

CMAA Advisor

Advancing Professional Construction and Program Management Worldwide



World Trade Center site, New York City—See page 9

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Summit Tackles Water Issues

“Aging,” “crumbling,” and “failing” are three adjectives often used to describe water infrastructure in the United States. But outdated infrastructure is just one of many critical issues facing the water industry. Even though water covers 70 percent of the earth, it’s turning into the world’s scarcest resource, as demonstrated by a rise in regional “water wars,” and ever-increasing government regulation. These challenges are combining to focus attention on water as never before.

CMAA has crafted a timely response to this call for attention, presenting a national Water Summit July 19-20 in Las Vegas, Nevada.

Keynote speaker for the Summit will be Catherine R. Gerali, district manager for Denver’s Metro Wastewater Reclamation District, which serves about 1.6 million people and operates the largest wastewater treatment facility in the Rocky Mountain West. The District anticipates spending more than \$2 billion on capital improvements in the next 20 years.

Summit participants will select from 15 thought-provoking sessions including:

- San Francisco PUC Water System Improvement Program—Construction Management Approach and Practices
- Impacts of Population Growth on Water/Wastewater Infrastructure: Analysis and Trends
- Innovative Construction & Program Methods Highlight City of Atlanta Sewer Separation Program

- Adapting PPPs Used in the UK for US Water Industry Projects
- CM Leadership in Alternative Project Delivery for Municipal Infrastructure Projects
- How Federal Stimulus Funding and Recent Regulatory Initiatives will Impact Storm and Waste Water Construction

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Subscription Option Enhances SOP Training

CMAA has added a subscription option to its online Standards of Practice education program, enabling member companies to meet all of their year-round training needs from a single source and at a single all-inclusive price.

Under the subscription program, companies have the opportunity to pay \$10,000 flat fee for three years, then make the eight-module SOP program available to an unlimited number of employees. Employees can take individual modules or the entire eight-part curriculum, and have a full year to complete each course after registering for it.

Normally, the eight modules taken singly would cost a total of \$1,220 for CMAA members. By registering for the entire program at once, a member can reduce this cost to \$1,100.

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Chairman's Report

Chairman of the Board

Thomas W. Bishop, PE
URS Corporation

President and Chief Executive Officer

Bruce D'Agostino, CAE, FCMAA

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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 CMAA, 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.

Let's Share Our Good Thing

*By Thomas W. Bishop, PE
URS Corporation*

The American Society of Association Executives reports that over the last few years, the average association has retained about 87 percent of its members each year. An ASAE publication adds that in the current economic climate, "we would suspect that the average rate for the next year or two might be several percentage points below (that level)."

In this context, I'm impressed by the fact that CMAA racked up a **92.1 percent** retention rate in our latest renewal cycle, which has just ended. Last year's retention rate of 89 percent was already better than the national average, and this year, in more challenging circumstances, we've done even better.

To me, this loyalty is the clearest and simplest proof of our association's value.

We have grown by more than 10 percent annually for a decade, and recorded high levels of member renewals, because it pays to belong to CMAA. It pays in business opportunities, Professional Development, networking, and any number of other ways.

CMAA's leadership believes our best arena for future growth lies in the owner community. Expanded opportunities to interact with leading owners will inevitably enable CMAA to draw more CM service providers as members. And making more members familiar with the benefits of professional CM and Program Management will create a more favorable business climate for all of us.

How can we all contribute to building CMAA further? One easy step is simply to tell people about CMAA. If we're sold on CMAA as a valuable resource, why not tell people? Why not tell our clients, in particular?

Consider inviting an owner or two to a chapter meeting or social event as your guests.

CMAA's Project Achievement Awards present another opportunity: A chance to gain recognition for your clients as well as introducing them to CMAA.

We've also created an easy way to bring your colleagues and clients together with CMAA. Check out www.cmaanet.org/refer-a-friend, and use this simple new tool to forward a concise CMAA message to anyone you think is a good membership prospect.

If we're sold on CMAA as a valuable resource, why not tell people? Why not tell our clients, in particular?

CMAA has a significant number of individual members in organizations that do not currently have organizational memberships. If you're in this group, we will work with you to convince your management of CMAA's value. Contact our Membership Department to discuss how we can help.

Similarly, I would encourage our corporate members to add additional individuals to their membership accounts. These additional memberships are priced very attractively at just \$120 each and provide all of the benefits of CMAA. Ideally, EVERYONE in your organization who practices CM should belong to CMAA.

We have a national association of which we can be proud. Let's get out there and share CMAA's benefits as widely as we can! **CM**



Summit Tackles Water Issues, Continued from page 1

- Collaboration and Communication – Case Examples of Water/Wastewater Project Successes
 - Palm Beach County FL Wakadahatchee Wetlands – Experiences and Challenges of Water Reclamation Using Constructed Wetlands
- All breakout sessions will be based on practical experiences in actual projects, and will be presented by representatives of the project owners, along with managers from prominent CM/PM firms including URS, Parsons, Arcadis, Jacobs, Worley Parsons, CH2M Hill, PBS&J, Black & Veach, Balfour Beatty, HDR, Parsons Brinkerhoff, and others.
- The event will conclude with a Town Hall featuring five operators and leading experts in the water/wastewater industry, giving attendees a chance to voice their concerns and ideas directly to those who know the industry best, and providing a meaningful discourse for all listeners.
- Complete information and online registration are available at <http://cmaanet.org/water-summit>. **CM**

Subscription Option Enhances SOP Training, Continued from page 1

Thus, the subscription program at \$10,000 annually is more economical for any company that expects to have to train ten or more individuals each year.

