Paul Radford, program manager at BHP Billiton, comments, "Bob Prieto's book, *Strategic Program Management*, has assisted me in planning our transition from a traditional project management-based approach for our portfolio to program management. In particular, the chapters on the changed role of the owner improved our preparations and risk management. BHP Billiton sees the change to program management as a key element in the successful delivery of superior value to our shareholders and other stakeholders."

David Nash, retired rear admiral in the U.S. Navy and former commander of the Naval Facilities Engineering Command, also sees value in Prieto's message. "The program teams that start with a clear, concise vision of the desired outcome, and then keep that focus, succeed," he notes. "Those that fall in the trap of 'having lost sight of our objective, we doubled our efforts' usually suffer as the program finishes over budget and behind schedule with the subsequent search for those responsible for the failure. This book helps owner's and program management teams develop that clear vision."

Strategic Program Management will be available through CMAA's online bookstore. [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.php.

CMAA, Korean Firm Launch “Successful CM” Research Project

What factors have made Agency CM successful in the United States? And what can the fast growing Korean construction industry learn from this success?

CMAA will seek out the answers to these and other questions as part of an ambitious new research project the association has launched in collaboration with the Korean multinational giant HanmiParsons.

The project, which will be conducted over the remainder of 2008, has several major components:

- An extensive data mining and analysis effort to determine the share of major construction work executed using each of the most common project delivery methods, and the role Agency CM plays in each of these delivery settings.
- A detailed description of the contracting environment, procurement processes, risk allocation and other practices currently prevalent in the U.S. marketplace.

- A collection of successful Agency CM case studies and “benchmarking” profiles of selected CM service providers.
- Narrative history of the development of Agency CM in the United States.
- A description of the current legal and regulatory environment for CM at both the federal and state levels.
- A review of current workforce issues and industry recruitment and training initiatives.

The key work product for the research will be a book on Agency CM, written by Prof. Han Soo Kim of Sejong University and published in Korea in 2009. CMAA will also be able to cite and disseminate its findings about Agency CM in the U.S.

“This project should help promote recognition and acceptance of Agency CM in the 11th largest construction market in the world,” says CMAA President & CEO Bruce D’Agostino. “Domestically, it should also produce vital information to fill a number of critical gaps in our own understanding of what Agency CM contributes to the success of the American construction industry. [CM](#)

CMAA Supports First International Transportation Construction Management Conference

“Successful Project Delivery – New Challenges – New Solutions” is the theme for the first International Transportation Construction Management Conference, being held on September 9–11, 2008 in Orlando, Fla.

CMAA is a co-sponsor of the conference, which is being organized by the Federal Highway Administration, the American Association of State Highway and Transportation Officials and the Transportation Research Board.

The program will focus on the new demands on Construction Managers in delivering projects on time that fully meet the customer’s expectations. More than 25 sessions will cover such topics as project delivery, public private partnerships, environmental accountability, innovative contracting techniques, and advanced quality systems.

Registration is now open. For more information, please visit www.2008tcmconference.volpe.dot.gov/. [CM](#)

CMAA Partners with CIOB

CMAA and the Chartered Institute of Building, (CIOB) have signed a “Cooperation Agreement” for the purpose of sharing information and resources and creating a stronger global CM environment.

The agreement, signed in May, provides for exchanging information, visits by experts and knowledge of the industry, along with cooperating on a variety of activities.

“I am very pleased that we have agreed to work together in a collaborative international working environment, thereby increasing credibility of creativity and boosting innovation and research in the arena of ever so important Construction Management,” said Saleem Akram, director of Professional and Technical Development at CIOB. “Our cooperation will enable us to share knowledge, develop best practices and provide effective leadership, worldwide.”

CIOB, considered the leading international organization for construction professionals, has more than 42,000 members and sets the pace globally for the high standards of professionalism in the building environment. Its national headquarters is located in the United Kingdom.

“Our members can benefit from the connections made overseas through sharing expertise, research and resources,” said Bill Van Wagenen, CCM, CMAA chair. “We can also provide international CMs with professional development training and certification opportunities.” [CM](#)



Signing the Cooperation Agreement between CMAA and CIOB. Seated: CIOB President Martin Chambers and CMAA Chair Bill Van Wagenen; Standing, L to R: Alan Crane, CIOB chair of Learning & Professional Practice Board; Chris Blythe, CIOB chief executive, and Saleem Akram, director, Professional and Technical Development Directorate, and CMAA President & CEO Bruce D’Agostino.

Webinar Looks at Schedule Recovery

The first thing to do when a job is in trouble is to walk around the site. Ask yourself, “What can we do on the job today that will make a difference?”

These words of advice were given to participants of the June 19 Webinar, “Recovery of a Schedule.” The Webinar was presented by Chris Carson, PSP, corporate director of project controls at Alpha Corporation and Mark Boe, P.E., PSP, vice president at Capital Project Management, Inc.

Nearly 50 site registrants participated in the Webinar, with some sites attracting as many as 15 participants.

The key to recovery schedules, Carson and Boe said, is to develop a strategy for addressing slippage. This includes brainstorming before a project falls behind, using a lessons learned approach and developing a checklist.

The presenters also suggested dividing strategies into source categories including: design clarity – incomplete or inaccurate documents; planning – slow buy-out, poor schedules; project management – resource problems, critical path monitoring; and change management – unforeseen conditions, owner requests. Each source of scheduling delay has a unique approach for recovering.

For example, the project management strategy includes assigning time blocks to each major trade and giving them priority in their time block, utilizing pre-assembly components, cash bonuses for work production and hiring additional workers rather than relying on overtime.

The full presentation is available for sale in the CMAA bookstore. [CM](#)

ENR Supplement is Largest Ever, Portrays a Thriving Profession



Last year was a “watershed” for the Top 100 Construction Management and Program Management firms listed in the June 9 issue of *Engineering News-Record*,

the magazine’s annual Project Delivery special edition.

That magazine also carried the largest and most successful CMAA Supplement to date, a 25-page section that included ads from more than 20 CMAA members.

Al D’Alessandro, director of special publications at McGraw-Hill Construction, says this year’s supplement “was triple our 2004 section and almost double our 2005 section.” The CMAA annual feature, he adds, “has turned into one of our top sections.”

The edition featured *ENR*’s annual listing of the leading CM-For-Fee, CM-at-Risk and Program Management firms, which generated a collective \$12 billion in revenue from fee-based

CM/PM work in 2007. That revenue was more than 38 percent above the prior year’s total.

Among the CMAA leaders quoted in the editorial coverage are Blake Peck, CCM, FCMAA of McDonough Bolyard Peck, Mansour Aliabadi, CCM, FCMAA of Vanir Construction Management, Jeff Gouveia of Suffolk Construction, and David Richter of Hill International.

