

CMAAdvisor

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The Newsletter of the Construction Management Association of America

Spring Conference to Feature CM Fundamentals Training

CMAA will hold its 2001 Spring Conference on May 15–16, at the Grand Hyatt Atlanta in Buckhead, Atlanta, Georgia. This year's conference will focus on "New Essentials and Fundamentals" for today's leaders in the management of the construction process. Session tracks offered during the two-day conference include Quality Management, Contract Administration, Time Management and Cost Management.

"Attendees will explore some of the most essential new practices and competency areas CMs and Owners need to be using in their work individually...and in developing their staff," said Conference Chairman Blake Peck, CCM of McDonough Bolyard Peck. "Both seasoned veterans and those just getting started will get excellent value from this two-day event," said Peck.

Leading CM practitioners, Owners and

industry experts will present both fundamentals and new techniques in constructibility reviews, documentation & information management, commissioning, developing and using CPM schedules, and establishing and maintaining realistic budgets.

Walt Fairchild, Deputy Director, Georgia State Financing and Investment Commission, has invited Governor Barnes to kick off the information packed event. CMAA's South Atlantic Chapter will host attendees at dinner on May 15th and Norbert W. Young, Jr., President, McGraw-Hill Construction Information Group, will be the keynote speaker.

For a complete list of Conference speakers and to obtain Conference and Hotel Registration materials, please visit www.cmaanet.org or call CMAA at 703.356.2622. **CM**

FEATURES

WRDA Law Helps Restrict Government Competition

The Water Resources Development Act (WRDA) of 2000 signed into law last December contains the Design/Construction Industry Coalition's language. (see page 3)

CMAA To Recognize Best CM Projects

Proud of your project? Enter CMAA's 2001 Project Achievement Awards Competition and get the recognition that you and your project deserve! (see page 5)

OSHA Standards Held Applicable to Construction Professionals

On any given construction project a construction manager may be liable to a number of parties as a result of the different duties and obligations associated with the CM's work. (see page 12)

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CMAA Publishes CM eJournal

CMAA has published the inaugural edition of its *CM eJournal*, a scholarly, web-based publication produced for Owners, Construction Consumers and Construction Managers. The goal of the publication is to share information, data, research and relevant experiences in the professional practice of construction management. The *CM eJournal* is located on CMAA's website at www.cmaanet.org.

The inaugural issue of the *CM eJournal* includes: *A Case Study of Con-*

struction Management On the Boston Harbor Project, A Crew Balance Case Study—Improving Construction Productivity, and Risk vs. Conflict of Interest—What Every Owner Should Consider When Using Construction Management.

"The *CM eJournal* will present the multiplicity of views that exist within the CMAA membership and all involved in the management of the construction process,"

Please see **CM eJournal** on page 5

President

Thomas P. Quaranta
Parsons Brinckerhoff
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President-Elect

Blake V. Peck, CCM
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Executive Director

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President's Corner

■ Thomas P. Quaranta

Recruiting the next generation of CMs is a challenge for all of us. The challenge will be even more difficult in the years ahead as we seek to staff our projects.

The pool of available resources graduating each year from engineering and technical schools is well trained, bright and highly motivated. The challenge, as we well know, is attracting them into the construction industry. Can we compete with other fields for the best talent? The answer is yes.

We need to begin early the quest for attracting future construction managers. CMAA has sponsored programs where our members reach out to not only college level students, but to secondary schools as well. In addition, we've all read about how formal programs have been developed by the industry to reach into primary schools to give students a first hand look at construction. Such programs are noteworthy, and they need to be more widespread. Our professional organizations, our firms, and each of us individually must play a role in the education of our profession to others.

CMAA events, many times through the regional chapters, are vehicles that have proved to be effective in gaining student interest in the benefits of being a construction manager. Our chapters have reached out to students in their region by participating in job fairs, and by conducting seminars and job site tours. Students learn first hand what the CM career path entails. Having a recently hired grad join the more experienced CM at these events is an effective way to communicate to students. CMAA has also encouraged students to attend Association sponsored programs and meetings, many times as the guests of member firms. It is critical, however, that CM firms follow-up with students who have shown an interest in these events, by inviting them to visit their job sites and offices to meet and speak with employees face-to-face at their workplace.