“Our goals in creating this program were to deliver consistent, high quality, SOP-based education and to provide these programs in the most flexible and convenient manner possible,” says CMAA President Bruce D’Agostino. “The content of these programs is comprehensive and reflects our recognized SOPs, and the presenters are excellent. Now, with a full menu of pricing options, standardized training is easily available to everyone.”

The eight SOP modules are:

- **Contract Administration.** Instructor: Joyce Dawson, CCM, Anne Arundel Community College (2 hrs)
- **Cost Management.** Instructor: Edward C. Newman, III, PE, CCM, LEED® AP, Heery International (4 hrs)
- **Professional Practice – Role of the CM.** Instructor: Chuck Levergood, PE Jacobs (1 hr)
- **Project Management.** Instructor: Chris Reseigh, FCMAA, PB (1 hr)
- **Quality Management.** Instructor: Ann Marie Sweet-Abshire, AIA, CCM, GSA (1 hr)
- **Construction Safety Management.** Instructor: AnnMarie Sweet-Abshire, AIA, CCM, GSA (1.50 hrs)
- **Time Management/CPM Lab.** Instructor: Chris Payne, PE, CCM, McDonough Bolyard Peck (3.75 hrs)
- **Value Engineering.** Instructor: Michael Dell’Isola, PE CVS, FRICS, Faithful and Gould (2 hrs)

Participants can earn a variety of continuing education and professional development credits from these courses.

All eight programs can be previewed online and ordered at www.cmaanet.org/sop-modules. Companies interested in subscribing for unlimited access to the program should contact the Professional Development Department. **CM**

New Program Management Slide Show Available

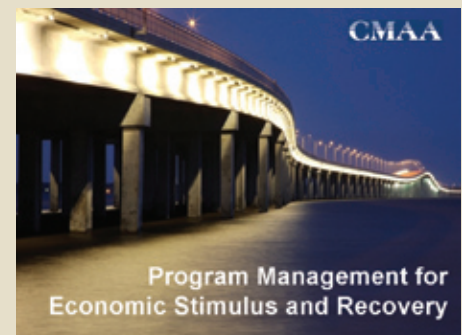
A growing number of federal and state agencies are looking outside their own organizations for help in managing the huge workloads created by the economic stimulus. Program Management can be an ideal strategy for these agencies, and CMAA has created a new slide presentation that presents and explains PM to these potential clients.

The slide show, entitled “Program Management for Economic Stimulus and Recovery,” begins with a summary of funding levels and reporting requirements created by the American Recovery and Reinvestment Act (ARRA).

It describes the “high expectations” for what ARRA will accomplish, and a number of industry-wide trends that further complicate the management process for agencies. It then defines Program Management, describes its advantages, and outlines how PM works with all the leading Project Delivery Methods.

The CMAA Government Affairs Committee initiated work on the presentation in response to the widely felt need for members and chapters to have a single, forceful communications vehicle that made the case for PM to audiences in such settings as state Departments of Transportation and local school boards.

The presentation can be downloaded from the CMAA website at http://cmaanet.org/files/shared/Stimulus_Slide_Show.pdf. **CM**



Karlgard To Keynote National Conference



Rich Karlgaard, publisher of *Forbes* magazine and author of *Life 2.0: How People Across America Are Transforming Their Lives by*

Finding the Where of Their Happiness, will be keynote speaker at CMAA's National Conference and Trade Show in Orlando on October 26.

Karlgard's regular *Forbes* column, entitled *Digital Rules*, discusses technology, entrepreneurship, regional and economical development, and the future of business and work. He was also a co-founder of *Forbes ASAP*, a technology magazine. He's a regular guest on Fox News Channel's *Forbes on Fox TV* show, and his daily blog appears on the home page of *Forbes.com*.

Karlgard's presentation at the CMAA National Conference will help attendees understand "how the 2009-2010 recovery will affect you." Karlgaard argues that the economic recovery is coming sooner than most observers have predicted, and he will discuss which sectors and regions will benefit most from the current stimulus strategy.

The National Conference will also feature a complete Professional Development program, the 2009 CMAA Trade Show, and the annual Industry Recognition Banquet.

Watch for complete details on www.cmaanet.org. **CM**

CMAA Argues for Stimulus Accountability

CMAA Chair Thomas Bishop, PE, of URS Corporation was prominently quoted in *Engineering News-Record* on April 20, commenting on the prospect that major Defense clients would make more use of Project and Construction Managers. "They are building up in the right ways, which is at the programmatic control level," Bishop said.

CMAA helped arrange the interview between *ENR* and Bishop, as well as a contact between the magazine and Todd Wager of Parsons Corporation, who also discussed the growing demand for PM and CM services resulting from the stimulus.

The previous week, in an article entitled "Special Inspector General Recommended for Stimulus," the magazine quoted CMAA President Bruce D'Agostino on the dangers of haste in spending large amounts of money.

"The emphasis on speed could put many owners in a position where they don't feel they can afford to question or challenge change orders," D'Agostino said, going on to point out that Program Management, in particular, can be a highly effective

tool for owners challenged by large numbers of projects with tight deadlines and onerous reporting burdens.

These media contacts are part of CMAA's ongoing effort to convey to public agencies and officials the need for consistent, owner-focused management to assure that stimulus funds are properly spent.