The editorial content of CMAA’s Supplement included:

- A Q&A with Chair William Van Wagenen, CCM.
- A preview of the Transportation Summit slated for July in Los Angeles.
- Coverage of the CMIT program and the significant recent growth of the Certified Construction Manager (CCM®) program.
- A look ahead to the National Conference & Trade Show in San Francisco.
- Articles describing CMAA Radio, the Career Headquarters, and several other CMAA initiatives. [CM](#)

Leadership Forum Sets Record Attendance

Attendance at the Leadership Forum in Baltimore on May 18-20 drew the most participants to date, with a total of 408 registrants.

The Forum also had more education sessions than any year before, offering participants 29 sessions to choose from.

Based on responses from a survey sent out after the Forum, 98 respondents rated the conference as good or excellent. Most respondents, 62 percent, said the educational sessions were the most important aspect of the conference, with 90 percent of respondents rating the sessions as good or excellent.

Of the 114 respondents, 98 percent said their primary objective in attending the Forum was met, including broaden-

ing knowledge of what other peers are doing, making new contacts, obtaining information on new technologies like BIM and learning leadership skills that could be implemented in the office.

Next year’s Leadership Forum will be held in Phoenix. [CM](#)



Gen. Barry McCaffrey (Ret.) was a keynote speaker at the Leadership Forum in Baltimore.

Sustainability Committee Update

Judith Kunoff, AIA, CCM

Those who attended the CMAA Leadership Forum in Baltimore know the Sustainability Committee is alive and well.

Of the 29 sessions, four focused on sustainability and/or good green design and construction. Lonnie Coplen (Jacobs), Ron Whisker (Reynolds) and I led a session reviewing the CMAA Sustainability Standard of Practice developed by our committee this year. The session was a success and the feedback received has resulted in immediate talks with the United States Green Building Council, with the aim of providing LEED® AP training for CMAA members.

The committee continues to meet monthly on conference calls. We added new members in Baltimore: (Dan Becker, HDR; Michael Dell’Isola, Faithful + Gould, and Mickey Rosenblum, Blaine Construction).

Our achievements and goals continue:

- The Baltimore presentation of the CMAA Sustainability Standard of Practice will be given as a CMAA Webinar on July 31, 2008. Join us!
- The committee’s first white paper “Make a Case for Sustainability: Apply Total Cost of Ownership” can be reached via a link from the CMAA homepage. Please check it out and give us your comments.
- The committee continues to work with the national office to create a link to a CMAA ‘green’ webpage.
- The committee begins work on developing CMAA Sustainability Guidelines for a CM; this effort should take approximately one year.

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

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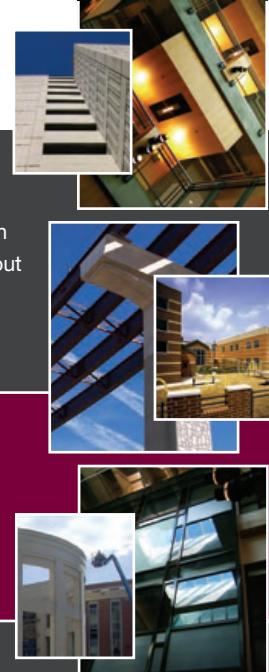
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Updating CMAA's Standards of Practice

For Gary Cardamone, PE, director of construction management at the Port of Long Beach, California, keeping CM Standards of Practice current and relevant is "like painting a bridge."

"You start at one end and paint to the other side, and as soon as you finish, you have to start all over again," said Cardamone, who chairs the SOP Committee at the Construction Management Association of America. "This is something we need to continually update through a never ending process."

Example: Anyone consulting the most recent edition of the CMAA SOPs, published in 2002, would find little or no guidance on how to use Building Information Modeling or respond to owner demands for more sustainable construction. Both topics, so hot today, were barely on the radar screen when the 2002 SOPs appeared.

Now, through the input of volunteers, the fourth revision of CMAA's Standards of Practice is nearing completion.

Aiming to continually improve the body of knowledge that a CM ought to know, the SOPs are rigorously debated and evaluated by members of CMAA, an organization known to be the recognized authority in managing the development and construction of projects and programs.

Without some kind of body of knowledge, any individual can claim to be a member of a profession. The SOPs dictate the minimum level of expertise that is achieved by those claiming to be CMs.

"By setting the bar for CMs, the SOPs provide a valuable service to Owners and the industry as it improves the construction project delivery process," Cardamone said. "Because of CMAA's leadership role in the industry, professionals and Owners look to the association to come up with these standards."

The SOPs currently contain seven areas of concentration: Project Management, Cost Management, Time Management, Quality Management, Contract Administration, Safety Management and Program Management. Three new areas, Risk Management, Sustainability and Building Information Modeling (BIM), are being added.

"We're always looking out into the industry to identify what's new and to figure out what we need to do as professionals to improve the services CMs are offering," Cardamone said.

In 1987, the first set of SOPs were published, with a second edition published in the early 1990s. A third round of revisions was completed in 2002.

"A lot has changed over the last several years and we realize this needs to be a living document to address the changes in technology and standards," Cardamone said. "Having a large volunteer base enabled us to have a good cross section of the industry represented."

The volunteers were split into nine working groups called technical committees, with one for each current concentration and two for the new areas of BIM and Sustainability. The documents were posted on an interactive Wiki site that was circulated among committee members to comment and make changes while maintaining version control.

The drafts will go through a thorough review including a professional editor before they are considered ready for publication. CMAA expects the latest revisions to be completed around the end of 2008. Publication dates will be announced later. [CM](#)

2008 Trade Show Sold Out

CMAA's annual Trade Show, coming up in San Francisco in October, has achieved both 50 percent growth over last year and the earliest booth space sell-out in memory.

Last year's show featured 43 display booths. This year's exhibit was laid out to offer 60 booth spaces, providing for impressive growth – and all 60 booths were reserved as of the first week of July. A waiting list has been established, because occasional exhibitor cancellations can make space available at the last minute.

This performance assures that the 2008 edition will be the largest CMAA trade show in recent years. A complete exhibitor list is available at the CMAA website, along with essential information for any companies considering joining the waiting list. [CM](#)

2008 Project Awards Submissions Set Record



More than 100 Project Achievement Award entries have been submitted this year, setting a new record and surpassing last year's participation by 25 percent. Entries include both buildings and infrastructure projects and programs in several budget size categories, and submitters also had the opportunity to nominate candidates for the year's outstanding design professional and constructor.