We as an industry must recruit the next generation of CMs and make job offers well in advance of industries outside of construction. Other industries know all too well that engineering and technology students are well grounded and disciplined and make excellent recruits in any field.

Summer interns are probably the best investment we can make for the future. But tasks given to CM summer interns should be meaningful and challenging so interest is not lost in the job and perhaps ultimately in the profession.

We as individuals can best serve as mentors to students of all ages. We can volunteer to present to classes and groups the benefits and rewards of being in the construction industry. We cannot rely on others to make this happen. We must continue to be active in our industry awareness measures, and step up this activity even more so in the near term. There's too much at stake...the future of our profession. *CM*



CMAA is an 18 year-old construction industry association of more than 1100 firms and professionals who provide management services to owners who are planning, designing, and constructing capital facilities and infrastructure projects.

Our Mission is to Promote Professionalism and Excellence in the Management of the Construction Process. **Our Vision** is to be the Recognized Authority in the Management of the Construction Process.

The CM Advisor, published bi-monthly by the Construction Management Association of America, reports on and follows the industry as a service to its members. Submission of articles, ideas and suggestions is appreciated and encouraged.

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Get the latest information on your association!

Visit www.CMAAnet.org and browse through the abundance of information provided for you. You are also encouraged to update your corporate member profile so that your information on the website is accurate. If you are in need of a member profile form, please call us at (703) 356-2622 and we will be happy to fax one to you.



New Foundation Board Meets in New York

Your association's recently appointed Foundation Board met in New York on January 12, 2001 for a strategic planning session to develop its mission and vision statement, funding and investment procedures, and to prioritize its goals for the upcoming year.

The Foundation's new Mission Statement is:

Provide opportunities and support through education and research endeavors to advance knowledge in the management of the construction process.

Its Vision Statement is:

To be the premier foundation supporting education and research in the management of the construction process.

The Board developed the following short-term goals of the Foundation:

- Obtain trust and confidence of the local chapters of the CMAA
- Establish fiscal operating procedures for managing Chapter and Foundation funds
- Develop investment procedures for funds received
- Develop a fund raising strategy for obtaining non-CMAA member funds
- Award one college scholarship per Chapter at the CMAA National Conference

Foundation Chairman Bob Wilson, FCMAA, Gilbane Building Company, said, "I am excited to be a part of the group that is now giving our Foundation direction. I am confident that with CMAA member support, we will be able to positively impact the future of our industry."

CMAA Foundation Board Members and Officers are:

Bob Wilson, FCMAA, Chairman
Gilbane Building Company

Bruce D'Agostino, President
CMAA

Tom Farrell, Secretary/Treasurer
Parsons Brinckerhoff
Construction Services

Rob Beeson
Beers Construction Company

Chris Grieb
Retired

Mark Hasso
Wentworth Institute

Steve Margaroni
Psomas

Tom Nodar
New Jersey Transit Corporation

WRDA Law Helps Restrict Government Competition

The Water Resources Development Act (WRDA) of 2000 signed into law last December contains the Design/Construction Industry Coalition's language that helps prioritize activities undertaken by the U.S. Army Corps of Engineers as well as curtails some of its past anti-competitive activities against the private sector.

Specifically, the amendment consolidates existing Corps authority and identifies an oversight process that the Agency must follow in order to justify the utilization of its limited resources on programs beyond its military and water resources mission areas. This review process will verify that the requesting entity has conducted the appropriate economic reviews and that the proposed services would not affect the Corps' existing workload or compete with available private sector resources.

CMAA and its coalition partners expressed their concern last year that valuable resources were being diverted from the Corps' existing workload under its "Support for Others" program into areas such as school modernization.

The WRDA victory came on the heels of the passing of the Energy and Water Development Appropriation Bill that included CMAA language that enforces existing laws and procedures for the Corps to provide "Support for Others." On November 15, CMAA attended the US Army Corps of Engineers Transition Conference in Washington, DC. General Robert Flowers, the new Corps Chief, told CMAA that his vision for the Corps does not include seeking growth opportunities. CMAA applauded Flowers' decision and participated in an all-day dialogue with the Corps to discover ways that the two groups can work together. *CM*



CMAA, in conjunction with Logistics Management Institute (LMI), has conducted a series of surveys to collect data on the fees charges for CM services. The first was published in 1989, with follow-up surveys in 1993, 1995, and most recently, the 2000 edition now available. The Survey of Construction Management Costs is available for \$35 for members, \$140 for nonmembers. Order your copy now! Please call our publications department at (703) 356-2622 for order information.

