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Dear CMAA Colleague:

Welcome to Huntington Beach, and to the 2005 National Conference and Trade Show of the Construction Management Association of America.

We have high hopes that this event will continue our long standing record of increasingly successful and value packed conferences. Certainly, the program for these three days is full of content that will both stimulate your thinking and enhance your business performance.

Our keynote speaker, for instance, has managed some of the most complex and important projects the U.S. Army Corps of Engineers has ever undertaken, including mission-critical work in Kuwait, Iraq, Bosnia and Somalia. Lt. Gen. Robert B. Flowers (Ret.) is now head of the new Federal Services Corporation subsidiary of HNTB Corporation and his talk is sure to be memorable.

We’ll also hear from Erik Wahl, who specializes in inspiring professionals and organizations to accomplish extraordinary results.

The conference offers 32 breakout sessions in four tracks. Our conference committee had more than 70 member proposals from which to choose these topics. That shows a remarkable commitment by CMAA members to sharing their experiences and helping each other, something that I know will continue through this conference.

Our trade show is back, larger and more useful than ever, and once again we will come together on Tuesday to honor the best of our industry with such distinctions as our Project Achievement Awards and Person of the Year.

CMAA’s 2005 Conference is truly an event through which we can work together to Create Visionary Leadership. Enjoy!

Best regards,

Bruce D’Agostino, CAE
Executive Director

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Sponsors

Through sponsorships, the following firms are helping to enhance several of the events at the National Conference. A special thanks to all participating firms for their support.

**Gold Level ($5,000-$9,999)**

**Silver Level ($2,000-$4,999)**

**Bronze Level (Up to $1,999)**

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**2005 NATIONAL CONFERENCE COMMITTEE**

**CHAIRMAN**
Steve Margaroni
PSOMAS

**MEMBERS**

Doug Dillon
PBS&J

D.J. Mason
Keville Enterprises, Inc.

Tom Farrell, P.E.
Parsons Brinckerhoff Construction Services

Dave Rathmann, CCM
3D/I

Agnes Weber, P.E.
Vali Cooper & Associates, Inc.

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Through sponsorships, the following firms are helping to enhance the CMAA Foundation Golf Tournament. A special thanks to all participating firms for their support.

**Silver Level ($1,000-$3,999)**

McDonough Bolyard Peck, Inc.
Parsons Brinckerhoff Construction Services, Inc.

**Bronze Level (Up to $999)**

CMAA National Capital Chapter
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Hill International, Inc.
HNTB Corporation
Jacobs
Keville Enterprises, Inc.
Parsons
PBS&J
PSOMAS
Summit Associates
Urban Engineers
URS Corporation
Vali Copper & Associates, Inc.
Meeting Information

Abstracts
Each primary registrant will receive a CD containing the abstracts from the education sessions. Be sure to check that you received it!

Bookstore
Don’t miss this chance to buy books you’ve been craving. Samples of all CMAA publications are available for you to peruse. If you buy during the conference, you’ll receive a 10% discount on your purchase and free shipping to you. The Bookstore has two locations this year: in the CMAA Services Booth during the trade show hours and during the rest of the conference, it’s located across from the registration desk in the hotel’s Grand Foyer.

Cell Phone Etiquette
Be courteous to your fellow conference attendees! When you’re in a formal setting such as the general sessions or education sessions, please turn off your cell phone or set it to vibrate. CMAA appreciates your cooperation with this request.

CMAA Services Booth
Be sure to stop by the CMAA Services Booth located in the trade show. It is the one stop you can make to have your CMAA-related questions answered. Need information on the 2006 Tampa, Florida, National Conference? Or the Spring Leadership Forum? Want details on the CMAA Foundation and its activities? Are you interested in joining CMAA? Curious about the current status of your firm’s membership? Any questions about government affairs? Do you want to become a CCM? CMAA and CMCI staff will be on hand to answer these questions and more at the Services Booth.

Education Sessions
As a primary registrant, your meeting badge is your entry to this year’s education sessions. Attendees will find these sessions vital to continued professional success. The sessions focus on four significant and compelling tracks: Legal/Professionalism; Program/Project Management; Risk Management; and Scheduling. While all sessions are useful to attendees from various segments of the industry, nine of them have been designed with your needs in mind.

General Sessions
Two dynamic keynote speakers address the audience during the conference. On Monday morning, Erik Wahl’s comments and unique perspective in a effort to build a strategic vision. Tuesday afternoon Lt. Gen. (Ret.) Robert Flowers offers a unique perspective on leadership, gleaned from his background with the Corps of Engineers and his current position as CEO of the HNTB Federal Services Corporation.

Industry Recognition Reception/Dinner Coupon/Ticket Exchange
Purchasers of CMAA member, non-member, or spouse/guest full meeting registrations receive a complimentary dinner coupon in the onsite registration packet. This coupon must be exchanged for a dinner ticket no later than noon on Monday, September 12, at the registration desk. All unreserved seating is on a first-come, first-served basis so it’s suggested those wishing to sit together be ready to enter the dinner in the Grand Ballroom when the doors open in order to secure a table.

Registration Desk
Be sure to check your registration materials carefully to be certain you have the proper meeting credentials: badge, badge holder and lanyard, tote bag, pad folio, and tickets. You will also receive a CD of the conference Abstracts, an onsite program, a highlighter, and a registration list. Confirm you have the correct purchased tickets plus the coupon to exchange for your Industry Recognition Reception/Dinner ticket.

Badges will be checked for entry into all non-ticketed conference events, therefore, it is important that badges be worn at all times. Those persons not wearing appropriate conference badges can be turned away. Lost badges can be replaced for a $10 fee. Tickets will be collected at all events requiring ticket purchase. Lost or stolen tickets are not replaceable; re-purchase is required.


Responsible Drinking Policy
Recognizing the emphasis on receptions and the potential for alcohol abuse, CMAA has issued a statement encouraging responsible drinking. Supporting this policy, all CMAA-sponsored receptions will offer non-alcoholic drinks. Alcohol will not be served to anyone under the age of 21.

Social and Networking Events
The national conference presents several opportunities for socializing with your fellow professionals. The Welcome Reception and the Industry Recognition Reception are excellent venues for mingling with friends. The Industry Recognition Dinner caps off the conference and serves the venue for presenting CMAA’s highest honors. The Sunday luncheon, Monday breakfast, and Tuesday luncheon offer excellent programs and speakers after a social time during the meals. The CMAA Foundation’s Golf Tournament, while providing another time for socializing, serves as the major fundraising event for the Foundation – an excellent way to give back to your industry.

Tours
Two tours and a dinner cruise are available for conference attendees this year. The dinner cruise takes the participants to Marina del Rey. The tours cover the Nixon Presidential Library with a lunch and a shopping excursion to a unique mall followed by a stop at Sherman Gardens.

Trade Show 2005
The show offers a chance for you to sit down with the most knowledgeable experts and get answers to your questions. Your opportunity to visit them extends over two days, Sunday and Monday. On Sunday, you can enjoy your after-lunch dessert and later a networking break as you walk the floor between 1:30 pm–6:00 pm. The trade show is open again on Monday from 9:00 am–12:00 pm immediately following the keynote breakfast and features two networking breaks. Be sure to visit these first-rate exhibitors.

What to Wear
General Conference – business casual; khaki slacks, polo-type shirts, blazers, or sweaters for men and slacks, skirts, polo-type shirts or blouses, blazers, or sweaters are appropriate for women. Suits, ties, nine-to-five dresses, and heels are not required.

Tours – various offsite venues where comfortable clothes and walking shoes are appropriate.

Welcome Reception – casual wear.

Industry Recognition Reception/Dinner – black tie optional.

Registration Categories and Benefits

Categories:

**CMAA MEMBER:**
- Large, Mid-Size, or Small Corporate
- Associate
- CM Practitioner
- Sole Proprietor
- Owner
- Academic (Full-time Faculty or Student)

**NON-MEMBER**
- Must be the spouse/guest of a registered conference attendee. Not applicable for professional individuals attending the conference.

**Trade Show Only**
- Permits entry for both days to the trade show only. Not applicable for staff attending from exhibiting firms.

Benefits:

**MEMBER AND NON-MEMBER CATEGORIES:**
- General Sessions
- Education Sessions
- Trade Show
- Conference Abstracts CD
- Admission to: Annual Meeting/Luncheon; Trade Show refreshment breaks; Welcome Reception; Keynote Breakfast; Awards Luncheon; Industry Recognition Reception/Dinner

**SPOUSE/GUEST CATEGORY**
- General Sessions
- Trade Show
- Admission to: Annual Meeting/Luncheon; Trade Show refreshment breaks; Welcome Reception; Keynote Breakfast; Awards Luncheon; Industry Recognition Reception/Dinner

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Tours – various offsite venues where comfortable clothes and walking shoes are appropriate.

Welcome Reception – casual wear.

Industry Recognition Reception/Dinner – black tie optional.
Schedule at a Glance

Friday, September 9
4:00 pm–7:00 pm Registration

Saturday, September 10
7:30 am–5:00 pm Registration
8:00 am–5:00 pm CMCI Certification Exam
8:00 am–5:00 pm AACE Planning and Scheduling Professional Exam (www.aacei.org)
10:00 am–4:30 pm CMAA Board of Directors Meeting
11:45 am–12:45 pm CMAA Board of Directors/CMCI Board of Governors Luncheon
1:00 pm–4:45 pm CMCI Board of Governors Meeting
5:00 pm–6:00 pm First Timer’s Reception (by invitation only)
5:00 pm–6:00 pm CCM Reception (by invitation only)
6:00 pm–10:45 pm Marina del Rey Dinner Cruise

Sunday, September 11
7:00 am–6:00 pm Registration
8:00 am–9:00 am CMCI Board Meeting
8:00 am–10:00 am CMAA Board of Directors Meeting
9:00 am–11:45 am CMAA Chapter Leaders Meeting
10:00 am–11:45 am CMAA Foundation Meeting
12:00 pm–1:15 pm CMAA Annual Meeting and Luncheon
12:30 pm–3:30 pm Bowers Museum of Cultural Art Tour
1:30 pm–6:00 pm Trade Show
2:30 pm–3:45 pm Education Sessions
3:45 pm–4:15 pm Networking Break in Trade Show
4:15 pm–5:30 pm Education Sessions
6:00 pm–7:30 pm Welcome Reception

Monday, September 12
7:00 am–5:00 pm Registration
7:30 am–9:00 am Breakfast with Keynote Speaker Erik Wahl
9:00 am–9:30 am Networking Break in Trade Show
9:00 am–12:00 pm Trade Show
9:00 am–3:30 pm The Nixon Presidential Library Tour
9:30 am–10:45 am Education Sessions
10:45 am–11:15 am Networking Break in Trade Show
11:00 am–12:30 pm CMAA Past President Brunch (by invitation only)
11:00 am–6:00 pm CMAA Foundation Golf Tournament (Meadowlark Golf Course)
11:15 am–12:30 pm Shop ‘Til You Drop & Then Relax
1:00 pm–5:00 pm Education Sessions
1:30 pm–2:45 pm Break
2:45 pm–3:00 pm Education Sessions
3:00 pm–4:15 pm Education Sessions

Tuesday, September 13
7:30 am–5:00 pm Registration
7:30 am–8:30 am CMAA Fellows Meeting
8:00 am–8:30 am Refreshment Break
8:30 am–10:00 am Owner’s Panel
10:00 am–10:15 am Break
10:15 am–11:30 am Education Sessions
11:45 am–1:45 pm Awards Luncheon with Keynote Speaker Lt. Gen. (Ret.) Robert Flowers
2:00 pm–3:15 pm Education Sessions
3:15 pm–3:30 pm Break
3:30 pm–4:45 pm Education Sessions
5:30 pm–6:30 pm Industry Recognition Reception
6:30 pm–9:00 pm Industry Recognition Dinner