Judging on the awards took place at the end of July. The winners will be announced at the National Conference & Trade Show in San Francisco. [CM](#)

Certification

Spreading the Word About CCM®

CMCI has taken its certification message on the road throughout the mid-Atlantic region in recent weeks. CMAA vice president/Certification Jan paul Miller has made presentations about the Certified Construction Manager program to:

- The Washington Metropolitan Airports Authority;
- The U.S. Army Corps of Engineers Baltimore District;
- The Corps' North Atlantic Division;
- Heery International's project managers' meeting in Baltimore; and
- URS Corporation's staff at Ft. Belvoir, VA.

In addition, about 35 people turned out for an information session at the recent CMAA Leadership Forum in

Baltimore, describing the certification process and requirements. The session was presented by a panel including Ed Bond, Jr., CCM, Linda Phillips, CCM, and Bill Ingles, PE, CCM. Each took turns going over the application process and answering questions.

When the audience was asked if they were actively pursuing the CCM, the overwhelming majority said yes. "It shows continued and growing interest in the certification program," noted Bill Ingles, CMCI Governor and Chair of the Examination Committee. "The more we explain the process, the easier it is for our applicants. Our goal – along with the CMCI staff – is make the process transparent. Our mission is certifying qualified candidates, and the more information we provide about the process, the easier it is for our applicants to make themselves known." [CM](#)

Congratulations, New CCMs!

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

Khidir Abdalla
Equinox Fitness Clubs,
New York, NY

Jim Abernathy
Jim Abernathy Consulting,
Palm Coast, FL

Del Bern
Simpson Gumpertz
& Heger, Inc.,
Los Angeles, CA

Jason Bollinger
PW Construction, Inc.,
Glendora, CA

Robert Catalina
C&S Design Build, Inc.,
Syracuse, NY

Stephen Eckersley
Freese and Nichols, Inc.,
Fort Worth, TX

Thomas Faulkner
Faulkner Consulting,
Holly Springs, NC

Gwen Flora
Brown and Caldwell,
Phoenix, AZ

Randall Huttenberger
Malcolm Pirnie, Inc.,
Irvine, CA

Jerry Jarosik
Parsons Transportation
Group, Inc.,
Washington, DC

Kara Lentz
Parsons Transportation
Group, Inc.,
Washington, DC

Steven McGill
Volkert & Associates, Inc.,
Mobile, AL

Gabriel Murillo
Summit Engineering/URS,
Los Angeles, CA

Bipinkumar Patel
MTA New York
Transit Authority,
New York, NY

David Potts
The Whiting-Turner
Contracting Company,
Baltimore, MD

Stephen Rose
Jacobs,
Arlington, VA

Gary Shuman
DMJM Management,
Dallas, TX

Robert Speight
Heery International, Inc.,
Cleveland, OH

Gary Vargas
Balfour Beatty
Construction,
Cape Coral, FL

CMCI Earns Commendations from ANSI

The American National Standards Institute (ANSI) bestowed two "commendations" on the Construction Manager Certification Institute (CMCI) as a result of its review of the Institute's recently submitted annual report.

One commendation cited CMCI's new procedures flowchart. "CMCI has codified the procedures for applicant review and its appeal process and made it clear, concise, and easily understandable. This is quite laudable," ANSI commented.

The second commendation noted that as part of the Institute's management procedures, an audit of its office operations is performed each year by the incoming chair of the Board of Governors or a designee. Staff instituted an action plan based on the results of the audit and placed the procedure in the Institute's Policies and Procedures Manual.

As part of the ANSI process, testing data is collected, analyzed and reported. For the last surveillance year, 144 of 191 candidates passed the certification examination – a passing rate of 75 percent.

"I think this is a good indication that while our examination is rigorous based on the Association's Standards of Practice and Body of Knowledge, three out of four examinees completed it successfully. I think that indicates that we are certifying the best of the best," said Jan paul Miller, VP, Certification. [CM](#)

Professional Practice Corner

Pain-Free Management of Change Orders

Lisa C. Sachs, AIA, CCM, Construction Controls Group

Barring miracles, change orders are a fact of life. This article offers some tips on acting early and decisively to start out...and stay...on the right path.

How often have you heard the following words from your client's lips: "I do not expect there to be any change orders on this project." I would suspect more than once if not repeatedly. While idealistic this is surely not realistic.

We all know the myriad of reasons why this is nearly an impossible task, although in my 25-plus years of experience I actually have succeeded in completing two public Design-Bid-Build projects without any change orders within a two year time-frame. The stars must have been aligned those particular years!

You only have a very short window of opportunity... certainly before negotiating your first change order!

So, short of a miracle (if you even believe in miracles) what alternatives do you have to embrace the inevitable and minimize the pain? I would suggest that you consider three primary opportunities to control your destiny. The first and best opportunity is in the pre-construction phase before the budget is fixed. If that doesn't work because you aren't brought into the picture early enough...have no fear. You're still in luck. You can include contract language in the front end documents to at least mitigate the battles that will ensue. Finally, if you miss out on both design and bid phase opportunities you still have some wiggle room for at least clarification and setting the job on the right path at the start of construction when wounds from the last job have healed and the team is open to starting this project at least on the right foot. Be careful, though: You only have a very short window of opportunity...certainly before negotiating your first change order!

Design Phase

- Plan an adequate contingency for construction in the owner's budget, separate from the design contingency. Realistic expectations make it easier to manage and control the construction process. Also ensure that there are adequate soft costs allocated in the budget so that dollars are not transferred out of the construction contingency to cover shortfalls on other budget line items.

Pre-Bid Phase

- Include upfront language in the contracts to make change order management easier during construction. Balance what you ask for with what it costs.

Construction Phase

- At the start of the job request all the necessary information you can in preparation for change orders so you can agree upfront on cost issues, with no surprises or conflicts under stress or time constraints. Most importantly, resolve schedule issues as they occur. If the project is on time it most likely will be on budget

What is considered an adequate contingency for construction in the owner's budget, and what should you watch out for in the owner's budget to ensure that the construction contingency is protected?

- New construction vs. renovation construction contingency, or other project type considerations and complexities impacting percentage allocation;
- Other cost considerations adequately budgeted including hazardous materials abatement, testing and inspection, moving expenses, owner furnished items, legal fees, permits, design fees, etc;
- Adequate markups in cost estimates for contingencies, cost escalation factors, market conditions – bid factor, to ensure successful bid results;
- Consideration of bid alternates and Value Analysis recommendations if Value Engineering opportunities do not occur during the design process; and
- A comparison review by CM of the cost estimate prepared by the design consultant with reconciliation of variances.