As the stimulus has gained momentum, CMAA has joined in a coalition of major organizations representing the education marketplace, as well as stepping up its participation in the Water Infrastructure Network, which is concerned about spending on water and wastewater infrastructure. CMAA attended a meeting of WIN and invited one of its key players, the executive director of the National Association of Clean Water Agencies (NACWA) to speak at the Leadership Forum in Scottsdale in May.

CMAA also continues to add links and resources to its special stimulus web page at www.cmaanet.org/stimulus. In early April these new additions included listings of energy-related stimulus funding opportunities and federal and state recovery websites. **CM**

Call for Presentations for National Conference

CMAA's National Conference in Orlando this fall will present a comprehensive exploration of trends and opportunities shaping the CM profession.

The official Call for Presentations has been published and is available at www.cmaanet.org/Conference-RFP-2009.

The National Conference will present four session tracks:

Sustainability – an entire track devoted to one of the industry's hottest subjects.

Strategies – growth, financing, government initiatives and other aspects of the "big picture."

Technology – collaboration, BIM, field mobility and other tools.

Execution – the "nuts and bolts" of delivering state-of-the-art professional service.

Presentation proposals will be due at CMAA by July 10, 2009. **CM**

“Poster” Feature Will Enhance 09 Exhibit Hall

“Poster sessions” are mainstays of many professional and scientific conferences, providing a convenient and flexible way for researchers to present works in progress or interesting results without staging a full-scale presentation.

CMAA will offer its own version of a poster session as part of the 2009 Trade Show during the National Conference in Orlando on October 25-27. Poster displays will be staged in several areas of the exhibit hall, and the following groups of industry participants are invited to submit proposals for posters:

- CMAA student members working on research projects as part of a Construction Management or related degree program.
- Faculty CMAA members, who can present ongoing or completed research as well as information about their institution’s programs.

- CMAA member companies that provide financial or other support for research activities.
- Owner members, who can use the poster opportunity to highlight innovations in their own programs.

The only stipulation on poster content is that it be non-promotional and emphasize the research or scholarly dimensions of the CM/PM profession. The goal is to provide “conversation starters” for visitors to the exhibit hall. Posters will be on display throughout show hours as well as during lunches and networking breaks. Poster authors need not be present.

Complete specifications for the posters will be published soon at www.cmaanet.org. **CM**

BIM can now have a huge impact on your preconstruction services.

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In 2005, a leading construction firm set out to develop a technology to reduce VE by helping owners make better informed decisions earlier. The vision was simple: integrate cost and 3D modeling in real time. Today, DProfiler™ software is the realization of that vision and is available from Beck Technology to other construction stakeholders. Yes, even other contractors.

To learn more, visit www.beck-technology.com



Item	Quantity	Unit	Price	Total
Substructure	1		\$120	\$120
Frame	1		\$400	\$400
Roofs	1		\$12	\$12
Exterior	1		\$20	\$20
Interior	1		\$20	\$20
Site Work	1		\$5	\$5
1. SUBTOTAL			\$112	\$112
General Conditions	8.00%		\$9.12	\$9.12
General Liability	1.00%		\$1.12	\$1.12
Builder's Risk	1.00%		\$1.12	\$1.12
Fee	3.50%		\$3.92	\$3.92
TOTAL COST			\$127.28	\$127.28



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New Online Learning Curricula from PD

CMAA now offers a wide selection of online learning curricula designed to present convenient and comprehensive course packages that take the guesswork out of creating a meaningful training agenda.

Curriculum selections include Finance & Accounting Basics, Communications Basics, Management Skills, Leadership, Web Design, and more. Whether you're looking to brush up on your Microsoft Excel Skills, or explore a new business specialty, CMAA's online curricula provide the solutions you need to grow and develop your career.

All curricula contain professional content designed to engage the learner and facilitate the transfer of learning in an effective and meaningful way. This is accomplished through a range of delivery methods including audio, animation, video and interactive activities.

Visit <http://cmaanet.org/overview-curricula> to view the entire suite of curricula and descriptions, and to register. Purchasing a curriculum will save you 20% off taking the courses separately. **CM**

“Go Green”

In an effort to be more environmentally conscious, CMAA now offers you the option to receive this magazine electronically. The electronic version will offer quick links to advertisements, CMAA programs, and more. If you would prefer to receive the *CM Advisor* via email rather than in print, please email Sarah Black (sblack@cmaanet.org) with the words “Green *CM Advisor*” in the subject line.

From CMAA Radio: “A New Common Sense”

The combination of Integrated Project Delivery and Lean Construction represents “a new common sense in the industry in order to deliver projects fundamentally better and different than we have in the past,” according to attorney Will Lichtig, the latest subject of a CMAA Radio interview.

The interview is available through a link from the CMAA website. Lichtig, of the law firm McDonough, Holland and Allen, argues for a major change in the way projects are executed – as well as in the mindsets of participants – to counter the construction industry's long-standing reputation for low productivity.

This includes a change in the Construction Manager's role, he says. “As we move into IPD and the lean delivery method, we are really looking for a change in the role of the CM or the leader of the project...Rather than being a train conductor of a train, the

individual is going to be similar to the conductor of an orchestra,” Lichtig explains. “The conductor doesn't play any of the instruments, they don't write the music, but they have the ability to call for the musicians to participate to the utmost of their abilities and to coordinate across the different sections of the orchestra.”