Schedule by Event

Registration & Bookstore Hours
Friday, September 9 4:00 pm–7:00 pm
Saturday, September 10 7:30 am–5:00 pm
Sunday, September 11 7:00 am–6:00 pm
Monday, September 12 7:00 am–5:00 pm
Tuesday, September 13 7:30 am–5:00 pm

Trade Show Hours
Sunday, September 11 1:30 pm–6:00 pm
Monday, September 12 9:00 am–12:00 pm

Education Sessions Hours
Sunday, September 11 2:30 pm–3:45 pm; 4:15 pm–5:30 pm
Monday, September 12 9:30 am–10:45 am; 11:15 am–12:30 pm;
1:30 pm–2:45 pm; 3:00 pm–4:15 pm
Tuesday, September 13 10:15 am–11:30 am; 2:00 pm–3:15 pm;
3:30 pm–4:45 pm

Tour Hours
Saturday, September 10 6:00 pm–10:45 pm
(Marina del Rey Dinner Cruise)
Sunday, September 11 12:30 pm–3:30 pm CANCELLED
(Bowers Museum of Cultural Art)
Monday, September 12 9:00 am–3:30 pm
(Nixon Presidential Library)
1:00 pm–5:00 pm
(Shop Til You Drop)
## Education Session Schedule at a Glance

<table>
<thead>
<tr>
<th>Time</th>
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<th>Location</th>
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<tr>
<td><strong>Sunday, September 11</strong></td>
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</table>
| 2:30 pm–3:45 pm | James Hobbs, Jr., Esq. and Michael F. Stark  
Legal and Legislative Update                                                                 | Grand Salon A             |
|               | Chuck Tom森, FCMAA, FAIA  
The Role of Design in Program Management  
**OWNER FOCUS**                                                                 | Grand Salon B             |
|               | Christopher Payne, CCM, PE  
Beyond the Specification: Successful Strategies to Finish Projects on Time  
**OWNER FOCUS**                                                                 | Grand Salon C             |
|               | Gordon Hunt, Esq.  
Managing Change Orders from Contract to Execution                                              | Fountain                  |
| 4:15 pm–5:30 pm | Scott Tidemann  
Contractor Terminations: The End…Or Not                                                                 |                           |
|               | Jim McConnell, PE, and Jeffrey Brickner  
Building Sustainable Schools in LAUSD’s $1.15 Billion New School Construction and Modernization Program  
**OWNER FOCUS**                                                                 |                           |
|               | Anthony Sanger and Larry Eisenberg  
The Multi-Headed Hydra  
That is Program Management                                                                 |                           |
| **Monday, September 12** |                                                                                               |                           |
| 9:30 am–10:45 am | William B. Arnhart, PE  
A Logical and Concise Methodology to Resolving Delay Claims  
**OWNER FOCUS**                                                                 |                           |
|               | Christine Keville  
The Added Value of Owner Provided Program Management Oversight  
**OWNER FOCUS**                                                                 |                           |
|               | Linda Alders  
Safety on Construction Projects: What Works, What Doesn’t                                                                 |                           |
|               | Joseph W. Delaney, PE  
A Case Study in the Effective Use of Schedule Control Techniques: Recovery Schedules                                                                 |                           |
| 11:15 am–12:30 pm | Christopher Bracco, Esq., and Kathleen Olden Barnes, Esq.  
Successfully Handling a Termination for Default                                                                 |                           |
|               | Mike Wilke and David Rankin  
International Experiences in Delivery of Infrastructure Projects by Alliancing                                                                 |                           |
|               | R.L. "Rick" Rye, CCM  
Managing the Characteristics of Risk on Capital Construction Projects                                                                 |                           |
| 1:30 pm–2:45 pm | Robin Rockey  
What Happens in Vegas: Tales from the Trench and Other Community Outreach Tips from the Southern Nevada Water Authority                                                                 |                           |
|               | Richard Martone  
Contrasting ADR Methods  
**OWNER FOCUS**                                                                 |                           |
| 3:00 pm–4:15 pm | Rebecca Jones, MBA, and Matt Gruver, MA, CTC  
Selecting and Retaining Leaders of the Future                                                                 |                           |
|               | Natalie Cheney and Sherri Oliver-Noe  
Implementing a Communications Specification: A New Concept for Improving Project and Program Deliveries                                                                 |                           |
| **Tuesday, September 13** |                                                                                               |                           |
| 8:30 am–10:00 am | Linda Phillips, CCM  
CM Accountability: What’s the Value of a CM on a Job?                                                                 | Owners Panel             |
|               | Mani Subramanian, CCM  
Collaboration vs. Control: How the Web Is Changing the Approach to CM  
**OWNER FOCUS**                                                                 |                           |
|               | Marla McIntyre and Andrew K. Platt  
Principal and Obligee: The Complex Role of CMs and Surety Bonding Today  
**OWNER FOCUS**                                                                 |                           |
|               | Craig Smith, PhD, PE  
Scheduling the Great Pyramid                                                                 |                           |
| 10:15 am–11:30 am | Gasper A. Chifici  
Succession Planning: How to Step onto the Leadership Ladder                                                                 |                           |
|               | Richard Bernardini, PE, CCM  
We’re in This Together. Let’s Talk.  
**OWNER FOCUS**                                                                 |                           |
|               | Timothy McManus and David Hatem, Esq.  
Effective Risk Management for Capital Programs                                                                 |                           |
|               | Gordon Hunt, Esq.  
Critical Path Method Scheduling: A Practical and Legal Analysis  
**OWNER FOCUS**                                                                 |                           |
| 2:00 pm–3:15 pm | Edward Bond, Jr., CCM  
CCM: Moving On Up  
**OWNER FOCUS**                                                                 |                           |
|               | Rob Harris, PE, CCM  
Project Delivery Methods for Major Rail Programs  
**OWNER FOCUS**                                                                 |                           |
|               | Kurt Goddard  
Inside the “Big Dig”  
**OWNER FOCUS**                                                                 |                           |
| 3:30 pm–4:45 pm | Vikram Chopra  
The Effective Use of Animated 4-D Graphics in Scheduling and Claims                                                                 |                           |

## Credit for Professional Development

CMAA University provides registrants with professional development credit for each education session attended. In order to meet the varied formats for reporting mandated education requirements to licensing boards, credits are identified in both Professional Development Hours (PDH) and Continuing Education Units (CEUs). In addition, CMAA is registered with the American Institute of Architects (AIA) as an approved provider of Learning Units (LU). Conference attendees may earn and report up to 12.75 PDH, 1.275 CEU, and 12.75 LU from participating in the conference. Electronic transcripts and AIA reports are available by request. CCMs can also earn three (3) points towards CMCI re-certification by attending this conference.
Education Sessions’ Speaker Index

A
Linda Alders president and chief operating officer Safework, Inc. Monday, 9:30 am–10:45 am
William B. Arnhart, PE associate vice president, director of claims and scheduling HNTB Corporation Monday, 9:30 am–10:45 am

B
Steve Barlow chief operating officer JF White Contracting Company Monday, 1:30 pm–2:45 pm
Vicki Barron director of design and construction Valley Metro Rail – Phoenix Regional Public Transportation Authority Tuesday, 3:30 pm–4:45 pm
Ewa Z. Bauer, PE deputy district engineer/project manager Golden Gate Bridge Seismic Retrofit Golden Gate Bridge, Highway & Transportation District Monday, 9:30 am–10:45 am
Richard Bernardini, PE, CCM vice president Hill International Tuesday, 2:00 pm–3:15 pm
Edward A. Bond Jr, CCM, CMC FSMPS chief executive officer Bond Brothers Inc. Tuesday, 3:30 pm–4:45 pm
Christopher Brasco, Esq., partner Watt, Tieder, Hoffar & Fitzgerald, LLP Monday, 11:00 am–12:15 pm
Jeffrey Brickner director of design management Los Angeles Unified School District Sunday, 4:15 pm–5:30 pm
Natalie Cheney director of professional services Constructware Monday, 3:00 pm–4:15 pm
Gasper A. Chiffici vice president and division manager PBS&J Tuesday, 2:00 pm–3:15 pm
Vikram Chopra senior project manager PinnacleOne Tuesday, 3:30 pm–4:45 pm
George Condoyannis U.S. Army Corps of Engineers Sunday, 2:30 pm–3:45 pm

D
Sudhir Damle, PE vice president PinnacleOne Tuesday, 3:30 pm–4:45 pm
Joseph W. Delaney, PE manager of construction management services C&S Design-Build Inc. Monday, 9:30 am–10:45 am
Kurt Dettman claims services manager Carter & Burgess Monday, 1:30 pm–2:45 pm
Peter Donahue, PE vice president, senior project manager, senior professional associate Parsons Brinckerhoff Quade and Douglas Tuesday, 3:30 pm–4:45 pm
Michael W. Ebeling, PE director of construction services HNTB Corporation Monday, 9:30 am–10:45 am
Larry Eisenberg executive director facilities planning and development Los Angeles Community College District Sunday, 4:15 pm–5:30 pm
Kurt Goddard vice president, M&BD manager–east Bechtel Infrastructure Corporation Tuesday, 3:30 pm–4:45 pm
Jerry Gold APTA representative and vice president Carter & Burgess Monday, 9:30 am–10:45 am
Diane Gollihofer assistant vice president of construction management DART Monday, 9:30 am–10:45 am
Matt Gruver, MA, CTC principal consultant/senior manager CPS–Human Resource Services Monday, 3:00 pm–4:15 pm
Roger Haddock, PE, CCM manager, construction operations – Midwest and Upper Midwest Jacobs Engineering Tuesday, 10:15 am–11:30 am
Craig Halvorson senior project manager PinnacleOne Tuesday, 3:30 pm–4:45 pm

Rob Harris, PE, CCM vice president PBS&J Tuesday, 3:30 pm–4:45 pm
Judge Martin Hart ASBCA Monday, 1:30 pm–2:45 pm
David Hatem, Esq. attorney Donovan Hatem LLP Tuesday, 2:00 pm–3:15 pm
James D. Hobbs Jr., Esq., principal Wright Robinson Ostheimer & Tatum Sunday, 2:30 pm–3:45 pm
William S. Hoy vice president of design and project management architecture & construction B.F. Saul Holding Company Sunday, 2:30 pm–3:45 pm
Gordon Hunt, Esq. attorney Hunt, Ortmann, Blasco, Palfy & Rossell, Inc. Sunday, 2:30 pm–3:20 pm Tuesday, 2:00 pm–3:15 pm
Rebecca A. Jones, MBA chief executive officer Safework, Inc. Monday, 3:00 pm–4:15 pm
David Keffen, PE vice president Johnson, Mirriman & Thompson Sunday, 4:15 pm–5:30 pm
Ron Kerins, Jr., CCM construction project manager Hanscomb faithful & Gould Monday, 9:30 am–10:45 am
Christine Keville president and chief executive officer Keville Enterprises, Inc. Monday, 9:30 am–10:45 am
Shawn Kiddare vice president, program controls and safety/quality MTA Capital Construction Monday, 9:30 am–10:45 am
Jim Linthicum, PE director of engineering and construction San Diego Association of Governments (SANDAG) Tuesday, 3:30 pm–4:45 pm
Mark A. Luria, CCM project executive Gilbane Building Company Tuesday, 10:15 am–11:30 am
Richard Martone senior principal PMA Consultants LLC Monday, 1:30 pm–2:45 pm