What kinds of items can be included in the upfront documents to facilitate change order management during construction? Consider the benefit of each item and, if not requested, what the ramifications are.

- Resource/cost loaded CPM schedules and updates – Use for the owner's protection, so make sure you have an expert in your camp who understands the requirements;
- Written notice requirements – stay on top of potential delay items;
- Written change order requirements and procedures, with allowable markups well defined (include sample documents in the bid package clearly representing the calculation methodology);
- T&M requirements and verification of hours;

- Detailed breakdown of Schedule of Values – Confirm costs are appropriately allocated for project start-up (suggest a mobilization line item at bid), adequately detailed to review pay requests, useful for order of magnitude pricing confirmation when changes occur as either adds or deducts;
- Frequency and form of payment application and regular inclusion of change orders;
- Earned value information – Productivity analyses of a resource loaded CPM schedule can be useful to analyze lost productivity claims;
- Certified payroll information – Analyze to identify excessive labor burdens on acceleration claims and compare labor rates charged for changed scope;
- Planned cash flow curve – projected manpower indicator;
- Submittal of general conditions breakdown of costs;
- Submittal of contractor’s daily delay costs;
- Submittal of equipment rates – understand what equipment items are chargeable and what they are used for;
- Allowable direct vs. indirect costs adequately defined upfront, i.e. no costs added to change orders for project management, as-built updates, or scheduling updates for change orders; and
- Audit/access to records clause in the contract documents.

What items should be clarified and/or requested at the start of the job or at time of bid if possible but definitely before issuance of the first cost proposal?

- Hourly rates of labor – under labor burden, ideally defined in the specifications, and ensure correct labor classification assigned to the work;
- Allowable supervision costs;
- Allowable markups and correct mathematic application;
- Caution against exaggerated material quantities and/or labor hours for work to be performed;
- Allowable direct vs. indirect costs to be included in change orders; and
- Agreed method of pricing MEP items.

What items to look for related to costs when closing out projects?

- Notice from surety reflecting increased costs due to change orders to ensure bond and insurance premiums charged for change orders were paid;

- Final payment subject to assessed value pending resolution of any outstanding issues, and subject to receipt of all close out documents including; training, manuals, as-builts, testing reports, lien releases, regulatory forms if applicable, and completion of all punch list items;
- Claims release – for any outstanding unresolved issues including schedule impacts; and
- Maximize any credits due for deleted scope.

If you can, help determine a realistic change order reserve for construction and be sure it is preserved through construction. Establish cost monitoring and management procedures upfront prior to bid so language is included in your bid documents and at the start of the job. To control costs during construction be sure to emphasize to the team (including users) that all communications must be routed to or go through the CM and the CM must be involved in all meetings. Bring any cost issues to the owner early so they can be dealt with effectively. Approve only a realistic schedule of values for work in place so the owner is never behind at any given moment, and process all payment applications promptly including changes as they occur to mitigate claims. **CM**

Lisa C. Sachs, AIA, CCM, is president of the Construction Controls Group. She can be reached at lsachs@c-c-g.net.

We welcome submissions for the Professional Practice Corner. Please send your ideas to John McKeon at jmckeon@cmaanet.org.



Delaware Court Says ‘No’ to Claim against CM for Negligent Review of Payment Applications

With the rise of construction management as a distinct discipline, it has now become commonplace to see projects where an owner has retained not only an architect, but also a Construction Manager and other professionals to assist in administering the work. As a result, courts have been forced to answer the question of whether these professionals should be exposed to liability for negligence claims filed by contractors, their sureties, and others with whom they have no contractual relationship. A federal court in Delaware recently addressed this question in *RLI Insurance Company v. Indian River School District*, 2008 WL 2275487 (D. Del. 2008), and held that a contractor’s surety could not recover from either the project’s Construction Manager or architect on its claims that they negligently administered the pre-termination payment process.

Erosion of the Economic-Loss Rule and the Rise of Third-Party Negligence Claims

At one time, courts had strictly applied a doctrine known as the “economic-loss rule” to bar any tort claims arising out of the performance of a contract in which the plaintiff sought damages for purely economic losses, i.e., losses that do not result from personal injury or property damage. In construction, such purely economic losses might include delay damages, the cost of extra work, or the costs incurred in attempting to comply with defective specifications.

Most states, however, no longer strictly enforce the economic-loss rule. Some jurisdictions have eliminated the rule altogether while others have carved out broad exceptions. One of the most common exceptions involves claims for professional negligence. Under the Restatement of Torts § 522, a professional may be sued for negligent misrepresentation where (1) the professional gave false information to the plaintiff for use in business transactions with third parties; (2) the plaintiff justifiably relied upon the false information; (3) the professional failed to exercise reasonable care in obtaining or relaying the information; and (4) the professional intended for the plaintiff to rely upon the information. In many states, the plaintiff must also show that the professional was in the business of supplying information.

Indian River Court’s Conclusion: No CM Liability to Surety for Overpayment of Contractor

The dispute in *Indian River* arose after the default termination of a trade contractor on a project in which the owner administered the project through its architect (the designer of record) and its Construction Manager, which provided agency services. Both the Construction Manager and the architect had contracted directly with the School District, and they each were contractually obligated to review the

trade contractors’ monthly payment applications and to certify that payment was due.

Following the termination of the trade contractor, its surety denied coverage based partly upon alleged overpayments made by the owner to the contractor prior to the termination. The surety subsequently brought suit on its overpayment claims, and it included claims against the Construction Manager and architect for negligent misrepresentation. The Construction Manager and architect both argued that the surety’s claims arose from their administration of the construction work, and not because they were in the business of supplying information to the trade contractor. The district court agreed, holding that any information provided by the Construction Manager or the architect in approving payment applications was merely incidental to their management of the project. The court distinguished these ancillary services from those provided by surveyors, financial advisors, title searchers, and other professionals whose “end and aim” is to supply information to their clients. Thus, the district court held that the economic-loss rule barred the surety’s third-party claims for negligent misrepresentation against the Construction Manager and the architect.

Other courts, however, have examined the specific factual circumstances related to the Construction Manager’s role on a project and allowed third-party claims for professional negligence. For example, in a recent West Virginia decision, the court allowed a surety to proceed with a tort claim against a Construction Manager for negligent project supervision on a contract performed by the surety’s principal. *Mid-State Surety Co. v. Thrasher Eng’g*, 2006 WL 1390430 at *3 (S.D.W.Va. 2006). The court compared the Construction Manager/surety relationship to that of designer/contractor and found that the Construction Manager owed a duty of care to the surety by virtue of its special role in overseeing the project.