Government Affairs

California's Prop 35 Wins Big!

California's Proposition 35 won with 55% of the vote, as voters showed overwhelming support for the initiative to amend the state constitution to expressly permit public agencies to contract out design work to the private sector. CMAA formally endorsed the efforts of CELSOC and applauds them for their winning effort.

"This is a great win for our industry. It shows what we can do when we all pull together," said CMAA President Tom Quaranta, of Parsons Brinckerhoff Construction Services.

Repairing and Modernizing Overcrowded and Run-Down Schools

The 2001 budget includes a historic \$1.2 billion initiative to help renovate classrooms in thousands of school districts across the country.

Urgent School Renovation provides \$901 million in support for short-term emergency repairs, \$274 million in additional funding for IDEA services or technology activities and \$25 million for a new charter school facility financing pilot program.

President Bush's Education Plan to Expand Public-Private Partnership in School Construction

States are currently allowed to issue a certain number of tax-exempt bonds for private contractors to build public facilities, such as airports and low-income housing. Public school construction is currently not an allowable use of such bonds. By allowing private activity bonds to be used for public school construction, local districts across America will be able to leverage additional funds to be used for school construction and repair. The amount of bonds in each state able to be used for public-private partnerships in school construction would be based on the state population.

Mineta Approved by Senate

The US Senate, by a vote of 100-0, has approved President Bush's choice to head the Department of Transportation. Norman Y. Mineta, the lone Democrat appointed to the Cabinet, had received endorsements from virtually every organization involved with transportation policy, including CMAA.

Mineta, who became the first Asian-American named to a cabinet-level position when appointed President Clinton's Commerce Secretary, has a wide range of experience in transportation policy. Elected first as mayor of San

Jose, CA., Mineta went on to serve 21 years in Congress, including a stint as chairman of what was then called the Public Works and Transportation Committee.

Sanitary Sewer Overflow Regulations Released

The EPA has announced its new regulations aimed at sanitary sewer overflows (SSOs) for wastewater treatment facilities. The new rule would grant limited protection to municipalities for sewer overflows that are "beyond reasonable control." In the event of an overflow due to a natural disaster, municipalities would have some protection from enforcement penalties. The rule requires immediate public notification when the overflow threatens public health. Another part of the new rule proposes that the existing 4,500 satellite sewerage collection systems around the country would have to obtain National Pollutant Discharge Elimination System permits for the first time. The rule also calls for municipalities to develop plans for improved plant efficiency and infrastructure improvements.

According to EPA, the rule is expected to cost municipalities between \$93.5 million and \$126 million annually.

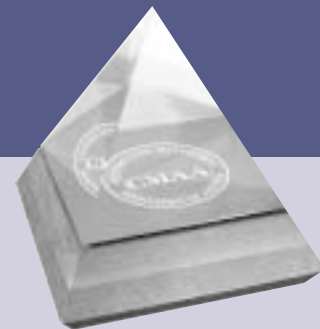
CMAA Lends Hand in Virginia's Anti-QBS Legislation

Following Virginia Governor James Gilmore's Transportation Reform Initiative, the Virginia House and Senate recently introduced legislation that would allow CM services of transportation projects to be procured by price-based selection. If passed, the legislation would have essentially abandoned qualification-based selection (QBS).

CMAA joined the Virginia Road and Transportation Builders Association and others to mobilize a successful grassroots campaign against the initiative and legislation. The Virginia Senate General Laws Committee unanimously defeated its version of the legislation. With the win in the Senate, the coalition focused its attention on the House Transportation Committee which then "tabled" the bill. This, for all practical purposes, effectively kills the bill.

Governor Gilmore's Transportation Reform Initiative and HB 2520 would have changed the process that VDOT uses to procure professional services by effectively introducing price as a potential selection criterion. Members should be on the look-out for these types of issues and report them to CMAA for assistance. [CM](#)

CMAA to Recognize Best CM Projects



WCCC Supports CM Certification

At WCCC's recent Board Meeting, the following language was crafted in support of CM Certification: "Western Council of Construction Consumers (WCCC) recognizes CMAA's CCM Program as a benefit to the construction industry."