Jim McConnell, PE chief facilities executive Los Angeles Unified School District Sunday, 4:15 pm–5:30 pm Tuesday, 8:30 am–10:00 am
Marla McIntyre executive director Surety Information Office Tuesday, 10:15 am–11:30 am
Timothy Manus vice president and director of program management DMJM Harris Tuesday, 2:00 pm–3:15 pm
Kathleen Olden Barnes, Esq. partner Watt, Tieder, Hoffar & FitzGerald, LLP Monday, 11:00 am–12:15 pm
Sherri Oliver-Neo manager of the project team leaders Abbott Monday, 3:00 pm–4:15 pm
Henry Org, LEED AP Abide International Inc Tuesday, 10:15 am–11:30 am
Chip Osman mediator Project Mediation, Inc. Monday, 11:00 am–12:15 pm
Christopher Payne, PE, CCM vice president McDonough Boyland Peck Sunday, 2:30 pm–3:45 pm
Linda Phillips, CCM deputy director of construction excellence General Services Administration Tuesday, 8:30 am–10:00 am Tuesday, 10:15 am–11:30 am
Andrew K. Platt resident vice president Zurich North America Tuesday, 10:15 am–11:30 am
Bettina Quintas assistant general counsel New York City Transit Authority Monday, 1:30 pm–2:45 pm

David Rankin transport engineering executive Parsons Brinckerhoff Australia Pty Ltd Monday, 11:00 am–12:15 pm
Robin Rocky project information manager Southern Nevada Water Authority/Katz & Associates Monday, 1:30 pm–2:45 pm
Richard Rye, CCM program director Fluor Corporation Monday, 11:00 am–12:15 pm

Sidney Sanders vice president, facilities and construction The Methodist Hospital System Sunday, 2:30 pm–3:45 pm
Anthony Sanger deputy director DMJM/ICM, Los Angeles Community College District, Proposition A/AA Bond Program Sunday, 4:15 pm–5:30 pm
John Shosney, PE senior engineering manager Denver Regional Transit District Tuesday, 3:30 pm–4:45 pm
Keith Sibley program manager Bechtel Infrastructure Tuesday, 3:30 pm–4:45 pm
Craig Smith, PhD, PE chairman emeritus DMJM+H+N Tuesday, 10:15 am–11:30 am
Michael F. Stark director of government affairs CMAA Sunday, 2:30 pm–3:45 pm
Brian Stover Urban Engineers, Inc. Monday, 9:30 am–10:45 am
Mani Subramanian, CCM executive vice president Vanir Construction Management Tuesday, 10:15 am–11:30 am
James C. Thompson Jr. vice president & general counsel Alpha Corporation Monday, 9:30 am–10:45 am
Chuck Thomsen, FCMAA, FAIA chairman 3DI Friday, 2:30 pm–3:45 pm
Scott Tidemann director of claims services PinnacleOne Sunday, 4:15 pm–5:30 pm
Angelo Tomasetti, PE program manager MTA New York City Transit Tuesday, 3:30 pm–4:45 pm
Harald von Fischer-Benzen associate Draper and Associates Sunday, 2:30 pm–3:45 pm
Mike Wilke managing director Parsons Brinckerhoff Australia Pty Ltd Monday, 11:00 am–12:15 pm
Judge Paul Williams ASBCA Monday, 1:30 pm–2:45 pm
Saturday, September 10, 2005

First Timers’ Reception
(by invitation only)
5:00 pm–6:00 pm
CALIFORNIA COURTYARD

This event offers an opportunity for first-time national conference attendees to meet and network with one another as the national conference experience begins. At the reception you’ll also meet members of the Board of Directors and learn how to get the most value from your conference participation as explained by some “veteran” attendees! The star on your badge will identify you as a “first timer” to all conference attendees.

CCM Reception
(by invitation only)
5:00 pm–6:00 pm
GRAND SALON E

Join your fellow CCMs for a reception held in your honor. The individuals holding the CCM designation are a select group and networking opportunities abound during this event. During the reception, the recent CCMs will be introduced and congratulated on achieving their certification. Comments will also be made by current CCMs.
Sponsored by CH2M HILL.

Marina del Rey Dinner Cruise
6:00 pm–10:45 pm
DEPART FROM CONFERENCE PORTE COCHERE

Depart from beautiful Marina del Rey harbor on a private yacht, the Celebration, for a fabulous dinner cruise. While traveling around the harbor and its environs, enjoy a delicious dinner buffet featuring salmon and beef entrees, salads, sautéed vegetables, roasted potatoes, and tortes and cakes for dessert with a beer or a glass of wine.
$140 per person. Fee includes transportation, dinner, hosted beer/wine/soft drink bar.

Sunday, September 11, 2005

Annual Meeting and Luncheon
12:00 pm–1:15 pm
GRAND SALON D

As an organization, CMAA conducts a great variety of business on behalf of its members. Today’s program provides an overview of the progress made by CMAA during the past year. President Joe Seibold, PE, will chair the meeting and, with the membership, conduct the business of CMAA. Executive Committee members will report on the status of the association and its component organizations, the CMAA Foundation and CMCI. Executive Director Bruce D’Agostino will also report on headquarters’ activities.

Bowers Museum of Cultural Art
12:30 pm–3:30 pm
DEPART FROM CONFERENCE PORTE COCHERE

This premier museum features a permanent collection of art and artifacts from the pre-Columbian and Native American cultures, as well as California history. A travelling exhibit in September will be “Death and the Afterlife in Ancient Egypt.” After a docent-guided tour, you’ll have free time to browse on your own. For more information, you may access http://www.bowers.org/

$60 per person. Fee includes transportation, admission, and guided tour.

Dessert Reception
1:30 pm–2:30 pm
MARINERS HALL

Join your fellow attendees at the opening of CMAA’s trade show! Enjoy a dessert after the Annual Meeting luncheon while you visit with the many exhibiting firms.

Trade Show 2005
1:30 pm–6:00 pm
MARINERS HALL

Make an executive decision to improve your firm! Attend the CMAA Trade Show where you can view products, services, and technological advancements that make your firm operate efficiently, effectively, and profitably. The exhibitors are committed to your success and to serving the industry.

This year’s trade show features a new component: the CMAA Services Booth. Located at the back of the hall, you’ll be able to chat with CMAA staff, receive answers to your questions, and also visit the Bookstore.

Take full advantage of this opportunity to see firsthand the products and services offered to you by the exhibiting firms. A networking break is scheduled during the afternoon to allow you exclusive time on the trade show floor.

EDUCATION SESSIONS
2:30 pm–3:45 pm

Legal and Legislative Update
TRACK: Legal/Professionalism
INSTRUCTIONAL LEVEL: NA
TARGET FIRM SIZE: Small, Medium, Large
EDUCATIONAL CREDIT: 1.25 PDH; 0.125 CEU; 1.25 LU
ROOM: Grand Salon A

Find out how key legislation and recent litigation will impact the construction industry and the practice of CM. This session will review litigation involving construction managers, design professionals, and contractors and provide practice tips related to these court decisions. In addition, an overview will be given on federal, state, and local legislation that affects the construction market and construction management. Issues will include: regulation and licensing of CM, federal funding for construction, and other CM industry topics.

LEARNING OUTCOMES:
• Analyze the effects of upcoming and recent legislation and understand how it affects the industry
• Identify key legal issues and how to avoid them

SPEAKERS: James D. Hobbs, Jr., Esq., principal, Wright Robinson Ostheimer & Tatum; Michael F. Stark, director, government affairs, CMAA

The Role of Design in Program Management
TRACK: Program/Project Management; Owner Focus
INSTRUCTIONAL LEVEL: Advanced
TARGET FIRM SIZE: Small, Medium, Large
EDUCATIONAL CREDIT: 1.25 PDH; 0.125 CEU; 1.25 LU
ROOM: Grand Salon B

Owners with continuous building programs are changing the construction industry. They are: 1) examining project workflow to identify common elements; 2) rotating those practices from individual projects to program workflow; and 3) improving the practices...
Managing Change Orders From Contract to Execution

**TRACK:** Scheduling  
**INSTRUCTIONAL LEVEL:** Advanced  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Fountain

This presentation addresses the elements of change orders, the basic assumptions and responsibilities of the owners and contractors, the types of change orders that occur, the six “P's” of change orders and the cost components of change orders.

**LEARNING OUTCOMES:**
- Identify what causes change orders.  
- Discuss how to administer change orders  
- Examine how to avoid change orders

**SPEAKER:** Gordon Hunt, Esq., attorney, Hunt, Ortmann, Blasco, Paffly & Rossell, Inc.

**NETWORKING BREAK**  
3:45 pm–4:15 pm  
**MARINERS HALL**

Before you go to your next education session, stop by the Trade Show and enjoy a soft drink or a bottle of water as you visit with the many exhibitors.

Sponsored by Harris & Associates.

**EDUCATION SESSIONS**  
4:15 pm–5:30 pm

Contractor Terminations: The End...or Not

**TRACK:** Legal/Professionalism  
**INSTRUCTIONAL LEVEL:** Intermediate  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon A

Discussion will focus on why, when, and how an owner may or should choose to terminate a contractor, either for convenience or for default. Topics to be addressed include: 1) termination for owner’s convenience (contract specifics, exposure, pricing, alternatives); and 2) termination for default (contract specifics, justification, prerequisites, notice, substantial completion, recovery of damages, alternatives).

**LEARNING OUTCOMES:**
- Understand contract terms and requirements related to terminations  
- Distinguish a range of options  
- Demonstrate understanding of cost and pricing considerations

**SPEAKER:** Scott Tidemann, director of claims services, PinnacleOne

Building Sustainable Schools in LAUSD’s $15.2 Billion New School Construction and Modernization Program

**TRACK:** Program/Project Management, Owner Focus  
**INSTRUCTIONAL LEVEL:** Advanced  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon B

The Los Angeles Unified School District’s New School Construction and Modernization Program is an unparalleled building program. At $15.2 billion it is the largest single district school construction program ever executed in the United States. The school building program is a unique example of sustainable development that incorporates energy efficient design strategies, joint use agreements with multiple partners, community access to green and open spaces as well as use of multipurpose buildings in an urban setting and reduced parking requirements.

**LEARNING OUTCOMES:**
- Learn about a $15.2 billion capital improvement project within a publicly funded institutional framework  
- Identify the challenges, obstacles, and just what it takes to manage a program of this size and the team that is needed to make it happen  
- Learn the importance of sustainable development in infrastructure construction and improvements

**SPEAKERS:** Jim McConnell, PE, chief facilities executive, Los Angeles Unified School District; Jeffrey Brickner, director of design management, Los Angeles Unified School District

The Multi-Headed Hydra That Is Program Management

**TRACK:** Risk Management  
**INSTRUCTIONAL LEVEL:** Intermediate  
**TARGET FIRM SIZE:** Small, Medium  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon C

The presentation will describe the method for program delivery utilized by the Los Angeles Community College District. It will discuss the organizational differences between the program and project management roles. It will describe the “multiple clients” that are present on educational programs, including the building users, the College Administration and the District’s centralized services. Presenters will describe techniques and systems that can be utilized to reduce communication difficulties, enhance a team centric environment and deliver projects in a complex organization.
Sunday, 4:15 pm–5:30 pm, continued

LEARNING OUTCOMES:
- Understand organizational differences between Program and Project Management
- Apply methods to improve interface with “multiple clients”
- Implement tactics to overcome communications difficulties in a complex program organization

SPEAKERS: Anthony Sanger, deputy director, DMJM/JGM, Los Angeles Community College District, Proposition A/AA Bond Program; Larry Eisenberg, executive director facilities planning and development, Los Angeles Community College District

Baseline CPM Schedules: Communicating the Plan

TRACK: Scheduling
INSTRUCTIONAL LEVEL: Intermediate
TARGET FIRM SIZE: Small, Medium
EDUCATIONAL CREDIT: 1.25 PDH; 0.125 CEU; 1.25 LU
ROOM: Fountain

This session emphasizes the importance of using the baseline CPM schedule to establish sound project communication between the owner and contractor. We will discuss ways to overcome schedule specification pitfalls or omissions that impede baseline schedule development. We will examine the risks of failing to enforce the schedule specification and identify what knowledge an owner needs to confidently establish a baseline CPM schedule. The session will also explore methods to successfully address outside influences such as weather expectations and third parties, as well as methodologies on effective ways to negotiate revisions to the schedule with the contractor.