Lessons Learned from Indian River and Thrasher

While many states now allow third-party claims for professional negligence as an exception to the economic-loss rule, a party that sues for negligent administration of the work will likely need to prove that the defendant was either in the business of supplying information or that it performed a special role on the project that gave rise to duties to third-party claimants. Given the uncertainty of the law and the fact-specific nature of the inquiry undertaken by most courts, Construction Managers would be wise to consider the potential rights of third parties (such as sureties) in their administration of the work. [CM](#)

This article was authored by Watt, Tieder, Hoffar & Fitzgerald, LLP (CMAA Members: Chris Brasco, Mark Sgarlata, Kathy Barnes, and Chris Anzidei)

CMAA Brief Contributes to Win in Hill International Lawsuit

Christopher Anzidei, Watt, Tieder, Hoffar & Fitzgerald, LLP

CMAA has been successful in helping member company Hill International, Inc. win an appeal in the U.S. Court of Appeals for the Third Circuit in Philadelphia.

In *Wartsila NSD North America, Inc. v. Hill International, Inc.*, Hill was appealing a trial court's decision that refused to enforce a limitation of damages provision in Hill's construction management contract. CMAA filed an amicus curiae brief (Latin for "friend of the court") in support of Hill's position, and CMAA participated in the oral argument.

The appeal focused on a waiver of consequential damages provision in Hill's contract, after the trial court had held that this clause was unenforceable. CMAA filed a successful motion to serve as amicus for the appeal, and CMAA's brief addressed the potential negative impact of the trial court's decision on the construction management industry. The CMAA's amicus brief explained that damages-limitation provisions are commonly used across the industry as a means to limit the risk and economic uncertainty attendant with construction.

By limiting potential damages, CMAA argued, construction managers can reduce the need for cost contingencies in their rates and can provide much-needed services without concern for potential disproportionate liability. CMAA's brief provided several examples of other members' projects in which construction managers performed limited services (such as value engineering or constructibility reviews) that resulted in exponential savings for their clients. CMAA argued that the waiver of consequential damages in Hill's agreement was particularly necessary because the project was already troubled and in a claims posture prior to Hill's involvement and because Hill provided only one consultant to perform limited services for less than six months. CMAA's brief explained that if construction managers could not rely upon the enforceability of limitation of liability provisions, they would likely become more risk averse and many would avoid becoming involved in difficult projects that are most in need of CM expertise.

The Third Circuit agreed that the clause was enforceable, reversing the trial court's erroneous decision. This outcome is encouraging for construction managers. The court enforced the parties' contractual allocation of risk and limited the CM's damages exposure for losses that arose from unique circumstances that were not squarely within its control. Thus, the court's reasoning also validates the CMAA's fundamental principle of risk allocation: that each party should bear those risks that they are in the best position to control. [CM](#)

Christopher Anzidei, a partner with Watt, Tieder, Hoffar & Fitzgerald, LLP, argued as the amicus on behalf of CMAA.

AIA A312 Form Revised

Mark Berry, Esq., Peckar Abramson P.C.

The recent changes to the A312 form were prompted by a series of recent court decisions in which sureties lost partial or full defenses to payment bond claims by failing to respond to the claims within 45 days of receipt of a claim. Courts in Maryland, Virginia and Florida have held that a surety's failure to deny a claim within 45 days as required by para. 6.1 of the A312 bond form constitutes a waiver of the surety's defenses to the claims.

Because sureties are often not in a position to gather and process sufficient information within 45 days of a bond claim to assess the merit of a claim and identify all potential defenses, sureties often ignored the 45 days time period or simply sought to extend the time period by advising claimants that the claim was under review, or that additional information was needed. The court decisions essentially prevents this practice by sureties, who now face a strict 45 day time clock to fully evaluate a bond claimant's claim, or risk losing all defenses to the claim.

As a result of these decisions, several major sureties refused to write new bonds using the A312 form. In some instances, owners were requiring A312 bonds in the invitation for bid, and successful bidders found themselves unable to deliver the required bond. The sureties turned to AIA to revise the A312 form to remedy the impact of these court cases.

The newly revised A312 form is intended to be an interim revision until the AIA receives full comment from the industry. The form is revised in two key ways:

- extends the period for the surety to review and respond to the claim from 45 days to 60 days;
- the effect of failing to provide a timely response to the claim is no longer a waiver of all defenses; a surety which fails to timely respond to a bond claim still retains all potential defenses, but will instead have to indemnify the claimant for its attorney fee's incurred to recover the amounts owed claimant.

In the end, these changes are principally driven to protect the sureties, and the changes are largely directed to their concerns.

How does this affect CMs? To the extent that CMs are a principal on any bond under the old A312 form, they need to be in a position to provide all relevant data to surety in a timely manner that allows the surety to respond to a claim within 45 days. Because bond principals usually agree to indemnify the surety for claims, to the extent the sureties'

[Continued on page 14](#)

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Career Promotion Effort Taking Shape



*Christine Keville,
FCMAA, Foundation
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Meeting in Baltimore during the recent CMAA Leadership Forum, the CMAA

Foundation Board of Directors voted to launch a new video program designed to excite young people about career prospects in Construction Management. Although we authorized sufficient funds for the project to accomplish concrete results in the near future, we also agreed that this initiative is just the beginning of an effort that must be sustained over several years to reach maximum productivity.

This summer, we will produce a series of short videos in which actual early-career professionals describe what they enjoy about their jobs and encourage their younger peers to explore our profession. Each of these mini-videos will have a lively visual style, coupled with graphics, animation, and upbeat music.

This approach reflects more than a simple desire to “look hip.” It incorporates a strategy of reaching out to our audience through the vehicles and in the settings they prefer.

Our growing video library will reside on a new careers website, being created this summer as part of CMAA’s comprehensive website overhaul. The videos will be suitable for members to download and incorporate into their sites, or into

PowerPoint presentations when they visit local schools and other sites.

We also plan to use “viral” and social marketing tools to disseminate our programs. Searching Youtube for “construction management,” for instance, recently yielded nearly 500 hits, including videos from university CM departments, instructional videos, student testimonials...and CMAA’s own e-Learning program.

Sites like Youtube, Facebook and others are where our audience gathers, and with our new video products we will have a mechanism for reaching them in an entertaining and involving way. Through these sites sharing and commenting features, we have the opportunity to achieve even wider viewing.

This summer’s project is a key step in carrying out one of the Foundation’s central missions, to get young people excited about careers in CM.

Construction Management is not the only profession facing a profound workforce challenge in the years ahead. Fundamental demographic changes mean there will be fewer talented young people to go around, and we will have to compete vigorously with many other industries to attract the best.