Owners, too, can benefit from changing how they approach construction. “An owner has to decide what they are buying,” Lichtig says. “Are they buying a product or are they buying the services of a group of individuals to try and help them solve a problem that no one really understands and is always changing? Fundamental to the shift to lean IPD is the understanding that you are really hiring a team to help solve a problem. From the owner's perspective this calls for a new brand of leadership.” **CM**

Project Achievement Awards Reminder

Remember, June 26 is the submission deadline for this year's Project Achievement Awards.

Each year, America's leading professional Construction and Program Managers deliver thousands of creative and innovative projects around the world. In addition to the client's satisfaction and praise, CMAA believes you deserve recognition for your work. If you've completed a project you're particularly proud of, one that you believe merits special acknowledgement, CMAA invites you to nominate it for a 2009 Project Achievement Award.

The judges will also select from among the Project Achievement Award winners the projects that best exemplify the unique contributions the CM/PM made to achieving sustainable construction and/or LEED certification.

Winners will be honored during the Industry Recognition Banquet at the National Conference in October. Eligible projects must have been completed between June 27, 2008 and June 26, 2009. All entries must be received by CMAA by Friday, June 26, 2009, 5:00pm EDT. **CM**

Bookstore Is Improved

CMAA has expanded its online bookstore, offering additional publications on topics including water, delay analysis, scheduling, green building, and more. CMAA is working hard to offer you the most relevant reads and resources you need to prosper in this economy.

And remember, your membership provides you with special rates on publications. Take advantage of this benefit, visit www.cmaanet.org/bookstore, and explore! [CM](#)

Sleiman Appointed New CMAA Director

Sam Sleiman, PE, CCM, Director of Capital Programs and Environmental Affairs of the Massachusetts Port Authority (Massport), has been named to the CMAA Board of Directors. He fills the vacancy created by the departure of Jeffrey Dailey.

Sleiman has been extensively involved with CMAA and with the New England Chapter, which has named him Person of the Year.

His support of CMAA and the chapter has included advocating Construction Management certification, sponsoring a Standards of Practice Course, committing Massport to a CMAA Owner Organization Membership, and promoting the Construction Management philosophy. [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

New Website Advertising Options

For the first time, CMAA now offers the opportunity to advertise your products and services on its website, www.cmaanet.org.

CMAA's website receives 71,000 unique page views each month, representing 17,500 unique visitors monthly. Advertising on the site offers marketers a uniquely targeted, highly efficient means to reach out directly to the most influential owners, CM providers and others who shape the CM/PM industry.

Advertisers can use their ad buttons on cmaanet.org to link to their website, to a PowerPoint presentation, a Flash movie, or any other target page. In

combination with a print ad in the bi-monthly *CM Advisor*, website advertising gives you continuous and varied impressions on a vital audience.

CMAA NewsLine Sponsorship

CMAA's bi-monthly email newsletter, *CMAA NewsLine*, is also available for sponsorship. Each issue will offer a space for two sponsors: A full-width ad near the top of the newsletter and a small button ad at the bottom of the left sidebar. Costs are \$800 for the banner and \$300 for the button. For more information contact John McKeon at jmckeon@cmaanet.org. [CM](#)

College of Fellows Nominations Sought

The Fellows designation is one of CMAA's highest honors, conferred upon industry leaders who have made significant contributions to their organizations, the industry and their profession. If you would like to nominate an exceptional colleague to be inducted into CMAA's College of Fellows, please email Bruce D'Agostino at bdagostino@cmaanet.org.



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Scholarship Winners Learning “Big Picture” On the Job

Scholarships from the CMAA Foundation and our chapters enhance the academic lives of students, allowing them to focus more on school work and less on making ends meet. Through the Foundation, supporters help create new knowledge and assure the future of the CM profession.

We’ve recently caught up with two past recipients and asked, “Where are you now?”

Upon her enrollment in USC’s Viterbi School of Engineering, Farrah Farzaneh joined the CMAA student chapter. She was awarded an academic scholarship from CMAA’s Southern California Chapter in 2007 and 2008. In addition to the financial support provided through the scholarship, Farzaneh was exposed to networking opportunities that helped mold her career. “I was approached by a number of company executives, both owners and CM firms, asking for my resume,” she said.

Farzaneh now works for Webcor Builders, the largest general contractor

in California, and a leader in BIM, LEED, and sustainability. She is assigned the Ritz Carlton Hotel and Residences & J.W. Marriott at L.A. Live project, a building that will become a new major landmark in the city. The lead Construction Manager on the project has served as an example to younger employees like Farzaneh. “He has shown me that being a Construction Manager demands organization, attention to detail, an ability to see the ‘big picture,’ and an understanding of all facets of the construction process,” she said.

Jeffrey Bowling, also of Webcor Builders, is another past recipient of a CMAA Southern California Chapter scholarship. Bowling is working on a project for Astani Enterprises, building luxury condominiums in downtown L.A. Also a former student chapter member of USC’s Viterbi School of Engineering, Bowling is well attuned to the values of professionalism promoted by CMAA. “To me, a CMAA scholar is the worker on a project who digs deep and far and constantly surpasses expectations.

I am honored to be a past recipient, and to uphold the standards CMAA has put forth for our industry,” said Bowling.

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



Farrah Farzaneh



Jeffrey Bowling

Congratulations to Our Latest CCMs!