The additional support and recognition by this well respected Owners group will certainly help CMAA in attracting more CCM candidates and bring us closer to having CM Certification used in quality base selection of CMs.

CMAA's heartfelt thanks go out to Joe Seibold of Carter & Burgess and Jim Zack, CCM of Fluor Daniel for their instrumental assistance in having the WCCC recognize CMAA's CCM Program.

If you would like some information on becoming certified or on CM Certification, please call CMAA at 703.356.2622.

CM eJournal

from page 1

said *CM eJournal* Editor-in-Chief Gary Berman of GREYHAWK North America. "It is the only forum for construction managers dedicated exclusively to the publication of ideas and experiences about the management of the construction process," Berman said.

The Journal's Editorial Advisory Board is comprised of Mansour Aliabadi, Vanir Construction Management; Walter Armstrong, Camp Dresser & McKee; Gary Cardamone, CH2M Hill; Richard Cullerton, Metro Washington Airports Authority; Michael D'Onofrio, Capital Project Development; Charles Klunker, 3D/International; Thomas Mills, Virginia Polytechnic and State University; Joseph Seibold, Carter & Burgess; and Larry Zimmerman, Construction Dynamics Group. *CM*

Proud of your Project? Enter CMAA'S 2001 Project Achievement Awards Competition and get the recognition that you and your project deserve!

CMAA will recognize projects completed in the United States and overseas in nine categories:

- Public project with a construction value less than \$10 million
- Private project with a construction value less than \$10 million
- Public project with a construction value less than \$50 million
- Private project with a construction value less than \$50 million
- Public project with a construction value less than \$100 million
- Private project with a construction value less than \$100 million
- Public project with a construction value greater than \$100 million
- Private project with a construction value greater than \$100 million
- International Project of the Year – Public or Private project regardless of construction value

CMAA'S Annual Construction Management Project Achievement Awards recognize outstanding achievement in the practice of construction management. The awards program is designed to promote professionalism and excellence in the management of the construction process by showcasing projects that reflect this mission.

The competition is open to all CMAA members and nonmembers. Nominated projects must have been completed by June 1, 2001. The judging panel is comprised of Owners and CMs who will consider project outcomes, overall project management, safety, quality management, cost management schedule management, project complexity, innovation and creativity, and customer satisfaction as the basis for the award.

Nomination forms have been mailed to all members! If you have not received a form, please call CMAA at (703) 356-2622. All entries must be submitted by the deadline of July 1, 2001. This is a competitive process. Only the best project in each category will receive awards.

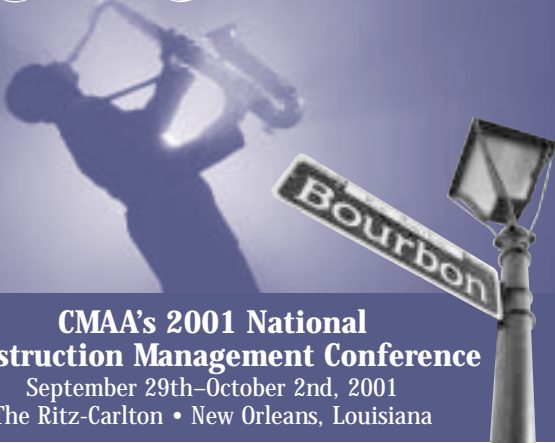
CMAA Chapter Project Achievement Award winners will automatically be entered in the National competition but must meet National criteria and submittal date. Award winners will be recognized at a special presentation during CMAA's Industry Recognition dinner held on Tuesday, October 2, 2001 at The Ritz-Carlton in New Orleans, Louisiana.

CMAA Teams with SwapDrive to Offer File Management Solutions

In our effort to continually add to the long list of benefits we provide to our members, CMAA has teamed with SwapDrive to offer all active CMAA members a 25MB online file storage network. SwapDrive provides a secure file management solution that allows you to access your files anytime, anywhere. Its cutting-edge technology and team of seasoned experts have combined to provide you with the best online file storage system available on the Internet. Members that are interested in having SwapDrive set up a corporate account for their own company web sites are encouraged to contact SwapDrive directly at sales@swapdrive.com or you can visit their website at www.swapdrive.com.