Taking this long view, and devising a sound strategy for tackling such a critical issue, is truly “visionary.” That’s a key reason why the Foundation’s Visionary Donors – Arcadis/PinnacleOne, CH2M HILL, Keville Enterprises, Parsons Brinckerhoff and PBS&J – deserve our appreciation. [CM](#)

AIA A312 Form Revised [Continued from page 13](#)

loss of defenses can be attributed to a principal’s failure to provide information to the surety in a timely manner, the principal may be obligated on a claim to which it otherwise has valid factual or legal defenses. If a CM is required to provide an A312 bond on a project, the CM should be aware of the new form and, for its own protection, have the bond written using the new form if the Owner can be persuaded to accept the newer form.

To the CM who is not at risk and/or not the principal on a bond, but possesses project related information relevant to a bond claim, the CM may receive requests for information by the bond principal, to which it should be prepared to respond in a timely manner. [CM](#)

Member News

Falcon Engineering Merges with Tierra North Carolina Inc.

Falcon Engineering, a Cary, NC-based engineering and construction management firm, merged with Tierra North Carolina, Inc., a geotechnical and materials testing firm of 16 years based in Raleigh.

The new organization retains the name Falcon Engineering. According to Falcon, no other local companies combine engineering and construction management services on the same scale as Falcon Engineering.

“Our initial spark was recognizing that these services could be more valuable and beneficial to property owners if they were combined into one comprehensive offering of quality assurance services,” said Falcon Engineering CEO Tommy Faulkner, PE, CCM, LEED® AP. “By combining these services, we are helping to eliminate the overlap and miscommunication that runs rampant in the typical project delivery system.”

Heery International Tops \$1 Billion in Revenues with Latest Acquisition

Heery International has surpassed the \$1 billion mark in revenues after the acquisition of San Diego-based Douglas E. Barnhart, Inc. announced in early June. This is Heery's sixth acquisition in four years and its third in California.

Douglas E. Barnhart, Inc. is the largest builder and construction manager in San Diego, as ranked by the San Diego *Business Journal* and San Diego *Daily Transcript*. The firm is also ranked among the top 15 builders in California, among the top 120 nationally and the sixth largest educational builder in the nation, as ranked by *Engineering News-Record*. In March, Douglas E. Barnhart, Inc. was awarded the 2008 Grand Award for Safety Excellence from the Associated General Contractors, which is awarded to the company with the best safety program nationally.

JBC Associates Founder among PA's Best 50 Women in Business

Janet B. Cunningham, PE, President and founder of the King of Prussia professional construction management firm, JBC Associates, Inc., has been named one of Pennsylvania's Best 50 Women in Business for 2008. Recognition comes as Cunningham's company celebrates its 20th Anniversary in business.

An independent panel of judges selected the top 50 candidates based on their dedication to business growth, professional and personal accomplishments, community involvement, and advocacy for women in business.

The winners were acknowledged during a private reception held at the Governor's Residence. In announcing the recipients Governor Ed Rendell said, “All of the winners have one thing in common – they're all hard-working people who are making Pennsylvania a better place to live, work and play.”

Corps of Engineers Awards CM Contract to MBP

McDonough Bolyard Peck, Inc. (MBP) is pleased to announce that the U.S. Army Corps of Engineers Louisville District has awarded an Indefinite Delivery Contract for Construction Management Services for up to five years and \$12.5 million.

This contract will be used primarily to support the District's military construction program (projected at \$1 billion for FY2008) in the states of Kentucky, Ohio, Illinois, Indiana and Michigan. The contract can also be used anywhere within the Louisville District Mission boundaries throughout the United States and Puerto Rico.

Gilbane to Oversee Construction of Education Village in Texas

The Clear Creek Independent School District chose Gilbane Building Company to oversee the construction of their new Education Village. The village is a first of its kind in Texas. The project will include building the elementary,



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Member News

intermediate and high schools on the same property where they share common areas including the main kitchen prep area, mechanical plant and service yards.

In other Gilbane company news:

Bob Crowder has been named vice president. Crowder, a 28-year veteran of the company, serves as district manager of Gilbane's Northern California office. He joined the Gilbane team in 1980 where he has served in a variety of roles including manager of engineering, project manager, senior project manager, project executive, senior project executive, and district operations manager. Crowder graduated from Duke University in 1977 with a bachelor of science degree in civil engineering.

Members of Gilbane Building Company's Mid-Atlantic regional office, including Vice Presidents Martin Sharpless and John Taylor, and SWAM/MBE Coordinator Valerie West-Hill, were present at a dedication ceremony for the University of Virginia's McIntire School of Commerce Rouss and Robertson Halls. Gilbane partnered with architect Hartman-Cox to design and build a new 114,000-square-foot addition to Rouss Hall named Robertson Hall. Rouss was also renovated and consolidated with the new addition to form a single building to accommodate the McIntire School of Commerce.

RAPP Construction Management Announces Plans for the First Green Community in the Region

Joseph Rapp, owner of Rapp Construction Management (RCM), and Claverack Housing Ventures, LLC (CHV), have registered with their new sustainable residential community with United States Green Building Council (USGBC). The community, The Stewardship at Millbrook Road, in New York's Hudson Valley, has been accepted into the LEED for Homes™ program.

As the region's first-ever green community, these homes utilize sustainable design and construction practices and

technologies; and upon completion, each home will apply to become a LEED Certified green home. Two homes that will serve as model homes are nearing completion at the Stewardship. The community as a whole is slated for opening this summer.

LAUSD Receives Prestigious Millennium Award For Green Schools Program

Green schools pioneer the Los Angeles Unified School District (LAUSD) has been honored with a prestigious California Environmental Leadership Award by Global Green USA for its ongoing leadership in providing students with healthy and sustainable learning environments.

"As an educational institution, it is our responsibility to make a difference in the lives of our students and their families," LAUSD Board of Education member Julie Korenstein said after accepting the award. "We at LAUSD made a commitment to build healthy and sustainable schools long before 'green' became a mainstream concept. It is my dream that our global commitment to green today will simply be a way of life tomorrow."

In 2001, Board Member Korenstein brought two resolutions before the Board that ensured new schools being constructed as part of the District's \$20.3 billion new construction and modernization program were designed with sustainable standards.

Since that time, LAUSD has become a leader in developing the criteria for green schools, as well as constructing them. Maywood Academy, a District high school in Maywood, is the highest-rated green school in the state. Green building standards include water conservation, energy efficiency, acoustics, the use of natural daylighting, and incorporating recycled materials.

O'Connor Construction Management Opens DC Office

O'Connor Construction Management has announced the opening of its new office in Washington, DC, designed "to offer a higher level of local service to our federal

customers, as well as open new markets with local government and educational clients," the company says.