LEARNING OUTCOMES:
- Discover how to establish an effective baseline CPM schedule that creates an objective communication tool in construction planning
- Identify the elements an owner should look for in a schedule specification that can foster communication and avoid disputes
- Recognize various baseline CPM schedule deficiencies that can breakdown communication and learns ways to correct them early

SPEAKERS: David Keffer, PE, vice president, Johnson, Mirmiran & Thompson; Pedro L. Capestyany, II, PE, area manager/market sector manager, highways and bridges mid-Atlantic region, Parsons Brinckerhoff Construction Services, Inc.

Monday, September 12, 2005

Breakfast with Keynote Speaker
7:30 am–9:00 am • GRAND SALON D

After enjoying an early morning breakfast, join your fellow attendees to hear an outstanding keynote speaker, Erik Wahl. Erik brings a different approach to this year’s keynote remarks with his entertaining style and refreshing techniques and viewpoints on “creating visionary leadership.”

Erik earned his bachelors degree in Business Communication before embarking on an eight-year career as a partner in a corporate firm. After first working in the business world, he then began sharing his powerful message with America’s top corporations and became one of the country’s most requested speakers. He also was a guest lecturer at the London School of Business and has spoken to organizations all over the world. His skill as a dynamic performer and a speaker will leave you with a message that is as memorable as it is impactful.

However, Erik’s unique understanding of vision traces back to his experience as an artist.

He inspires professionals to achieve greater levels of performance. He challenges organizations to implement breakthrough-thinking techniques to accomplish extraordinary results. He illustrates how your best sustainable edge in business is your ability to visibly differentiate yourself from your competition. Erik’s “Art of Vision” program uncovers new ways to make your organization more creative and ultimately more profitable. It is no longer enough to have good customer service and a good product. The truly great companies have altered the landscape to create a unique experience for the customer.

Erik believes that professionals at all levels can achieve superior performance by creatively differentiating themselves from the competition. He believes you can empower leaders by creating a culture of commitment, transcending mediocrity, and freeing the mind to out-think the competition. He believes that by embracing change, you can sustain excellence in a changing economy, leverage chaos to create opportunity, and discover untapped potential. His presentation will help you acquire the tools to accomplish this!

Keynote speaker co-sponsored by McDonough Bolyard Peck, Inc.

Welcome Reception
6:00 pm–7:30 pm
LIGHTHOUSE COURTYARD

Don’t miss this annual reception where you can share food and drink with 700 of your closest friends while experiencing an evening outdoors! The reception is a wonderful opportunity to relax and enjoy the ambience of the evening. In recognition of the Surf City, USA, location, the evening’s music will reflect that surfer tradition – and there’s room to dance if you feel the urge.

Trade Show 2005
9:00 am–12:00 pm
MARINERS HALL

You will be able to again visit the various exhibitors. And enjoy your first cup of coffee on the floor.

Another networking break takes place later in the morning.

These three hours are your last chance to discover new products and services that can improve your business or to network with the exhibitors before the Trade Show ends. Don’t pass up this final opportunity!
**The Nixon Presidential Library**

**9:00 am – 3:30 pm**  
**DEPART FROM CONFERENCE PORTE COCHERE**  

The Library opened in 1990 at the site of his birth and includes his faithfully preserved boyhood home and now the burial sites for President and Mrs. Nixon. During a docent-guided tour, you'll see its 22 galleries, encompassing Nixon's political life. Then it’s on to lunch at a renovated mansion called The White House — now an award-winning restaurant. You’ll enjoy a delightful three-course meal in one of the private rooms.  

$80 per person. Fee includes transportation, lunch, admission, and guided tour.

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**NETWORKING BREAK**  
**9:00 am – 9:30 am**  
**MARINERS HALL**  

As you leave the keynote breakfast, come into the Trade Show for a quick refreshment. And take time to visit some more exhibitors!

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**EDUCATION SESSIONS**  
**9:30 am – 10:45 am**  
**A Logical and Concise Methodology to Resolving Delay Claims**  

**TRACK:** Legal/Professionalism, Owner Focus  
**INSTRUCTIONAL LEVEL:** Advanced  
**TARGET FIRM SIZE:** Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon A  

This panel will present a decision tree that models a methodology to resolving delay claims. This decision tree has been developed to focus on six questions that, once answered, will provide the user with a decision as to how to resolve the claim. In addition, this decision tree can be used by contractors to provide their disputes to the owner in a logical and concise manner. Attendees will receive a “Decision Tree,” which provides a step-by-step approach to a delay claim.  

**LEARNING OUTCOMES:**  
- Prepare a logical approach to resolving a delay claim  
- Apply mitigation techniques  

**MODERATOR:** William B. Arnhart, PE, associate vice president, director of claims and scheduling, HNTB Corporation  
**PANELISTS:** James Thompson, Jr., Esq., vice president and general counsel, Alpha Corporation; Michael Ebeling, PE, director of construction services, HNTB Corporation; Ewa Z. Bauer, PE, deputy district engineer/project manager, Golden Gate Bridge seismic retrofit, Golden Gate Bridge Highway & Transportation District

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**The Added Value of Owner Provided Program Management Oversight**  

**TRACK:** Program/Project Management  
**INSTRUCTIONAL LEVEL:** Intermediate  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon B  

Major metropolitan transportation authorities have retained program management consultants to assist the authorities in the management of capital programs and to report to the Board on agency adherence to program goals. The role of these consultants may include program management, construction management and claims management to assist the agency leaders by providing them independent recommendations on how they can achieve their scope, cost, schedule and quality objectives. In addition, they can re-enforce agency recommendations through independent assessments to the Board. Owners and consultants will share their views on owner provided program management oversight.  

**LEARNING OUTCOME:**  
- Understand the value added by program management oversight, when and why owners utilize program management consultants, and the lessons learned.  

**MODERATOR:** Christine Keville, president and chief executive officer, Keville Enterprises, Inc.  
**PANELISTS:** Jerry Gold, APTA representative and vice president, Carter & Burgess; Diane Gollhofer, assistant vice president of construction management, DART; Ron Kerins, Jr., CCM, construction project manager, Hanscom Faithful & Gould; Shawn Kildare, vice president, program controls and safety/quality, MTA Capital Construction

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**Safety on Construction Projects: What Works, What Doesn’t**  

**TRACK:** Risk Management  
**INSTRUCTIONAL LEVEL:** Intermediate  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon C  

The development of appropriate safety programs and site specific safety plans, including what are the “required” components, what is considered “optional” and what are the minimum training elements will be discussed. Achieving buy-in from all project participants and determining who is responsible will also be addressed, supported by real-life projects and case studies.  

**LEARNING OUTCOMES:**  
- Determine what constitutes a comprehensive safety program and site specific safety plan  
- Identify what is involved in implementing programs including training  
- Implement programs that identify who is “responsible”, what activities increase safety awareness, and recognize what doesn’t “work”  

**SPEAKER:** Linda Alders, president and chief operating officer, Safework, Inc.

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**A Case Study in the Effective Use of Schedule Control Techniques: Recovery Schedules**  

**TRACK:** Scheduling  
**INSTRUCTIONAL LEVEL:** Intermediate  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Fountain  

The presentation will focus on lessons learned from a case study in the use of innovative schedule control techniques on the $130 Mil Stage III Ammonia and Stage II Phosphorus Removal Project at the Metropolitan Syracuse Waste Water Treatment Plant. The presentation demonstrates the effective use of Recovery Schedules to guarantee that the project was completed by the major milestones established in a Federal Court Ordered Amended Consent Judgment.  

**LEARNING OUTCOMES:**  
- Evaluate the feasibility of schedule recovery  
- Perform a cost vs. benefit analysis of schedule recovery  
- Implement a recovery schedule  

**SPEAKER:** Joseph W. Delaney, PE, manager of construction management services, C&S Design-Build Inc.

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**NETWORKING BREAK**  
**10:45 am – 11:15 am**  
**MARINERS HALL**  

If you’re planning to attend one of the 11:15 am education sessions, consider that this will be your last chance to speak with the exhibitors. So, visit the Trade Show one more time. Sodas and coffee will be available while you’re on the trade show floor.

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**CMAA Past Presidents’ Brunch**  
(by invitation only)  

**11:00 am – 12:30 pm**  
**SEACLIFF**  

Each year at the National Conference this select group of individuals meets to renew friendships and welcome the newcomer to the group. Serving as president is an honor and privilege afforded to these few and that service provides them with a common ground. The brunch offers a chance to network and share experiences from the past year.
Monday, September 12, continued

CMAAA Foundation Golf Tournament
11:00 am—6:00 pm
DEPART FROM CONFERENCE PORTE COCHERE

Get ready to play and deliver your game into the heart of Southern California golf! The Meadowlark Golf Course, one of Orange County’s oldest and most esteemed courses, is the site of this year’s golf tournament. Designed by William Park Bell, this 5,600-yard, par-70 course is widely loved for its historic charm and stunning coastal surroundings. It’s a course where pristine views and gentle ocean breezes serve as the counterpoint to its adventuresome design. Again this year, the tournament benefits the CMAAA Foundation, so your participation is not only fun, it also promotes the value of CM as you give back to your industry.

Golf Tournament Sponsors
Golf Holes: CMAAA National Capital Chapter; CMAAA Northern California Chapter; DMIMH+N; Hanscomb Faithful & Gould; HDR, Inc.; Hill International, Inc. (2); HNTB Corporation; Jacobs; Keville Enterprises, Inc.; Parsons; Parsons Brinckerhoff Construction Services, Inc.; PS&S; PSOMAS; Summit Associates; URS Corporation (2); Vali Cooper & Associates, Inc.

Golf Shirts: Parsons Brinckerhoff Construction Services, Inc.
Drink Cart: McDonough Bolyard Peck, Inc.

Hole in One: Urban Engineers

EDUCATION SESSIONS
11:15 am—12:30 pm

Successfully Handling a Termination for Default
TRACK: Legal/Professionalism
INSTRUCTIONAL LEVEL: Intermediate
TARGET FIRM SIZE: Small, Medium, Large
EDUCATIONAL CREDIT: 1.25 PDH; 0.125 CEU; 1.25 LU
ROOM: Grand Salon A

An owner’s declaration of default is an extreme action with drastic consequences. A default termination calls into question the rights of the contracting parties under various agreements. Successfully handling a contractor default demands an understanding of the maze of procedural requirements, potential contractor defenses, the surety’s rights and obligations as well as opportunities for building creative solutions and avoiding damages. This discussion will include case studies and the unique perspectives of each of the contracting parties affected by default termination. This session will distill the pertinent legal issues and practical considerations associated with a termination for default.