CALL FOR PRESENTATIONS

Creating Harmony for Owner Success



CMAA's 2001 National Construction Management Conference

September 29th–October 2nd, 2001
The Ritz-Carlton • New Orleans, Louisiana

Are you an outstanding speaker and facilitator with knowledge and expertise pertaining to construction management? If so, you are invited to submit proposals for educational sessions to be presented at the National Conference. Share your expertise, knowledge, and successes while increasing your visibility and role as a leader in the profession. The following are some of the topics that will be explored:

- Successful Marketing Strategies for Local and/or National CMs
- Hiring Keepers: Strategies for Hiring and Retaining the Best People
- Can a CM be a Design/Builder? The CM's Role in the Design/Build Process
- Trends in In-House Training and Education
- What Are They Teaching Our Kids? (College Construction Curriculums)
- The Paperless Project: How Close Is It?
- Keeping It In The Family: Strategies for Passing on a Family Business to the Next Generation
- Measuring and Managing Performance to Make It Better
- Case Studies of Well-Known Projects
- How to Select the Best Delivery Method for your Project
- How CMs Make Owners successful
- So You Want to be a CM (Risks and Rewards of Being a Construction Manager)

Program proposal must be received by April 2, 2001. Final selections will be made and the contact person listed on the proposal will be notified of the outcome in May.

For further information or to receive a proposal submittal form, please call CMAA at (703) 356-2622 or email us at info@cmaanet.org.

The Race is On!

CMAA's Member-Get-a-Member Campaign

Win a conference registration!

CMAA is as strong as the number of voices it represents. Our current membership is active and growing at a rapid rate, but with no dedicated membership sales staff our best resource is you, our member.

By using your network of business associates, and stressing the important work that CMAA is facilitating, you can become an invaluable asset to the Association. Pass along the CMAA Membership Application Form (available on our website at www.cmaanet.org) to your partners and colleagues with a verbal introduction of the organization and what it means to you, and encourage them to list you as their referral.

The member who recruits the most members between January 1 and July 28, 2001 will receive a free registration to CMAA's National Conference, September 29–October 2, 2000 in New Orleans. This is a \$600.00 value, free, all for using your networking skills to improve your industry's organization.



CMAA Welcomes Tami Letford

As CMAA's new Manager of Finance and Administration, Tami Letford brings a dynamic new face to the Association. Tami envisions a strong financial future for CMAA, accompanied by a steadfast

expansion of member services and sound fiscal policies, while broadening CMAA's visibility in the business community.

Tami is no stranger to the vital role membership plays into an organizational infrastructure. Prior to joining CMAA, she developed a successful strategy to boost membership, entrench fiscal inputs, and develop expansion tactics for the San Diego State University chapter of Alpha Phi Fraternity. This organization maintained a membership base of more than 100, and an annual operating budget of \$800,000.

Tami graduated from San Diego State University with a Bachelor's of Science Degree in Business Administration with an emphasis in Finance. Tami currently resides in Alexandria, Virginia.

CMAA Offers Discount Programs to Members

Can you save enough on office supply and shipping costs to pay for your CMAA membership? It's possible with CMAA's newest member discount programs.

CMAA's **Shipping Plus** program is a great new benefit offering substantial discounts with Airborne Express, Emery Worldwide, and Roadway Express. It's an easy way to reduce costs—whether you're shipping lightweight letters, 250-lb shipments, or long-haul freight. In fact, the savings from these three carriers can add up to thousands of dollars annually! There are no enrollment fees, no shipping minimums or frequency requirements to maintain member discounts and special pricing is available on trade-show, ocean freight,

time-definite services and more. For complete details on your CMAA shipping discounts with Airborne, Emery and Roadway, call the Shipping Plus program hotline at 1-800-MEMBERS (800-636-2377, 8am to 7pm EST).

Penny Wise Office Products, a division of Jacobs Gardner Supply Company, Inc., will provide CMAA members with up to 36% off already discounted prices for office products. Call (800) 942-3311 and mention code "CMC". Penny Wise also offers an additional 3% savings when orders are placed through its website at www.penny-wise.com.

For other value-added member benefit programs, visit www.CMAAnet.org.

CMAA Creates Professional Liability Insurance Program

CMAA has appointed C.J. Coleman & Company Ltd. of London, England to provide a specialized CM liability insurance program for CMAA members.