Leading the office is Basil Alexander, Esq., who has previously been an independent cost consultant in the DC metro area, and was with O'Connor before that.

He will be primarily responsible for developing relationships and maintaining the firm's workload within the local marketplace. Alexander holds a bachelor's degree in Civil Engineering as well as a law degree. He is a member of the bar association in California.

O'Connor is a full service program and project management company that specializes in cost, schedule, and Construction Management services. The firm holds a GSA Federal Acquisition Service multiple award schedule contract, as well as a nationwide cost engineering contract with GSA. O'Connor's key markets include educational, civic, health-care, heavy civil, and hospitality. Based in Southern California, O'Connor has office locations throughout the state, as well as Nevada and Washington, DC.

MBP Named Among Best Small Companies to Work for in America

The Society for Human Resource Management (SHRM) and Great Place to Work® Institute have selected McDonough Bolyard Peck, Inc. as one of their Top 50 Best Small and Medium Companies to Work for in America. MBP, due to staff size, was ranked #20 in the Small Companies list. The two lists are comprised of 25 companies each.

The rigorous application process accepts nominations, conducts employee surveys, interviews company employees, and analyzes results to create the lists. Selection is based on what distinguishes the company from other companies and the characteristics of why the company is the best place to work.

MBP, among other winners, will be listed and profiled in the cover story of SHRM's *HR Magazine*, July issue.

"We are very proud of this distinguished designation. Our team members are truly an asset and the reason why we have been selected for the list", states MBP Chairman and CEO Charles E. Bolyard, PSP, CFCC.

Bossardt is CM for Wisconsin High School

Groundbreaking ceremonies were held on June 10, 2008, to celebrate the start of construction for the new 295,000 square foot New Richmond High School. The \$59.9 million high school is scheduled to be completed by spring of 2010.

Bossardt Corporation is providing Construction Management services for the School District of New Richmond's \$92 million district-wide construction projects. Construction of the new elementary school and remodeling of West Elementary School is currently in progress.

Hill International Wins New York City Hall Contract

Hill International Inc. has announced two new CM contracts. One is a three-year, \$5.3 million construction management job at the \$80 million renovation of New York City Hall. Work at the 1812 building will include roofing, HVAC, renovations of the entire interior and elevator modernization.

The other contract will pay Hill \$2.7 million over three years to be project manager for construction of a 1,312-foot high commercial tower in the United Arab Emirates called The Lighthouse in Dubai. The Dubai International Financial Centre Authority awarded the contract. Plans call for the building to use up to 65 percent less energy overall and 35 percent less water than standard buildings in Dubai, Marlton, N.J.-based Hill said.

MOCA Systems Wins Two Corps of Engineers Contracts

MOCA Systems has been awarded two contracts totaling over \$3 million from the Army Corps of Engineers' Philadelphia Division to provide project controls and Construction Management support

for the design and construction of the \$780 million Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR Center of Excellence Program) campus at the Aberdeen Proving Grounds in Aberdeen, MD.

The C4ISR Center of Excellence Program is being constructed in two phases to support the Army's program for Base Realignment and Closure (BRAC), which will shift thousands of workers to the Aberdeen Proving Grounds from Monmouth, NJ. MOCA will help the Corps control costs and schedule performance and support the critical phased planning and execution of moving the personnel across military bases to meet mission requirements.

Phase I consists of a new 1.4 million square foot campus valued at approximately \$450 million, which is designed to house the C4ISR community. A joint venture between Skidmore, Owings and Merrill (SOM) and URS Corporation has been hired as the design contractor, and a joint venture Turner-Tompkins has been hired as the construction contractor. Construction for Phase I began in the

early spring of 2008 and is planned for completion in the fall of 2010.

Phase II, still in design, consists of an additional million square feet of new facilities valued at approximately \$300 million. Phase II is being designed and constructed through a Design/Bid/Build (DBB) contract, with a joint venture team of Ewing Cole and Jacobs Engineering as the design contractor.

Over the past few years, MOCA has provided these services to over \$12 billion in Department of Defense military construction (MILCON) and Base Realignment and Closure (BRAC) programs. **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. Please make your submission no longer than 200 words.



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- Select a construction team in the early steps of design to assist in "guiding design to meet budget"
- Mitigate adversarial cost and schedule claims
- Enhance materials selection and overall end-quality of project

Chapter News

Chicago Chapter

The CMAA Chicago Chapter held its Third Annual Golf Outing at Glen Eagles Country Club in Lemont, IL on June 3, 2008. The event was a great success! Fifty-four golfers enjoyed a great outing which included 18 holes of golf on a championship course, buffet and beverages, prizes and most importantly, fellowship.

Proceeds from the outing go to the Chicago Chapter's Scholarship Fund for College Students pursuing degrees in Construction Management and related fields at local universities.

Metropolitan New York/New Jersey Chapter

More than 200 construction industry professionals gathered for the Chapter's 15th Annual Awards Banquet at The Yale Club on June 6. Projects from all market segments within the New York/New Jersey metropolitan area, both public and private, as well as projects that were managed by Owners directly were recognized.

Individuals were recognized for their outstanding efforts and dedication to the construction management profession, to CMAA, and to the Chapter. The 2008 Chapter Achievement Award was presented to Palmira Teta Whelan, CCM, Senior project manager with American Airlines Corporate Real Estate, Northeast, and treasurer of the Metro Chapter. The Chapter also recognized the dedication and hard work of two special individuals, Carol Madigan, RABCO Associates, and Camille Mattina, The LiRo Group.

A Special Recognition Award was given to Pratt Institute for its efforts in establishing a Student Chapter and for promoting CM education. Finally, the Chapter recognized future construction professionals with the presentation of \$2,000 in scholarships.

The Metro Chapter participates in the ACE Mentor program, and last year became the first professional organization of its kind to award an ACE Mentor scholarship.



Scholarship recipient Evin Robinson and Metro Chapter President Frank Corona at the ACE Mentor Scholarship Luncheon.

For the second year, the Chapter awarded an ACE Mentor Program Scholarship at the ACE Mentor of Greater New York Annual Scholarship Luncheon in May. The \$5,000 scholarship was presented to Evin Robinson, a graduating senior at Science Skills Center High School in Brooklyn, who plans to major in Construction Management in college.

San Diego Chapter

The chapter awarded \$10,000 in scholarships to seven San Diego State University students during its annual awards banquet on Thursday, May 8. This is the first year for the scholarship program and applications were received from

13 students studying construction management at San Diego State University and National University.