LEARNING OUTCOMES:
• Analyze the decision to terminate for default based upon the proper practical and legal considerations
• Gain a better awareness of the procedural and contractual requirements as well as the defenses likely to be asserted by the contractor if and when termination for default becomes necessary
• Understand the key role of the surety following a declaration of default

SPEAKERS: Christopher Brasco, Esq., partner, Watt, Tieder, Hoffar & Fitzgerald, LLP; Kathleen Olden Barnes, Esq., partner, Watt, Tieder, Hoffar & Fitzgerald, LLP

International Experiences in Delivery of Infrastructure Projects by Alliancing
TRACK: Program/Project Management
INSTRUCTIONAL LEVEL: Intermediate
TARGET FIRM SIZE: Small, Medium, Large
EDUCATIONAL CREDIT: 1.25 PDH; 0.125 CEU; 1.25 LU
ROOM: Grand Salon B

Alliances are relationships where an owner forms an alliance in a virtual organization with designers and contractors to deliver a specific project. The project team is a fully integrated team from all the partners chosen on a best for project basis. Risk and reward are shared in a no blame agreement and agreed proportions. This session will describe what is different about alliancing and describe an example of a motorway.

SPEAKER: Mike Wilke, managing director, Parsons Brinckerhoff Australia Pty Ltd.; David Rankin, transport engineering executive, Parsons Brinckerhoff Australia Pty Ltd.

Managing the Characteristics of Risk on Capital Construction Projects
TRACK: Risk Management
INSTRUCTIONAL LEVEL: Advanced
TARGET FIRM SIZE: Large
EDUCATIONAL CREDIT: 1.25 PDH; 0.125 CEU; 1.25 LU
ROOM: Grand Salon C

Even the best planned capital construction project is bound to change as the work progresses; increasing the potential to impact the initial estimates of time, cost and scope definition. The discussion will address program/construction management applications for overcoming ten specific fatal flaws that lead to risk impacts. This discussion focuses on the implementation of an integrated risk-based construction management approach for achieving the project expectations of our customers.

LEARNING OUTCOMES:
• Develop a strategy for assessing and managing inherent construction risks
• Implement a risk management process and methodology that integrates with the day-to-day project management applications
• Assist the owner in achieving the project defined goals, objectives and expectations

SPEAKER: R.L. “Rick” Rye, CCM, program director, Fluor Corporation

Instant Resolution: Preventing Dispute Delay
TRACK: Scheduling, Owner Focus
INSTRUCTIONAL LEVEL: Intermediate
TARGET FIRM SIZE: Small, Medium, Large
EDUCATIONAL CREDIT: 1.25 PDH; 0.125 CEU; 1.25 LU
ROOM: Fountain

Construction projects can come to a screeching halt while folks discuss the acceptability of the previous critical path activity’s installation, be it concrete cracking, wall weatherproofing, pre-cast coloration, weld failure frequency or almost anything else that would be substantially impacted if it is not acceptable and the project continues to progress and incorporate the questioned work. Instant resolution, real time arbitration, immediate settlement – offer the project participants the opportunity to call an expert for a non-binding decision based upon the expert’s own knowledge and the information presented. The immediate resolution allows the project to proceed in accordance with the resolution – or for all to understand the potential damages should the project not proceed.

LEARNING OUTCOMES:
• Recognize a dispute suitable for immediate resolution
• Understand the ramifications of non-binding resolution
• Prevent disputes from causing project delay while waiting resolution

SPEAKER: Chip Ossman, mediator, Project Mediation, Inc.

Shop Til You Drop & Then Relax
1:00 pm—5:00 pm
DEPART FROM CONFERENCE PORTE COCHERE

Ride to Fashion Island and shop amidst the towering palms and sweeping ocean views. You’ll find one-of-a-kind boutiques and landmark department stores. And lots of eateries! After shopping, relax in the lush, flowering environment of the Sherman Library and Gardens. You’ll have time to wander the grounds and visit the gift shop— more shopping!

$35 per person. Fee includes transportation and donation to Sherman Gardens.
Monday, September 12, continued

EDUCATION SESSIONS
1:30 pm–2:45 pm

What Happens in Vegas: Tales from the Trench and Other Community Outreach Tips from the Southern Nevada Water Authority

MODERATOR: Katz & Associates
manager, Southern Nevada Water Authority/Transit Authority; Kurt Dettman, claims services Quintas, assistant general counsel, New York City officer, JF White Contracting Company; Bettina Williams, ASBCA; Steve Barlow, chief operating Judge Martin Harty, ASBCA; Judge Paul MODERATOR: • Distinguish the dispute resolution • Recognize the differences between Alternate LEARNING OUTCOMES: • Discuss and contrast these methods. process from the owner, contractor and of a claim under different ADR Methods Dispute Resolution (ADR) Methods

Contrasting ADR Methods

MODERATOR: Richard Martone, senior principal, PMA Consultants LLC

Owners and contractors are always seeking cost effective methods to resolve disputes short of litigation. Many methods have been used including arbitration, mediation, dispute review boards, and facilitated partnering. In many instances, these alternate dispute resolution (ADR) methods have proven to be successful in avoiding costly litigation. But which method works best? Our panel, consisting of an owner, a contractor, and two experienced mediators and adjudicators will discuss and contrast these methods.

LEARNING OUTCOMES:

• Recognize the differences between Alternate Dispute Resolution (ADR) Methods
• Identify the risks associated with the pursuit of a claim under different ADR Methods
• Distinguish the dispute resolution process from the owner, contractor and adjudicator perspective

Moderator: Richard Martone, senior principal, PMA Consultants LLC

Panelists: Judge Martin Harty, ASBCA; Judge Paul Williams, ASBCA; Steve Barlow, chief operating officer, IP White Contracting Company; Bettina Quintas, assistant general counsel, New York City Transit Authority; Kurt Dettman, claims services manager, Carter & Burgess

EDUCATION SESSIONS
3:00 pm–4:15 pm

Selecting and Retaining Leaders of the Future

MODERATOR: Katz & Associates
manager of the project team leaders, Abbott

Selecting and evaluating future supervisors and managers is a basic problem with which most organizations are familiar. This session discusses ways in which organizations can utilize high quality assessment systems to identify, select, and develop future managers and leaders. It will describe a systems approach to managerial and leadership assessment, selection and development designed to ensure leadership excellence for the future.

LEARNING OUTCOMES:

• Develop specific position descriptions and objectives prior to beginning recruitment for management level positions
• Utilize an assessment center method to make selection, promotion and career development decisions
• Apply specific tools and techniques for employee retention

Speakers: Rebecca A. Jones, MBA, chief executive officer, Safework, Inc.; Matt Gruver, MA, CTC, principal consultant/senior manager, CPS-Human Resource Services

Implementing a Communications Specification: A New Concept for Improving Project and Program Deliveries

MODERATOR: Katz & Associates
manager, Southern Nevada Water Authority/ Katz & Associates

Industry studies have identified poor communication between parties as the root cause of many problems in project and program deliveries – cost overruns, schedule delays, disputes/litigation, poor productivity and quality problem. This session is a call to action and a tutorial on a new way to address the problem – the formal communications specification. The session includes a conceptual overview, applicable to all contract types, and a case study of results achieved when a large pharmaceutical firm implemented a formal communication specification.

LEARNING OUTCOMES:

• Identify the importance of a formal communications specification for improving project and program deliveries
• Implement the conceptual framework and processes needed for implementing a communications specification
• Distinguish between the hard and soft benefits of implementing a communications specification, and how to present the business case to others

Speakers: Natalie Cheney, director of professional services, Constructware; Sherri Oliver-Nee, manager of the project team leaders, Abbott

Tuesday, September 13, 2005

CMAA Fellows Meeting

7:30 am–8:30 am
DRIFTWOOD

The Fellows will meet to discuss items of importance to the program.

Owners’ Panel

8:30 am–10:00 am
GRAND SALON D

Owners seeking new delivery methods, collaboration among construction service providers, and partners that understand their changing needs are inevitably driving change in the construction industry. In the “Sixth Annual Survey of Owners,” FMI and CMAA continues to take the temperature of the owner community asking new questions in order to gauge where and how owners are seeking change in the construction process. This year, we have added questions about changes in delivery method, project leadership and how these concerns may affect the roles of construction managers and construction service providers. Our panel of owners will engage in an active Q&A discussion of the newest survey results and will interact with the audience as well.

Moderator: Dennis Doran, senior consultant, FMI Corporation

Panelists: Linda Phillips, CCM, deputy director of construction excellence, General Services Administration; Jim McConnell, PE, chief facilities executive, Los Angeles Unified School District; Invited Paul R. La France, vice president-project management, Disney; Michael Heaton, project manager, Office of Facilities Management, Department of Veterans Affairs.

Sponsored by Jacobs.

EDUCATION SESSIONS
10:15 am–11:30 am

CM Accountability: What’s the Value of a CM on a Job?

MODERATOR: Katz & Associates
manager of the project team leaders, Abbott

This presentation will focus on the owners ROI for the CM. It will examine what’s in the CM contract, how the project roles are defined, and coordination of CM, A/E and GC contracts. A panel of three CMs from GSA projects will highlight lessons learned and best practices which went beyond the owner expectations.

LEARNING OUTCOMES:

• Owners will learn how little a CM really costs
Tuesday, 10:15 am–11:30 am, continued

- CMs will learn the importance of being "honest" with the owner
- Owners and CMs will gain samples/examples of how CM accountability can be implemented appropriately

**Moderator:** Linda Phillips, CCM, deputy director of construction excellence, General Services Administration

**Panelists:** Roger Haddock, PE, CCM, manages construction operations – Midwest and Upper Midwest, Jacobs Facilities; Mark Luria, CCM, project executive, Gilbane Building Company; Henry Ong, LEED AP, Abide International

**Collaboration vs. Control: How the Web Is Changing the Approach to CM**

**Track:** Program/Project Management, Owner Focus

**Instructional Level:** Advanced

**Target Firm Size:** Small, Medium, Large

**Educational Credit:** 1.25 PDH; 0.125 CEU; 1.25 LU

**Room:** Grand Salon B

The CM process, historically, has emphasized "control" of activities and processes to achieve project success. While there has always been recognition of the importance of team work, emergence of online project management systems demands a collaborative approach. This session will review the traditional approach to communication and processes and discuss how they need to change in an "on-line" environment. It will also discuss what CMs need to do to ensure that collaboration and open communication do not cause chaos and lack of control. Keys to fusing the power of the web and the collaborative approach for success will be highlighted.

**Learning Outcomes:**
- Explain the traditional CM approach to control flow of information and action
- Identify how web-based project management software impact traditional CM approach
- Implement a collaborative approach to CM, using web tools

**Speaker:** Mani Subramanian, CCM, executive vice president, Vanir Construction Management

**Principal and Obligee: The Complex Role of CMs and Surety Bonding Today**

**Track:** Risk Management

**Instructional Level:** Intermediate

**Target Firm Size:** Small, Medium, Large

**Educational Credit:** 1.25 PDH; 0.125 CEU; 1.25 LU

**Room:** Grand Salon C

Recent changes in the surety marketplace can work to your advantage. This presentation explains what is happening — and why — in today’s surety market, what to expect in 2006, and how understanding today’s underwriting criteria can benefit your project. Suretyship is a three-party agreement and the speaker looks at surety from all three angles — the owner, contractor, and surety. Learn how a surety underwrites the contractor, what indemnity really means, and how a surety determines the contractor’s capacity. Speakers will also give tips on how to manage a default situation.

**Learning Outcomes:**
- Understand how surety prequalification translates into a qualified contractor
- Learn how recent changes in the surety market can work to your advantage
- Better manage the surety claims process

**Speakers:** Maria McIntyre, executive director, Surety Information Office; Andrew K. Platt, resident vice president, Zurich North America

**Scheduling the Great Pyramid**

**Track:** Scheduling

**Instructional Level:** Intermediate

**Target Firm Size:** Small, Medium, Large

**Educational Credit:** 1.25 PDH; 0.125 CEU; 1.25 LU

**Room:** Fountain

The Great Pyramid is an extraordinary accomplishment by ancient Egyptian, the last surviving example of the "Seven Wonders of the Ancient World." How did they assemble vast amounts of materials from all over the Egyptian kingdom; marshalling thousands of workers, scheduling the work for completion before the pharaoh’s death? Organizing such a complex public works project required excellent project management and a system for scheduling to bring together resources — over 2 million individual blocks of stone, tools, 30,000 workers, transport systems, boats, roads, construction of a harbor. This session presents a critical path schedule analysis that shows how it was done.