Coleman is a privately owned broker that specializes in liability coverage for professional service companies. They will act as program managers with responsibility for developing insurance coverage and other services on behalf of CMAA members.

The new professional risks program is especially appropriate for small CMAA member companies who, until now, have been unable to receive adequate attention from insurance carriers.

CMAA members will be able to access the program through www.cmaanet.org later this month.

Milton Lunch, Esq., Loyal Friend to CMAA, Dies at 83

Milton F. Lunch, former National Society of Professional Engineers (NSPE) general counsel and longtime contributor to the engineering profession, passed away in January. He was 83.

Lunch was born and raised in Washington, D.C. He was a graduate of the National University Law School (now George Washington University Law School) and was later admitted to the DC Bar. He served in the Pentagon during World War II and joined the NSPE staff in 1947 as a legislative analyst. He later became NSPE General Counsel and served in that role until 1987 when he became a liability consultant to Victor O. Schinnerer & Company in Chevy Chase, Maryland.

His achievements included efforts to thwart an attack by the

U.S. Department of Justice on the NSPE Code of Ethics provisions prohibiting competitive bidding for engineering services, his authorship of "The Liability Crisis," and his work in the enactment of the federal Brooks Act, establishing the basis for the federal procurement of architectural and engineering services. He was also the author of numerous papers and articles on engineering liability, procurement, licensure, and ethics.

Lunch was also an active contributor to the Engineers Joint Contract Documents Committee, the American Bar Association Forum on the Construction Industry, and the NSPE-PEPP Professional Liability Committee, as well other committees, organizations, and groups committed to improving the practice and the profession of engineering. Milton Lunch was instrumental in

the early success of CMAA. He guided CMAA in developing the CMAA standard form agreements. He also worked diligently to resolve potential wording disputes with the AIA contract documents committee and to educate the insurance industry, the CMAA membership and the public about liability issues related to construction management.

He was truly a sage with his legal advice and he was a loyal friend to CMAA. To everyone who worked with Milt or just knew him, he was a class act and will be sincerely missed.

Contributions to the CMAA Foundation in memory of Milton Lunch can be sent to CMAA, 7918 Jones Branch Drive, Suite 540, McLean, VA 22101.

CM Certification

Certification Gains Momentum

The year 2000 saw many improvements in the Certification program and 2001 will continue to see advances as Certification continues to grow. Many companies are now recommending their CMs to be certified and are having them apply in groups of 10–20. If you would like to inquire about group certification, please call Sandra Lombardi at CMAA. Congratulations to the following new CCMs:

Marcel Bradley, CCM
URS Corporation
Los Angeles, California

David Conover, CCM
Sacramento Regional Transit District
Sacramento, California

Keith Damkot, CCM
CH2M Hill
Herndon, Virginia

Barry Evans, CCM
Southern Management Group
Columbia, South Carolina

Marc Ghattas, CCM
Applied Mechanical Consulting Group
Austin, Texas

Harry Hughes, CCM
ESA Consultants
Bozeman, Montana

Certification Exam

The **next Certification exam will be held on May 14, 2001** in conjunction with the Spring Conference, at the Grand Hyatt Atlanta in Buckhead. Please call Sandra Lombardi at (703) 356-2622 if you are interested in taking the exam or would like an application.

Small World

■ James Jones, P.E.,
Calypso Technologies, Inc.

In the middle of last year an article I wrote, entitled *Construction Management and the Internet* was published in the CMAAdvisor. In July I received an e-mail from a group of engineers in Istanbul. They liked the article and visited our company's web site. The e-mail said one of their principals was coming to the U. S. on other matters and wanted to meet. I had dinner in Washington with them and they invited me to come to Istanbul to discuss the possibility of a joint venture. I accepted the offer and was flown to Istanbul the following week to discuss the possibility of their organization distributing our construction management web system called 'PRONTO'.

After 14 hours of travel, to a country where I knew no one, I was greeted at the airport by their company representative holding one of those handmade signs that read 'Jim Jones Calypso Technologies'. The investors treated me first class, with 5 star restaurants and a 4 star hotel. Istanbul is a remarkably developed and thriving city. As the link between Europe and Asia, Istanbul has a fascinating history and is currently at the forefront of distributing communications technologies to the old Soviet block countries. You'll see more people using cell phones on the streets of Istanbul than in Manhattan. Construction of office buildings and high-rise apartment buildings is rampant in Istanbul. There are more tower cranes there than in pre-Olympic Atlanta.