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

Carie Carney

FCL Builders,
Itasca, IL

J. Kelly Clayton

Southern Management
Group,
Fort Mill, SC

Miles Davies

Las Vegas Valley
Water District,
Las Vegas, NV

Donald Randall Eichelberger

Stegemen and Kastner, Inc.,
Pleasanton, CA

Michael Germinario

DMJM H&N,
Arlington, VA

Kevin V. Gorman

Michael Baker Jr., Inc.,
Harrisburg, PA

Kenneth Hendershott

Donley’s Inc.,
Cleveland, OH

Allen Johnson

US Army Corps of Engineers,
Fort Belvoir, VA

Keith Johnston

Johnston Consulting, Inc.,
Des Plaines, IL

Mark Lydon

Heery International, Inc.,
Burlington, MA

Robert Nielsen

Schreiber Foods, Inc.,
Green Bay, WI

Alexander Palumbo

The Hirani Group,
Jericho, NY

Wendy K. Riggs-Smith

Massachusetts Port
Authority,
East Boston, MA

D. Keith Rutledge

Parsons,
Herndon, VA

Heather Shinn

Parsons,
Arlington, VA

Thomas Wicks

CH2M HILL,
Sanford, FL

Joseph Stengel

Arcadis,
Highlands Ranch, CO

Edward Stevenson

Gilbane Building Company,
Lawrenceville, NJ

Robert Wilkinson

Hazen and Sawyer, PC,
New York, NY

Allyn Yoakum

CDM,
Cambridge, MA

CMAA Foundation

World Trade Center Is Stage for Latest Career Video

On the site of the Twin Towers destroyed on September 11, 2001, one of the most complex construction programs in the world is taking shape, and Matt Johannessen is helping to drive the process.

Johannessen is an assistant project manager for PB-URS, A Joint Venture, the Construction Managers for the World Trade Center rebuilding program. He is the "star" of the latest career promotion video from the CMAA Foundation, which had its premiere at the recent Leadership Forum in Scottsdale.

The program involves more than 100 different contractors and subcontractors, more than 30 different designers, nearly 20 public agencies, and a remarkable array of interdependent building and infrastructure projects.

In the video, Johannessen walks the site and describes the challenges and rewards of his work. "We have to coordinate all the work that happens around the site," he explains. "You might have somebody doing a structural steel operation here, somebody underpinning a subway right underneath our feet, and somebody doing high-rise construction 100 feet to the left. It's an amazing effort of coordination that we have to do as Construction Managers."

Johannessen noted the importance of working on such a historic and emotionally resonant site. "We are building a very significant memorial to September 11, 2001, but we are also building several mega-projects that are just magnificent structures...I'm very proud to be part of this project. It's an amazing opportunity for somebody

like me, right out of school. I have had the chance to make a difference. There's no better project."

The new video joins three previous clips available online at www.cmaanet.org/career-videos. [CM](#)



Foundation video "star" Johannessen (right) on location at Ground Zero.



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Professional Practice Corner

Managing Your Stakeholders

By Jeff Maver, CCM
Heery International, Inc.

“Listen... then respond”

These are three important words that we have all learned to live by at Heery International, Inc. At the outset of any project, it is essential that the Construction Manager first listen then provide assistance and guidance to their client in order to identify the project's principle stakeholders.

These individuals may act independently from outside of the project and consider that they have the right to influence the ultimate outcome of the project. Public projects are particularly challenging since you are normally interfacing with not only the individuals that hold your contract, but you must ultimately obtain their approvals through passage of specific board resolutions. Board resolutions require majority vote and if you have a voting member which is influenced by other outside entities or his or her own personal agenda, programming and subsequent design delays could very well be in the future of your project. Correctional facilities are prime examples where many outside forces impart their opinions and pressures upon county officials. Public opinion and gaining their acceptance with what they believe would be the correct site selection for a correctional facility can make or break a project. Make no doubt about it, this stakeholder's voice will be heard.

In other instances, they will represent your client as part of the “end user” groups which will ultimately occupy the completed facility. Think about almost any project with which you have been involved. Have you ever seen a head librarian, athletic director or food service director in a K-12 facility not work the design team tirelessly until they receive what they want? It seems like you are forever developing different design options, circulations, equipment specifications, bid alternates and then trying to keep these all within a specific phase's budget. Somehow the Construction Manager is always orchestrating this effort and will make it work out.

In either case, you must involve these stakeholders and make them feel as if they are the most important part of the design process in order to achieve a successful project. Ignore them at your peril.

“You assume a serious risk when you fail to recognize these transitions”

Identifying stakeholders is not just part of the project start-up. As many appear throughout the project, you must review and update this list at regular intervals. The relative importance of each stakeholder will change with time and throughout the phases of the project. Design phases which

run concurrently can take over a year to complete. In some instances, you might have public officials that are no longer in the same approving position that they were originally in once you reach one of the latter design phases. You assume a serious risk when you fail to recognize these stakeholder transitions or cooperate with your stakeholder once you do. It is very important to set the appropriate procedures and chain of communications at the outset of the project. Poor stakeholder management will lead to miscommunication, out of control budget and time management issues, uncoordinated and chaotic decisions being made and in some cases, a client having to accept a finished product that will not function within their desired program.

Poor stakeholder management will lead to miscommunication, out of control budget and time management issues, uncoordinated and chaotic decisions

At times it can appear to be a daunting and somewhat impossible task in trying to maintain the focus of or trying to obtain a commitment from your stakeholder. The Construction Manager must stay proactive in his approach and strive to obtain timely decisions and commitments. This is best accomplished at bi-weekly or monthly design meetings and through diligent schedule updates.