**Learning Outcomes:**
- Understand significance of critical path scheduling and importance of CM and project controls to complex projects

**Speaker:** Mani Subramanian, CCM, executive vice president, Vanir Construction Management

**Emerging Legal/Professionalism**

**Track:** Legal/Professionalism

**Instructional Level:** Emerging

**Target Firm Size:** Large

**Educational Credit:** 1.25 PDH; 0.125 CEU; 1.25 LU

**Room:** Grand Salon A

Anyone with ambition can, by volunteering to serve in a professional or service organization, quickly reach the top of the organization’s leadership hierarchy. Along the way, individuals can gain invaluable skill in dealing with people, finances, decision-making, public speaking and presenting, and reporting. In short, many of the skills necessary to a management/leadership position in a firm can be acquired through volunteer service.

**Learning Outcomes:**
- Create your leadership image in your firm
- Develop leadership skills in a low-risk setting
- Increase the value you add to your firm

**Speaker:** Gasper A. Chifici, vice president and division manager, PBS&J

**CMAA Awards Luncheon and Keynote Speaker**

**Time:** 11:45 am–1:45 pm • GRAND SALON D

This luncheon provides an opportunity for the attendees to receive updates on the past year’s progress and achievements by CMAA, CMCI, and the CMAA Foundation from Executive Director Bruce D’Agostino and other leaders. In addition, several awards are presented: the regional chapter awards and the CMAA Foundation scholarships are also bestowed on the CM/PM industry’s deserving students.

Following the awards presentation, attendees will hear from Lieutenant General (Ret) Robert B. Flowers, former Chief of Engineers and Commanding General of the U.S. Army Corps of Engineers. He served as the Commanding General of the Maneuver Support Center and Fort Leonard Wood, Missouri. His other commands include an Engineer Company in Germany; the 307th Engineer Battalion, 82nd Airborne Division; the 20th Engineer Brigade, XVIII Corps (Airborne); and the Mississippi Valley Division of the U.S. Army Corps of Engineers.

Operational deployments include command of an expanded brigade of 10 battalions (7,700 soldiers) during Operations Desert Shield and Desert Storm; Task Force Engineer for the Joint Task Force in Somalia; and Deputy Chief of Staff for Engineering (Forward), U.S. Army Europe in Bosnia. Other assignments have taken him to South Korea; Washington, DC; Fort Leavenworth, Kansas; and Northern Thailand.

This luncheon is co-sponsored by HNTB Corporation and McKissack and McKissack. Keynote speaker co-sponsored by PinnacleOne.
Tuesday, 2:00 pm–3:15 pm, continued

**We’re in This Together. Let’s Talk.**

**TRACK:** Program/Project Management  
**INSTRUCTIONAL LEVEL:** Emerging  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon B

The role of CM has changed from a controller to a collaborator. Teams are built on mutual respect, yet leadership is required. Technical training does not prepare a CM professional to lead team members with disparate interests. Running effective meetings, writing clear letters, using people skills, reading body language and listening are critical skills.

**LEARNING OUTCOMES:**  
- Improve people management skills  
- Inspire high performance  
- Improve written communication

**SPEAKER:** Richard Bernardini, PE, CCM, vice president, Hill International

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**Effective Risk Management for Capital Programs**

**TRACK:** Risk Management  
**INSTRUCTIONAL LEVEL:** Advanced  
**TARGET FIRM SIZE:** Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon C

Industry has seen over the past few years how warranted cost growth and delays have impacted major capital projects/programs. This session will present how recent innovations and methods in risk management are being applied throughout the world in a variety of industries in an effort to assist the owners of these projects/programs with overall management and control of their budgets, execution plans and contracting programs.

**LEARNING OUTCOMES:**  
- Understand current methods for risk management  
- Identify many contributors to unwarranted cost growth and delays  
- Utilize proven methods for managing and controlling risks

**SPEAKERS:** Timothy McManus, vice president and director of program management, DMJM Harris; David Hatem, Esq., attorney, Donovan Hatem LLP

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**Critical Path Method Scheduling: A Practical and Legal Analysis**

**TRACK:** Scheduling, Owner Focus  
**INSTRUCTIONAL LEVEL:** Advanced  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Fountain

The presentation will set forth the elements of CPM scheduling. It will then explain what does and does not prove delay of a construction project. This will be illustrated by the use of case law that is nationwide in application which clearly defines CPM scheduling, what delays a construction project, the use of CPM scheduling techniques to prove or disprove delay and who bears the burden of proof of delay. Actual court decisions supporting the conclusions on what is delay; how it is proved and who has the burden of proof will be cited.

**LEARNING OUTCOMES:**  
- Identify key aspects of CPM scheduling  
- Identify critical aspects of CPM scheduling  
- Describe what the courts have had to say about CPM scheduling

**SPEAKER:** Gordon Hunt, Esq., attorney, Hunt, Ortmann, Blasco, Polfacy & Rossell, Inc.

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**Project Delivery Methods for Major Rail Programs**

**TRACK:** Program/Project Management, Owner Focus  
**INSTRUCTIONAL LEVEL:** Intermediate  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon B

Join this panel of owners as they present their major rail program overviews, explain the delivery method used and why they chose that method. Lessons learned will also be discussed to outline how the contracting mechanism that they chose has impacted their program. Plus the transportation bill re-authorization effects can be discussed in this open forum Q/A session.

**LEARNING OUTCOMES:**  
- Identify various project delivery methods being used across the country for major rail programs  
- Analyze the reasons behind the selection of each project delivery method  
- Gain insight into the owners’ perspective on the pros and cons associated with each delivery method

**SPEAKER:** Edward Bond, Jr, CCM, chief executive officer, Bond Brothers Inc.

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**Inside the “Big Dig”**

**TRACK:** Risk Management  
**INSTRUCTIONAL LEVEL:** Emerging, Intermediate, Advanced  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Grand Salon C

As the Boston Central Artery/Tunnel, popularly known as the “Big Dig”, nears completion, come hear from those who have worked on this project for over a decade. Representatives from the companies involved and the Commonwealth of Massachusetts will discuss the considerable engineering, construction, and management challenges of building the largest infrastructure project in American history.

**MODERATOR:** Kurt Goddard, vice president & M&BD manager-east, Bechtel Infrastructure Corporation

**SPEAKERS:** Todd Cappo, program manager, Bechtel Infrastructure; Peter Donahue, PE, vice president, senior project manager, senior professional associate, Parsons Brinckerhoff Quade and Douglas

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**The Effective Use of Animated 4-D Graphics in Scheduling and Claims**

**TRACK:** Scheduling  
**INSTRUCTIONAL LEVEL:** Advanced  
**TARGET FIRM SIZE:** Small, Medium, Large  
**EDUCATIONAL CREDIT:** 1.25 PDH; 0.125 CEU; 1.25 LU  
**ROOM:** Fountain

As construction projects become more complex, the industry is searching for ways to simply and clearly communicate construction phasing, the schedule and its milestones. PinnacleOne did just that when it created an interactive 4-D model for several of its clients. This presentation will discuss and demonstrate several project examples including the Los Angeles World Airports (LAWA) Tom Bradley Terminal (TBIT) and Baggage Screening Facilities assignment, in which the powerful 4-D presentation allowed staff an opportunity to visualize and address some challenges that the contractor would face in terms of logistics, timeliness and constructability.

**LEARNING OUTCOMES:**  
- Improve communication of schedules  
- Apply as a resource for potential delays and disruptions for claims analyses

**MODERATOR:** Vikram Chopra, senior project manager, PinnacleOne

**SPEAKERS:** Sudhir Damle, PE, vice president, PinnacleOne; Craig Halvorson, senior project manager, PinnacleOne
Industry Recognition Reception and Dinner
Reception: 5:30 pm–6:30 pm • HUNTINGTON BALLROOM
Dinner: 6:30 pm–9:00 pm • GRAND BALLROOM

As you prepare to return home, enjoy your participation in this final event of the conference. Following the reception and dinner, join in honoring the winners as CMAA’s highest awards are presented. Presented by Steven C. Smith, CCM, and Charles Levergood, the Project Achievement awards and the new Program Achievement awards recognize an entire spectrum of projects and programs that exemplify the best in construction and program management. Then the new Fellows will be recognized as they join the College of Fellows. The Person of the Year award will also be awarded along with the Distinguished Service and Owner awards. After President Seibold, PE “passes the gavel,” President-Elect Robert Fraga will address the audience, outlining his plans for the coming year.

The evening is black tie optional.

Ticket included with each registration. Additional tickets $200 per person.

Reception co-sponsored by Summit Associates.
Dinner co-sponsored by 3D/I.

2005 Trade Show Exhibiting Firm List (As of August 24, 2005)

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Exhibit Floor
Hyatt Regency Resort & Spa • Huntington Beach, California
Exhibiting Firm Descriptions

3D/I
1900 West Loop South, Suite 400
Houston, TX 77027
PHONE: 713-871-7000
FAX: 713-871-7171
WEBSITE: www.3di.com
Booth #206
Founded in 1953, 3D/I is a full service provider of construction program management, facility assessment, engineering, master planning, school bond services, architecture and software for construction and facility assessment.

AACE International
209 Prairie Avenue, Suite 100
Morgantown, WV 26501
PHONE: 304-296-8444
FAX: 304-291-5728
WEBSITE: www.aacei.org
Booth #407
AACE International is a non-profit professional association promoting the planning and management of cost and schedules. Since 1956, AACE has provided its members with the resources they need to enhance their performance and ensure continued growth and success. AACE serves project controls managers, cost managers and engineers, project managers, planners and schedulers, and estimators and bidders.

Aerotek
1971 E. 4th Street, Suite 130
Santa Ana, CA 92705
PHONE: 714-347-1232
FAX: 714-347-1290
WEBSITE: www.aerotek.com
Booth #408
Aerotek specializes in placing only the finest qualified technical professionals within the Architecture, Engineering, and Construction Industry for contract, contract-to-hire and permanent opportunities. When you need highly skilled personnel for the design and build environment encompassing the commercial, residential, industrial, public works, highway, utilities, government, electrical, and mechanical segments, Aerotek has the staffing solutions you're seeking. Positions we place include, but are not limited to, construction manager, superintendent, project manager, and estimator.

AWH, A Part of Navigant Consulting, Inc.
101 Marietta Street, NW, Suite 2300
Atlanta, GA 30303
PHONE: 404-524-7707
FAX: 404-524-8520
WEBSITE: www.navigantconsulting.com
Booth #209
The Navigant Consulting, Inc. (NCI) recent acquisition of A.W. Hutchison & Associates, LLC (AWH), the internationally recognized construction litigation consulting firm, represents a joining of complementary skills and professional backgrounds, and enhances the leadership positions of both organizations in the construction management services market worldwide. The AWH acquisition particularly adds breadth to NCI's leadership in construction and government contracts consulting and litigation support services.

C2PM
1330 Broadway, Suite 831
Oakland, CA 94612
PHONE: 510-251-1122
FAX: 510-251-1122
Booth #405
C2PM is a professional consulting firm specializing in providing the full spectrum of program/construction management and related support services for public works, infrastructure, and transportation projects. We have been serving an increasing number of public agencies and special districts throughout California since 1997. Our broad-based public works expertise is a valued resource for our clients and their projects.