"I received a CMAA student scholarship in 1994," said Shawn Paroline, student outreach committee chair for the San Diego chapter. "The experience opened the door to an organization that has provided substantial professional guidance and networking opportunities, so I'm thrilled to be involved in continuing the cycle."

The seven CMAA San Diego Chapter scholarship winners are:

- **Adam Heihn** was awarded the top scholarship amount of \$3,000.
- **Ricardo Rivas** was awarded the second place scholarship amount of \$2,000.
- **Katie Johnson** was awarded \$1,000.
- **Andrew Gilman** was awarded \$1,000.
- **Nelson Moreno** was awarded \$1,000.
- **Phyllis Ferguson** was awarded \$1,000.
- **Jeff Young** was awarded \$1,000.

Southern Nevada Chapter

The Southern Nevada Chapter of CMAA recently organized its first Past Presidents' Scholarship Golf Tournament. The event was held on April 4, at Black Mountain Golf and Country Club in Henderson, Nevada. Three of the chapter's past presidents, Jim Morris, CCM, Adrian Clark, and David Alexander, CCM, organized this very successful event. Sponsorships were acquired for all tee boxes and numerous prizes for the raffle.

At the end of the day, the chapter had held its most successful fundraising event. Last year, the chapter's first scholarship for \$1,000 was presented. With this event, more than \$5,000 was raised for future scholarships. The chapter looks forward to providing much needed support to its local CM students and to next year's tournament, too.



A PBS&J team, including their client from the City of North Las Vegas.

West Central Florida Chapter

The year's first Legal Series, a trademark event for the Chapter, was held in March. The speaker was Nicole Kibert, an attorney with the firm of Carlton Fields, whose topic was "Sustainable Development, Green Building, and Climate Change." The event was co-sponsored by the Florida Gulf Coast Chapter of the US Green Building Council. This event was very well attended by members from both organizations and the topic was extremely current and well received.

The call for CM Project Excellence Award nominations resulted in a large response from both the chapter's membership and

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President's Report

CMAA Fellows: Staying Engaged and Committed

Bruce D'Agostino, CAE

Every professional and trade association must strive to offer value to members across a wide range of ages, interests and levels of accomplishment. It's vital to get members involved, tap their energy and construct a network of interactions that lead them to feel at home.

All too often, it is the association's most experienced and senior members who are at risk of feeling least involved in the group's mission and activities. What's more, the activities the association routinely uses to engage large numbers of members may have limited appeal to these senior leaders.

They may feel they no longer need Professional Development, nor chances to add to their networks of peers. Marketing tools, connections to prospective customers, awards... these things may no longer really motivate people who have climbed to the top of their profession.

Or, they simply may feel, "I've had my day, let somebody else take a turn."

It's a great pity to give in to this phenomenon, because these seasoned professionals ought to be mainstays of the association.

At CMAA, our College of Fellows provides a vehicle for organizing and energizing our most accomplished members. The goals of the College of Fellows are: to represent a diverse community of thought leaders that lend their knowledge and insight to the strategic issues facing the industry and profession; to identify and develop future leaders; and to take an active role in CMAA.

This year, more than at any other time in recent memory, the College has come forward as a dynamic resource for CMAA.

Under the leadership of Chancellor Chuck Thomsen, the CMAA Fellows have actively lobbied headquarters for assignments, and are offering their time and expertise in support of a growing number of key programs.

A prime example came at the Leadership Forum in Baltimore in May, when the Fellows organized a special interactive session entitled "Collaboration: A Do or Die Scenario." CMAA had to provide admission tickets for this session, just to cope with the high demand for a limited number of seats. Both on site and subsequently, it got some of the highest participant ratings of any sessions of the entire Forum.

Following a strategy session in March, the College of Fellows has stepped forward and volunteered to take responsibility for several sessions at each future conference.

One might conclude that the Fellows' stature and strategic perspective make them ideal "teachers" for top managers among CMAA member firms. That's only partly true, though, as borne out by the Fellows' willingness to act as mentors for industry newcomers. It's a rare combination – the ability to talk meaningfully both with CEOs and relative neophytes – but one from which we have been able to benefit.

CMAA's Fellows have also volunteered to serve, along with members of the Construction Manager Certification Institute Board of Governors, as critical readers of drafts being developed by the Standards of Practice Committee. These drafts have been written by working groups of active professionals and represent an impressive pool of knowledge.

This year, more than at any other time in recent memory, the College has come forward as a dynamic resource for CMAA.

Yet an editorial function, informed by a broad perspective and knowledge of historical context, can't help but enhance both the process and the quality of the end result.

Similarly, our Fellows are applying their unique viewpoints to identifying and describing critical trends likely to shape the profession for years to come. One example is a white paper, "Management of Integrated Design and Construction," which is now in preparation by the College.

CMAA is blessed to have so many high-level practitioners who want to stay involved and continue making the association better. **CM**



Professional Development Calendar

Special Green Building Webinars offered by CMAA and WPL Publishing Co.

August 6

Commissioning – Where the Rubber Meets the Road

August 20

Legal and Risk Considerations

Please visit CMAA's University site for full details.

CMAA National Conference & Trade Show

October 12 – 14

San Francisco, California

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those outside the organization. The awards presentation banquet was held on May 13th at beautiful Jackson's Bistro overlooking downtown Tampa and Tampa Bay. The Chapter presented first, second and third place awards, along with an honorable mention for each of two categories. The construction managers on the winning projects truly did a remarkable job and deserve recognition and congratulations.

More Than \$10 Million Category

First place: **Jacobs, Lockheed Martin Upgrades and Renovations** project

Second place: **Project Controls/Management, Inc., The Vue at Lake Eola**

Third place: **R.R. Simmons, TC Madison Buildings A&C**

Honorable Mention: **R.R. Simmons, Kearney Companies Complex**

Under \$10 Million Category

First place: **City of Clearwater, Cleveland Street Streetscape Project**

Second place: **Expert Construction Managers, Inc., Bithlo and Zellwood Radio Tower Facilities**

Third place: **R.R. Simmons, Orlando Regional Dr. Phillips Hospital Garage**

Honorable Mention: **PBS&J Constructors, Inc., Preconstruction Phase of Gulf Boulevard Roadway and Utility Reconstruction Project**

In June, a special event was held in Orlando, featuring three speakers from Walt Disney Imagineering who presented their philosophy and standards for construction management. An honorary membership to CMAA was presented to Jerre Kirk, Director of Construction Management for Walt Disney Imagineering, and CMAA membership is being promoted to the rest of his staff through this event. [CM](#)



City of Clearwater, FL officials Perry Lopez and Tara Kivett flank West Central Florida Chapter President Judi Sobczak at the chapter's awards banquet.



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