As we are all aware, stakeholders have an open and a closed or hidden agenda about what they expect from the project. In some instances, there will be those that will be forthright and look to gain as much program as possible in order to benefit the individuals that are working within their specific group. And on the other hand, there will be those whose vision manifests itself through the design process with the sole purpose of individual enrichment. There is a need to expose these expectations before you finalize the definition of the project and agree on the scope of the project.

It is not an easy task when there are so many factors that can affect their needs and expectations. Stakeholders operating from outside of the project could very well pose totally different agendas. These stakeholders with the possible goal of individual or group enrichment, might look to influence and ultimately hinder the progress or outcome of the project. At some point, the client will be “running point” when interfacing

with this type of stakeholder since the Construction Manager will not normally get overly involved with the final decisions that affect these individuals or groups. The Construction Manager can guide his client through prudent planning and advice along with imparting past experiences that have proven beneficial on other successful projects.

“Keeping these stakeholders efforts focused”

Inevitably, the stakeholder who will require the Construction Manager’s total attention will be the individual or group end user of the facility. Keeping these stakeholders efforts focused on making logical and timely decisions and how those decisions will directly relate to cost, time and life cycle impacts of the project is one of the Construction Manager’s greatest challenges. The Construction Manager must do this while understanding that the client and his end users will ultimately occupy the facility and are considering this their second home.

While balancing these managerial efforts, Construction Manager’s have learned the that it is essential that the proper documentation surrounding all decisions affecting scope, cost and time which have been made and approved by the client for his stakeholders is in place for those limited individuals who might have convenient memories when ready to occupy the facility.

Stay true to your client and the decision making process. Manage the stakeholder as if he was your most important facet of the project. Because he is. **CM**

Jeff Maver, CCM is Project Manager with Heery International. He can be reached at jmaver@heery.com.

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



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Member News

Spearing Promoted to President of Hill International PM Group

Thomas J. Spearing III has been promoted to president of Hill's Project Management Group (Americas). Previously, he was senior vice president and chief strategy officer. In his new role, Spearing will be responsible for managing all of the company's project management operations throughout the United States. He will continue to be based out of Hill's headquarters office in Marlton, New Jersey.

Spearing has 25 years of operational and business development experience in architecture, engineering and Construction Management.

Fluor Announces Senior Management Changes

Fluor Corporation has announced the appointment of David T. Seaton as senior group president. In this new capacity Seaton will oversee the company's Energy & Chemicals, Power and Government Business Groups.

He becomes one of two senior-level operations executives reporting to Chairman and Chief Executive Officer Alan L. Boeckmann. Steven B. Dobbs, senior group president, continues in his role with oversight responsibility for the company's Industrial & Infrastructure and Global Services Business Groups.

David E. Constable, most recently group president of Power, becomes group president of Project Operations, a newly created, multi-functional entity that will serve the company's core business groups and include IT; procurement; health, safety & environmental; security; project execution services; construction; and project risk management.

Seville Construction Services, Inc. Hires Henry Amigable, CCM as Senior VP and Regional Manager



Seville Construction Services, Inc., a California based PM/CM firm, has hired Henry Amigable, CCM as senior vice president and regional manager to oversee the firm's activities in

San Diego and Inland Empire regions of Southern California.

He will be responsible for the oversight of SCS' offices in La Jolla and Ontario and various project offices throughout each region. Amigable has more than 20 years of experience building and managing construction projects, with extensive experience in managing large K-12, higher education, public facilities, and aviation and transportation projects throughout California.

Board Action Allows Long Beach Port Project To Proceed

An environmental study for a plan to redevelop California's Port of Long Beach this week received approval from the Long Beach Board of Harbor Commissioners. Approval will allow the \$750 million project, which is aimed at changing two aging terminals into a new green one, to move ahead. The project will add about 65,000 feet of rail track and double cargo-moving capacity while cutting air pollution in half.

In Memoriam

Ms. Vali Cooper, founder of Vali Cooper & Associates, passed away on April 17th. She suffered a paralyzing injury in an accident 3½ years ago, but continued to oversee her company's operations.

Vali was a native Californian who gained her passion for the engineering industry through her father's surveying

and engineering company. She founded VC&A in 1987 as the sole proprietor. Under her leadership, the company quickly blossomed over the past 20 years to a firm of 100 employees with seven offices throughout California. VC&A has been listed as the one of the nation's top Construction Management firms by *Engineering News-Record* for the last nine years.

Later this spring or early summer, an event will be held in the Bay Area by Gary Bedey, Vali's husband, and VC&A to celebrate Vali's life and how she touched so many individuals in her own special way.

H.R. Gray Helps Marysville, Ohio Build A New Reservoir



To meet the needs of its expanding population and as a response to existing and future development, the city of Marysville, Ohio, embarked on a project to upgrade its water storage and delivery system. H. R. Gray has provided Construction Management services for the project, which was completed on schedule in April.

With a total budget of \$24 million, the Marysville Upground Reservoir Project consisted of four contracts providing a complete system to capture water from Mill Creek, pump it to the new reservoir and ultimately deliver the water to the Marysville Water Plant. Although the existing system included a well and a diversion from Mill Creek, there was no real storage capacity for water, so the new reservoir was especially important for the city.

H.R. Gray's CM services proved to be a wise choice for the city of Marysville. All of the design challenges were solved, the new inflatable dam system was a much better solution than the original product, and the area's residents were not disturbed during construction.