C2PM seasoned professionals are highly sensitive to project cost and time issues thereby enabling our clients to achieve maximum benefit with regard to the implementation of state-of-the-art project control methods, management, and operations implementation.

Carter & Burgess
2705 Bee Cave Road, Suite 300
Austin, Texas 78746
PHONE: 512-314-3100
FAX: 512-314-3135
WEBSITE: www.cb.com
Booth #402
Carter & Burgess provides the full range of project and construction management services to meet the growing demand from our clients for efficient and effective capital project delivery.

Our primary task is to represent the interest of the owner throughout the project, and to manage the achievement of the project's schedule, quality, and budgetary goals. We tailor the scope for each management assignment specifically for our clients and their project needs.

Carter & Burgess management professionals have a wide range of experience in design-build, turnkey, and other innovative implementation strategies in addition to traditional project delivery approaches.

CMAA–OSHA Alliance
WEBSITE: www.osha.gov/dcsp/alliances/cmaa/cmaa.html
Booth #203
The CMAA/OSHA Alliance provides the association's members with information and guidance to help them protect employees’ health and safety, particularly in reducing and preventing exposure to construction industry hazards and increasing access to construction industry safety and health information and training resources. One of the Alliance’s primary goals is to develop safety and health programs and guidelines for their implementation.

Construction Bid Board
5910 Pacific Carter Boulevard
San Diego, CA 92121
PHONE: 858-777-6555
FAX: 858-777-6835
WEBSITE: www.ebidboard.com
Booth #308
Construction Bid Board develops and markets two web based information solutions for the construction industry.

The first is Construction Bid Manager (CBM), which is a FREE web-based tool that automates the construction bid management process for public agencies and construction managers who manage public works projects. Save time and money by putting all bid project information into CBM that then manages all advertisements, plan holders lists, notifications, addenda, bid results, and electronic plans and specs (we’ll even do the scanning for you). Extend your outreach to virtually the entire AEC and DBE community with CBM, resulting in a greater number of qualified low bids.

The second is eBidBoard, which is the premier notification and information service for California construction bidding. eBidboard helps the AEC community win more California public works projects with more timely and accurate information, a larger volume of open jobs, and the largest single database of public works bid item pricing available anywhere.

Construction Financial Management Association
29 Emmons Drive, F50
Princeton, NJ 08540
PHONE: 609-452-8000
FAX: 609-452-0474
WEBSITE: www.cfma.org
Booth #309
The Construction Financial Management Association (CFMA) is "The Source and Resource for Construction Financial Professionals" and the only non-profit organization dedicated to serving the construction financial professional.

Construction Testing & Engineering, Inc.
1411 Montiel Road, Suite 115
Escondido, CA 92026
PHONE: 760-746-4955
FAX: 760-746-9806
WEBSITE: www.cte-inc.net
Booth #403
Construction Testing and Engineering, Inc. (CTE) is a unique, multi-faceted engineering firm headquartered in San Diego with offices throughout California and Nevada. As our company theme “Single Source Engineering” implies, we provide a single source for owners, developers, construction management firms, and general contractors to acquire various engineering services vital to the development of their public, federal, commercial, and private projects of all sizes and types. These services include: geotechnical and geologic engineering, civil engineering design, materials testing and special structural inspection, environmental, construction staking and survey, and LEED certification assistance. We employ over 200 registered civil and geotechnical engineers, geologists, licensed land surveyors, environmental specialists, ICC/IBC certified special inspectors, NICET certified technicians, and administrative staff. Our materials testing laboratories are certified and approved by all appropriate agencies and authorities and our list of returning clients and references is lengthy.
Our online portal provides a central collaboration point for all EdgeBuilder driven projects. From this common workspace, our customers can also access services such as an online plans room, site cameras, discussion groups, employment boards, and other industry content.

Exponent, Inc. 149 Commonwealth Menlo Park, CA 94025 PHONE: 888-656-3976 FAX: 650-326-8072 WEBSITE: www.exponent.com Booth #409 Exponent (formerly Failure Analysis Associates) is a leading engineering and scientific consulting firm which provides solutions to complex technical issues. The firm provides construction management/construction delay support, civil/ structural and geotechnical engineering, indoor air quality evaluation, environmental assessment, and mechanical engineering services as well as additional expertise in more than 70 technical disciplines. Exponent’s Construction Consulting practice provides construction management services to assist you or your client through all phases of the project life cycle, and, if necessary, through dispute resolution. Exponent’s engineers, cost accountants, architects, scientists, and technical specialists provide these services to both the public and private sectors, supporting your project staff through all phases of the design and construction process. Exponent has 18 regional and three international offices.

EarthsCam, Inc. 84 Kennedy Street Hackensack, NJ 07601 PHONE: 201-488-1111 FAX: 201-488-1119 WEBSITE: www.earthsCam.com Booth #304 EarthCam is the recognized leader in providing webcam software and technology. Commencing in 1996, EarthCam began developing the proprietary software, network infrastructure and technical expertise which now allows it to deliver millions of live images to thousands of users each day. EarthCam has the capability to deliver solutions for monitoring and surveillance that include fixed position cameras, robotic cameras that pan/tilt/zoom, and systems that utilize wireless technology. Depending on the needs of the customer, EarthCam’s expert staff can provide an entire range of products and services for any application.

EarthCam provides complete infrastructure services to manage, host, archive, and maintain network camera systems for its corporate and government clients. Clients include the US Department of Defense, Skanska, Turner Construction, Bechtel Corp., Disney, Toyota, Panasonic, Northrop Grumman, NYC DOT, Boeing, NASA, Parsons Brinckerhoff, Bovis Lend Lease, Lockheed Martin, City of Chicago, GSA, Army Corps of Engineers, and Office of Homeland Security.

EdgEBuilder, Inc. 1 Port Street East, 2nd Floor Mississauga, ON, Canada L5G 4N1 PHONE: 866-344-9044 FAX: 416-490-4220 WEBSITE: www.econstruction.com Booth #208, 210 EdgEBuilder Inc. is a leading provider of applications and services to the North American architecture, engineering, and construction industries. Our mission is to help our customers control costs, reduce risk, identify and promote best practices, and provide exceptional service to their project stakeholders. Our core application, the EdgEBuilder® project management system, incorporates document and image management, messaging, common industry workflows, and financial controls. EdgEBuilder’s comprehensive feature set and online/offline capability greatly improve usability and adoption.

Guardian Group 2350 West 205th Street Torrance, CA 90501 PHONE: 310-320-0320 FAX: 310-320-0120 WEBSITE: www.guardianGroup.com Booth #406 Guardian Group, Inc. is a nationwide full-service consulting firm specializing in surety claims, construction management and claims, construction defect and litigation support. We provide innovative solutions to clients at a reasonable cost. Through a combination of experience and technology, our goal is to exceed your expectations in all we do.
planning and cost control. Our claims mitigation program focuses on anticipating and quickly resolving issues from the start. Services include:

- Engineering and inspection
- Claims mitigation
- Project scheduling
- Information management systems
- Contract administration
- Quality assurance/quality control

**IMPACT (Ironworker Management Progressive Action Cooperative Trust)**

1750 New York Avenue, NW, West Lobby
Washington, DC 20006

**PHONE:** 202-393-1147

**FAX:** 202-393-1148

**WEBSITE:** www.impact-net.org

Booth #404

A Labor-Management Taft Hartley Trust, whose primary mission is to expand job opportunities for union ironworkers and their signatory contractors through progressive and innovative labor management cooperative programs.

**Informative Graphics**

4835 E. Cactus Road, Suite 445
Scottsdale, AZ 85254

**PHONE:** 602-971-6061

**FAX:** 602-971-1714

**WEBSITE:** www.inforgraph.com

Booth #205

Informative Graphics Corporation (IGC), makers of ProjectDox online project data management software, is a leading developer of technology for content visualization and collaboration. Known for cost-saving value, ease-of-use, features and scalability, IGC products are deployed by hundreds of corporations, OEM partners, and service providers worldwide. IGC is headquartered in Scottsdale, Arizona, with sales offices in the United States, and key distribution partners in Europe, Australia, Asia, and Latin America.

**Keville Enterprises, Inc.**

145 Tremont Street
Boston, MA 02111

**PHONE:** 617-482-3888

**FAX:** 617-482-4488

**WEBSITE:** www.keville.com

Booth #302

Keville Enterprises, Inc. is a woman-owned construction management and inspection firm specializing in providing a full spectrum of construction support services as an owner's representative on public projects. KEI is certified as a WBE/DBE/SD by more than 30 agencies and we have offices in MA, CT, NY, NJ, PA, FL, and TX. The services we routinely provide include, but are not limited to:

- Construction Management
- Construction Inspection
- Licensed Electrician Inspection
- AWS Certified Welding Inspection
- NACE Certified Coatings Inspection
- High Strength Bolting Inspection
- Ultrasonic Testing Inspection
- Magnetic Particle Testing/Inspection
- Liquid Penetant Testing/Inspection
- Cost Estimating
- Scheduling and Schedule Analysis
- Claims Avoidance / Cost Containment
- Claims and Change Order Analysis and Negotiation
- Constructability Reviews
- Document Control
- Facility Condition Surveys
- Photography and Videography
- AutoCAD

We believe the skill and versatility of our employees is the reason we have over 120 different repeat clients, and that the successful growth of our firm since we opened our doors in 1991 is due to one reason - our company wide commitment to “Continued Client Satisfaction.”

**KJM Associates**

500 - 308th Avenue, NW, Suite 1000
Bellevue, WA 98004

**PHONE:** 425-452-3881

**FAX:** 425-454-8965

**WEBSITE:** www.kjmassoc.com

Booth #211

KJM & Associates is a national program and construction management services firm, serving the construction industry since 1986. Since that time, KJM has grown and expanded to offer a full spectrum of construction management services.

Services include program and construction management, project management, project controls, cost engineering, cost estimating, scheduling, document control, management information systems, value engineering, constructability reviews, quality assurance and inspection.

With ten offices located throughout the United States, KJM provides services on numerous high-profile capital projects. This includes work from the program to the project level, providing services for various project delivery methods including traditional design-bid-build, design/build, and GC/CM.

**MBI Media**

333 S. Brea Canyon Road, Suite 105
Diamond Bar, CA 91765

**PHONE:** 909-444-1822

**FAX:** 909-444-1824

**WEBSITE:** www.mbi-media.com

Booth #112

MBI Media is an Emmy-award winning firm which provides community outreach, media relations, corporate marketing and web-based tools to access data and business applications, including construction documentation for claims and risk management. We specialize in transportation and work on large projects throughout the United States.

We are a certified 100% women-owned WBE/DBE firm. Top-quality photographic services, digital video productions, animation, before and after "visualizations,” CDs and DVDs support our unique community outreach programs.

**McDonough Bolyard Peck, Inc.**

8315 Lee Highway, Suite 400
Fairfax, VA 22031

**PHONE:** 703-641-9088

**FAX:** 703-641-9655

**WEBSITE:** www.mbpce.com

Booth #202

McDonough Bolyard Peck, Inc. is a multi-disciplined consulting engineering firm organized to assist clients in managing the construction process from initial budget, to successful project closeout. Established in 1989, MBP is recognized by the Engineering News Record as a national top-100 construction management firm. Based on the in-depth experience of the firm’s professionals, in both the engineering and the performance aspects of construction, MBP provides cost-effective services in both construction management and the resolution of disputes.

Construction management includes services such as cost estimating, value engineering, constructability review, CPM scheduling and inspection. Dispute resolution services include claims consulting, delay, impact and damages analysis, expert testimony, and litigation support.

The firm is also active in many forms of alternative disputes resolution (ADR). We serve private and governmental owners, designers, contractors, developers and attorneys on a wide range of transportation, building, plant, environmental and utilities projects. The firm is dedicated to providing the highest quality of service to fully respond to the construction needs of an expanding client base.

**National Institute for Certification in Engineering Technologies**

1420 King Street
Alexandria, Virginia 22314

**PHONE:** 888-15-NICET

**WEBSITE:** www.nicet.org

Booth #208

NICET, a division of the National Society of Professional Engineers, offers a measure of the knowledge and abilities of engineering technicians and technologists through its 35 specialty certification programs and countless technology degree based programs. Since its formation in 1961, the Institute’s certification philosophy has evolved into a job-task competency based model, with mandatory recertification every three years through a process of continued professional development. The Institute has grown to where it now administers over 13,000 examinations annually, and in total, more than 115,000 individuals have received one or more NICET certifications.

**On-Site Technical Services**

12842 Valley View Street, Suite 104
Garden Grove, CA 92845

**PHONE:** 714-903-3990

**FAX:** 714-903-3995

**WEBSITE:** www.on-sitetechnical.com

Booth #207

On-Site Technical Services, an SBE/SCOOP certified enterprise, provides third-party fabrication inspection and construction inspection for water, wastewater and public works projects worldwide. Our inspectors are experienced in all phases of manufacturing and construction inspection, including material verification, welding, machining, non-destructive testing (NDT), coating, and functional testing. From short-term assignments to major turnkey capital improvement projects, On-Site provides highly qualified local area inspectors throughout the United States and Overseas to verify conformance with project specifications and industry standards.

The caliber and diversity of our inspection staff has been developed to encompass the widest range of experience and exposure to the latest technological developments in this field. Our staff’s applicable qualifications range from substantial QA experience, ICBO certifications, and ACI certifications, to American Society of Nondestructive Testing (ASNT), American Welding Society (AWS) Certified Welding Inspectors, National Association of Corrosion Engineers (NACE) Certified Coating Inspectors and Mechanical Engineers.

**PBS&J**

5300 W. Cypress Street, Suite 200
Tampa, FL 33607

**PHONE:** 813-282-7275

**FAX:** 813-282-3067

**WEBSITE:** wwwpbsj.com

Booth #212

This year, PBS&J celebrates its 45th year of continuous growth and success in meeting the challenging planning, environmental, architectural, construction, construction management, and program management needs of its clients. Over the past decades, PBS&J has expanded from a small Southeast-based engineering firm to a nationwide leader in civil, construction, environmental, and transportation markets.

The firm provides a broad array of consulting services for all types of facilities and infrastructure projects ranging from project-specific assignments to complete program management. Our multi-service capability allows us to reduce time, cost, and risk for our clients, by creating teams that both share the client’s vision and provide all of the technical expertise required to achieve it.

The employee-owned firm is ranked by Engineering News-Record as 21st among the nation’s top consulting firms. PBS&J has 3,700 employees and 70 offices located throughout the U.S. and abroad.
PinnacleOne
4199 Campus Drive, Suite 1050
Irving, CA 92612
PHONE: 480-394-0335
FAX: 480-394-0336
WEBSITE: www.pinnacleone.com

Booth #102
Established in 1980, PinnacleOne is a national firm of leading construction experts who provide a full-range of professional services including program, project, and construction management; dispute avoidance and resolution; cost management; and energy solutions. PinnacleOne has the experience and expertise to understand construction issues from a variety of perspectives — owner, designer, contractor, developer, legal counsel, surety, and insurance professional. We gage our success not only by what we help our clients accomplish, but also in what we help them avoid.

PinnacleOne serves clients nationwide through regional offices in Irvine, Los Angeles, San Diego, Sacramento, Phoenix, New York, and Hartford.

PMA Consultants LLC
226 W. Liberty Street
Ann Arbor, MI 48104
PHONE: 734.769.0530
FAX: 734.663.9561
WEBSITE: www.pmaconsultants.com

Booth #310
PMA is a nationally recognized project controls, program and construction management consulting firm founded in 1971. For more than 30 years, we have provided consulting and expert services on water/wastewater, transportation, rail, airport, architectural, health care, institutional, process, power, storm water/flood control, environmental, and manufacturing projects with a total combined value exceeding $80 billion. PMA has a diversified staff of approximately 180 professionals nationwide, many who hold advanced degrees, licenses, and certifications. Engineer News-Record 2005 ranks PMA as the 28th largest program management and 34th largest construction management firm in the nation.

Primavera Systems
3 Bala Plaza West
Bala Cynwyd, PA 19004
PHONE: 610-667-8600
FAX: 610-667-7894
WEBSITE: www.primavera.com

Booth #204
Primavera is the largest independent provider of collaborative resource, project, and portfolio management solutions. Primavera’s world-class software and services are used by Global 2000 companies to choose the set of projects that best enable their strategy, to plan, control and govern the chosen projects, and to accelerate the delivery of high-quality results for themselves and their clients. Primavera provides in-depth solutions for construction and engineering; financial services; government; power, energy and process; and professional service engagements. Many analysts have recognized Primavera as an IT project portfolio management leader as have more than 75,000 companies in 164 countries.

Promatech, Inc.
302 New Jersey Avenue
Riverside, NJ 08075
PHONE: 856-461-3663
FAX: 856-461-3995
WEBSITE: www.promatech.org

Booth #303
Promatech, Inc., a certified woman-owned business enterprise (WBE) and small business enterprise (SBE), has been providing construction management related services for 20 years. These services include full construction management and cost management services including cost estimating, value engineering, CPM scheduling, and construction inspections. Promatech also provides temporary staffing, community outreach, and DBE supportive services.

PSOMAS
3187 Red Hill Avenue, Suite 250
Costa Mesa, CA 92626
PHONE: 714-751-7373
FAX: 714-545-8883
WEBSITE: www.psomas.com

Booth #401
Psomas’ Construction Management Data Tracking System (CM-DTS) is a web-based, easy to use software application for the construction management, architecture, and engineering industries that provides a more efficient, effective, and reliable way to track information. All too often it’s the construction administration process that slows down finishing a contract, or even getting to the next step. The CM-DTS application addresses those challenges by managing the RFIs, issues, PCO, change order, and submittal process for you.

One of the standard features includes automatic alerts when deadlines approach, a low monthly fee per contract for unlimited users, customization to fit your own business module, detailed reporting tools, real time results, historical tracking, automated correspondence generation, a comprehensive contacts database, an easy to use web-based interface, the ability to use your own forms and templates, secure access, and document sharing and organizing.

Skire, Inc.
111 Independence Drive
Menlo Park, CA 94025
PHONE: 650-289-2600
FAX: 650-289-2650
WEBSITE: www.skire.com

Booth #312
Skire, Inc. is the leading provider of enterprise software solutions for capital program lifecycle management. Since 1988, we have been providing end-to-end solutions for hundreds of organizations, including leading Fortune 500 companies and government agencies from across the country. Skire’s Unifier™ and uDesigner™ products are now the premier suite of enterprise applications utilized in the execution of large-scale capital programs.

Skire’s capabilities include business process automation, collaboration, project controls, document management, and much more, in helping organizations of all sizes increase productivity, enhance visibility, and accelerate schedules. Skire’s products and services are truly unique in the marketplace because we provide unparalleled flexibility, robust capabilities, and a through understanding of your industry.

Surety Information Office
1828 L Street, NW, Suite 720
Washington, DC 20036
PHONE: 202-686-7463
FAX: 202-686-3656
WEBSITE: www.sio.org

Booth #411
The Surety Information Office (SIO) is a not-for-profit organization representing the contract surety bond industry. SIO is supported by the Surety Association of America (SAA) and the National Association of Surety Bond Producers (NASBP). SIO distributes educational materials on the benefits of contract surety bonds in public and private construction. Free materials include brochures, CDs, and PowerPoint presentations. SIO can also provide surety professionals to speak to your organization, articles for your company newsletter, and answers to questions on contract surety bonds.

URS Corporation
100 California Street, Suite 500
San Francisco, CA 94111
PHONE: 415-777-0188
FAX: 415-777-3023
WEBSITE: www.urscorp.com

Booth #301
URS – The Leader at Work Around the World. URS offers a broad range of planning, design, program and construction management, systems integration, and operations and maintenance services for transportation, commercial/industrial, facilities, environmental, water/wastewater, homeland security, installations and logistics, and defense systems. Headquartered in San Francisco, the company operates in more than 20 countries with approximately 27,500 employees providing services to federal, state and local governmental agencies as well as private industry and international clients in the chemical, pharmaceutical, oil and gas, power, manufacturing, mining and forest products industries.

USC Engineering
3650 McClintock Avenue, OHE 108
Los Angeles, CA 90089-1455
PHONE: 213-821-0413
FAX: 213-821-0851
WEBSITE: www.den.usc.edu

Booth #305
Earn your Master of Science in Civil Engineering from the University of Southern California (USC) entirely online. USC offers the following specializations through its distance education network (DEN): Construction Engineering (http://den.usc.edu/construction) and Structural Engineering (http://den.usc.edu/structural). All that’s required is high-speed Internet access. Learn more about advancing your education and career from one of the nation’s top ten engineering graduate schools.

Vanir Construction Management, Inc.
980 Ninth Street, Suite 900
Sacramento, CA 95814-3700
PHONE: 916-444-3700
FAX: 916-448-6548
WEBSITE: www.vanir.com

Booth #201
Vanir is one of the nation’s leading program/project/ construction management firms. The company is headquartered in Sacramento, California, and has offices throughout California, as well as Arizona, Colorado, Nevada, Texas, Virginia and Washington. Vanir provides services to a wide variety of public and private sector clients. Since 1980, it has provided construction management services for more than $9.0 billion in construction on educational, public works, justice facilities, transportation, and healthcare programs and projects. Engineering News Record has listed Vanir among the top 100 CM Firms in the nation for the past ten years. Vanir is currently ranked 26th among the largest construction management firms in the nation.
Conference Hall Floor Plan
When Nakheel Corporation decided to embark on the historic project of creating two man-made, palm-shaped resort islands, they turned to Hill International. Hill is managing the design and construction of these two artificial islands, located in the Arabian Gulf, which will utilize approximately 250 million cubic meters of sand and rock, and add nearly 80 miles of beachfront to Dubai. When finished, the cost of the two projects will approach $7 billion and accommodate more than 4,000 villas, 5,000 apartments, 30,000 hotel rooms, as well as hundreds of retail and entertainment facilities.

For nearly three decades, owners across the globe have turned to Hill for our project management services on some of the largest, most complex projects in the world—from the massive Palm Islands project in Dubai, to the Los Angeles Metro Rail subway system, the National Library of Latvia, the Philadelphia International Airport, the U.S. Supreme Court building, the Smithsonian’s National Air and Space Museum, and the reconstruction of the World Trade Center PATH Station.

Our broad range of services includes program management, project management, construction management, project management oversight, troubled project turnaround, staff augmentation, project labor agreement services and management consulting.

Hill is also a global leader in construction claims consulting, having helped the world’s largest owners and constructors resolve billion-dollar disputes during all phases of the construction process, including providing the tools to prevent claims from happening in the first place. To minimize risk and maximize results on your next project, turn to Hill International.

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When Nakheel Corporation decided to embark on the historic project of creating two man-made, palm-shaped resort islands, they turned to Hill International. Hill is managing the design and construction of these two artificial islands, located in the Arabian Gulf, which will utilize approximately 250 million cubic meters of sand and rock, and add nearly 80 miles of beachfront to Dubai. When finished, the cost of the two projects will approach $7 billion and accommodate more than 4,000 villas, 5,000 apartments, 30,000 hotel rooms, as well as hundreds of retail and entertainment facilities.

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