MBP Awarded Commissioning Services Contract by Montgomery County Public Schools

McDonough Bolyard Peck, Inc. (MBP) is pleased to announce that it has been selected by Montgomery County Public Schools (MCPS) in Maryland as one of six firms to provide Commissioning services on 13 small school additions.

Additionally, MCPS is pursuing LEED certification on four of the thirteen projects. Both projects awarded to MBP will pursue LEED certification.

"We look forward to working with MCPS on these projects and feel this is another great opportunity for MBP to display its long-standing commitment to quality client service," states Director of Commissioning Services James D. Mascaro, PE, CCP.

Bossardt Corporation Announces LEED Designations

Bossardt Corporation has announced that Rob Gemelke and Todd Iverson have achieved the LEED® Accredited Professional designation for Leadership in Energy and Environmental Design (LEED) from the U.S. Green Building Council.

Gemelke, a 12-year employee at Bossardt Corporation, is project manager on the Construction Management team for Duluth Public Schools. The \$105 million Duluth building program includes additions and renovations to two high schools and an existing elementary school, as well as the construction of a new elementary school.

Iverson, a nine-year Bossardt Corporation employee with over 16 years of experience in the construction industry, is project manager for School District 112's new high school building project. The \$90 million Chanhassen High School is scheduled to open, on time, in August 2009.

MOCA Systems Selected for Cost Engineering and CM Contracts by USACE

MOCA Systems, Inc. has been selected to provide cost engineering management services and Construction Management services in support of the US Army Corps of Engineers (USACE) through two Indefinite Delivery contracts totaling \$15 million.

The USACE Walla Walla District has selected MOCA for a Nationwide Cost Engineering Services IDIQ for up to five years and \$10 million. This contract will be used primarily to support the District's Cost Engineering Center of Excellence but is expected to support a range of federal government agencies.

Papadopoulos Joins STV

George Papadopoulos has joined STV, Inc. as vice president and deputy director of the firm's Construction Management Division. He will be based in the firm's Boston office and will report directly to STV's President Milo E. Rivero, PhD, PE.

Papadopoulos has more than 20 years experience in the Construction Management and engineering fields, working with local, regional and international clients. His experience includes aviation, higher education, federal, state and local government projects, and private sector work. [CM](#)

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

Send your member news and updates to Sarah Black, communications associate, at sblack@cmaanet.org. Please make your submission no longer than 200 words.

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Chapter News

Metropolitan New York/ New Jersey Chapter

During March, Haagse Hogeschool, The Hague, Netherlands Engineering students zoomed into the New York area to assess construction industry projects of note. Chapter Vice President Palmina Teta-Whelan served as host for their whirlwind tour of the modernized John F. Kennedy (JFK) Airport's American Airlines terminal area. Within three hours, the 30-person travel group was given a tour of the facilities that "exceeded their expectations."

The city's Croton Water Tunnel served as the other infrastructure project during this visit. These two visits provided the students with an insight into the future-building vital, large-scale, massively complex infrastructure systems that all the public may enjoy.



New York EDC President Pinsky addresses the CMAA Metro New York Chapter.

The chapter's March meeting included a presentation by the president of the New York City Economic Development Corporation, Seth W. Pinsky. Pinsky shared the holistic, economic sustainability strategy defining 21st century New York. Pointing towards several accomplishments completed during difficult times, including Yankee and Mets Stadium, construction progress in lower Manhattan and progress in Hudson Yards development, one may see evidence that there is no intent of slowing progress.

Pinsky believes that, collectively, New York and its construction industry are tough enough to operate in the most pressing times.

New England Chapter

The chapter held its 15th Annual Awards Program in April with more than 190 industry professionals, guests, and Construction Management students in attendance. Featured guest speaker James A. Aloisi, Jr., Commonwealth of Massachusetts Secretary of Transportation, addressed the gathering concerning pending transportation reform in Massachusetts, which will consolidate numerous agencies under a comprehensive transportation group.

Awards were presented to nine different projects with categories including Infrastructure, Building Project-New Construction, Building Project-Renovation, and Program Management. A Distinguished Service Award was presented to long time CMAA member and past New England Chapter President Rich Martone. Rich was cited for his long, enthusiastic and tireless service to both CMAA National and to the NE Chapter including four years as president in which the chapter grew and prospered.

Sam Sleiman, CCM, PE, Director of Capital Programs and Environmental Affairs of the Massachusetts Port Authority (Massport), was presented the Person of the Year Award for his commitment to CMAA. His involvement with CMAA and the Chapter included supporting Construction Management certification, sponsoring a Standards of Practice Course, committing Massport to a CMAA Owner Organization Membership, and promoting the Construction Management philosophy.

In addition, 11 students from Northeastern University Worcester Polytechnic Institute, Rodger Williams University, and Wentworth Institute of Technology were recognized for their achievements with scholarships totaling \$22,000.

Colorado State University Student Chapter

During February, two officers, Maria Delgado and Brady Poepping, and the chapter's faculty advisor, Dr. Mehmet E. Ozbek, participated as judges in the "Construction Challenge," which took



L to R: Mehmet Ozbek, chapter advisor, Maria Delgado chapter president, Tommy Thomas, FCMAA, CCM, Brady Poepping, events coordinator, Alex Beckman, secretary, Derek Varnell, vice president

place at South Middle School in Aurora, CO. The CSU CMAA officers and advisor also interacted with the middle and high school students and other judges, helping this event to be a success.

Construction Challenge is a day-long competition between teams formed by middle and high school students. This national competition provides a real-world experience to inspire youth to explore and pursue careers in the construction industry. Thirty-three teams competed at the regional rally consisting of three challenges. The teams that placed will compete in the championship finals.

The chapter hosted a large-scale event during March for the students as well as industry representatives. The event allowed students from different disciplines to interact with industry representatives. Tommy Thomas, FCMAA, CCM, senior project manager for Tetra Tech FC delivered an exciting and engaging presentation entitled "Speaking and Teaching Your Way to Leadership." The presentation focused on developing leadership traits along with discussing "Women in Construction" and the challenges they face in today's market. The event was well-attended and received a very positive response from the CSU students. The chapter appreciates the support given by Mr. Thomas and CMAA as it builds into a well-established and recognized student chapter of CMAA.

The CSU CMAA Student Chapter was established in November 2008 and is under the Department of Construction Management at CSU. The student chapter's website is at: <http://www.caahs.colostate.edu/cmaa/index.html>. **CM**

President's Report

Stimulus Balances CMAA's Two Purposes

Bruce D'Agostino, CAE, FCMAA

Fundamentally, all you need to start an association is a number of people with a shared interest. It could be anything from surgery to sudoku.

For many associations, serving the members' shared interest is enough; they don't feel any need for a larger societal purpose. For other groups, the larger societal purpose *is* the purpose. Perhaps they are fighting world hunger or trying to eradicate a dreaded disease. An association can pursue these goals with vigor, but the members' personal or business interests don't really enter into the picture.

CMAA is one of many organizations that occupy a middle ground.

The basic promise of membership in CMAA is that you will improve both your professional performance and your business results by participating in our programs.

If that were all we did, though, we would have very little claim on the attention and energy of construction owners, or of the business community at large. To justify ourselves to those audiences, we must add a second, broader purpose: To promote better project outcomes and a better built environment.

This is the core of CMAA's appeal to owners, as well as the reason we have focused on owners as the key group in which we want to grow our membership. The current economic climate, and the massive government-driven stimulus spending program, have only made this mission more important.

Owners, it seems, have always been frustrated by the inefficiency of the construction industry and the opacity of its processes. Today's economy presents a new challenge: Now owners are tasked to get something from the construction industry that it has never delivered before – productivity.

In so doing, they must execute an expanded workload and manage increased budgets, but with the same already-overloaded staff they had before. As an extra ingredient, they also need to generate more frequent and detailed reports than ever, explaining and justifying what they are doing.

In the public sector particularly, the pressure is on to produce and produce fast. As a nation, we've overlooked a basic question: What is the purpose of the stimulus spending? Is it to create appropriate, necessary finished projects, or to create jobs?

The reporting requirements imposed on states and localities seem to indicate the Administration is interested in reporting job creation above all...and as quickly as possible. Hence the emphasis on "shovel-ready" projects, even though nobody could really define that term.



A recent news story on page one of the *Washington Post* further illustrated this point. The story described how pleased state officials were to discover that they were getting both more bids and lower bids than expected for a wide range of projects. There was no mention of the familiar old risk that low initial bids would soon be bloated by change orders.

Stimulus construction, like any other kind, needs to be managed. Professional, owner-focused Construction and Program Management, beginning at project inception and continuing through commissioning, is the biggest single positive influence on project outcomes.

Indeed, the big risk is that owners will feel under so much time pressure to start work and create jobs that they won't give change orders the proper scrutiny...at precisely the time when these changes *should* be most closely examined.

The answer to this dilemma is simple. Stimulus construction, like any other kind, needs to be *managed*. Professional, owner-focused Construction and Program Management, beginning at project inception and continuing through commissioning, is the biggest single positive influence on project outcomes.

CMAA needs to continue spreading that message. Members need to convey it to local school boards, departments of transportation, transit agencies, utility companies, and everyone else with an important investment in construction. We must continue to meet owners' needs for:

- *Clarity* in procurement,
- *Accountability* in project execution, and
- *Innovation* in project financing and delivery.

That's how we will fulfill our dual mission of fostering our members' interests while also helping society at large. **CM**



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Association of America

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Professional Development Calendar

Webinar Series: Keys to Project Success—Avoiding Disputes

June 4

CPM in Construction
Mgmt—Preventing &
Measuring Delays

July 9

Using the Construction
Schedule to
Measure Delays

June 25

Avoiding the Pitfalls
of GMP Contracting

August 27

Measuring Inefficiencies
on a Construction Project

*Interested in presenting a Webinar? Contact Warren Corson,
Manager of eLearning, at wcorson@cmaanet.org for details.*

Water Summit

July 19 – 20

Las Vegas, Nevada

National Conference & Trade Show

October 25 – 27

Orlando, Florida

Refer a Friend

Find your membership in CMAA valuable? We invite you to tell a friend!

Refer a friend to join CMAA and get an entry to win our grand annual prize or one of our quarterly prizes. Through September 30, members who refer a friend will be entered for a chance to win the grand prize, a free registration to the 2009 National Conference and Trade Show in Orlando, or a 42" LCD HDTV.

Details and an easy referral tool are online at www.cmaanet.org/refer-a-friend. Referred members must list the name of the friend who referred them in the "Referred By" field on the membership application.

In addition to the grand prize, CMAA will hold quarterly drawings. Winners will receive a \$100.00 CMAA gift certificate valid for use at CMAA's Bookstore, towards CMAA University programs, membership dues, or for any other CMAA purchase. [CM](#)