Their group, PORT A.S. consists of 12 engineering graduates from Bosphorus University and was formed to develop emerging technologies and distribute them throughout Turkey, the Balkans, and the exSoviet Republics. Most members of the group have advanced degrees, many from U. S. universities. They are all either owners or principals of existing businesses in Turkey.

As the link between Europe and Asia, Istanbul has a fascinating history and is currently at the forefront of distributing communications technologies to the old Soviet block countries.

My four days with them consisted of numerous meetings with prominent Turks including the senior V. P. of the Turkish Stock Exchange, and the creator of Turk Net, the leading Internet provider in that part of the world. The Turk Net owner is the Turkish equivalent of AOL's Steve Case. At the end of my stay, I was a guest aboard a catered private yacht cruise on the Bosphorus celebrating the promotion to Professor of the wife of one of the principals.

After four days of meetings in Turkey, we executed an agreement for distribution of our 'PRONTO' construction web system in that part of the world. The purpose of this short article is to show how far-reaching and well-respected CMAA is as an organization. In this era of instant global communication, it is imperative that we understand how the ramifications of globalization will affect our business. The Internet and other new communications technologies will have an impact on our profitability. The firms that recognize and understand that will prosper, those that don't will suffer. It is beneficial that there are an increasing number of articles in the CMAAdvisor that have a global perspective. This will enable all of us to stay abreast all global issues in our rapidly changing profession. CM

Jim Jones has been actively exploring the use of the Internet for the CM profession since 1992. His company, Calypso Technologies, Inc. provides customized web-based systems for construction projects of all sizes. He can be reached at fafnir@att.net, or <http://www.pronto-info.com>

Making Jobs Run Better:

Construction Management in the Design/Build Process

■ Anthony Thompson, KWAME Building Group, Inc.

Construction industry professionals predict that the design/build project delivery system will soon be the dominant method of project delivery. This will have broad implications on how designers and construction managers work together. Design/build contracts combine design and construction under a single entity and have gained the attention of the industry as a whole. In the last ten years, the use of this system has increased from \$18 billion to over \$69 billion, representing nearly 25 % of the U.S. construction industry.

Although design/build is used extensively in the private sector, the most significant growth has been in the public sector. This contracting method has become a solution to many of the frustrations with the public procurement process. Numerous examples of progressive legislation are apparent: Missouri has introduced legislation that will allow public projects to be procured and completed on a design/build basis. Massachusetts' legislation has recently authorized the use of design build on both a large highway reconstruction project and a water storage project. ENR now releases an edition showcasing its Top 100 design/build firms in addition to its longer published rankings.

The Design/Build Process

A study conducted by the Construction Industry Institute shows that the design/build project delivery system has demonstrated some advantages over design-bid-build (DBB). Of 351 projects studied, 33% utilized the design/build system at a median cost of \$80/sf

compared to \$120 for traditional DBB. Design/build also had the least cost growth, while the DBB system had scheduled growth of only 4.44%.

The design/build process begins, as does the traditional system, with the Owner identifying its basic needs and requirements for the project. The degree of specificity at the initial stage ranges from identifying required square feet, site location, and minimal material specifications for architectural projects at one end of the spectrum to minimum performance criteria, such as throughput or production requirements for engineered construction. Generally, this process takes design to a 5%–10% completion, and essentially represents the program development phase of a traditional DBB project.

In addition, for the design/build delivery, the Owner must define the project technical scope, level of quality, and risk allocation to be shared with the design builder. Proponents of the design/build delivery method indicate that taking the design development past 35% completion significantly reduces a primary benefit of the design/build process, innovation and value engineering in the design/build proposals.

The evaluation of the design/build proposals can be complicated for even a sophisticated Owner. Unlike the DBB bidding process, which only focuses on low price, the Owner must evaluate both the technical proposal and the price. This can be difficult where a number of Owner representatives are involved in selecting the successful proposal, and particularly where more than one of the proposals is within the company's budget. Owners typically

This column provides a forum for individual CMAA members to share ways of Making Jobs Run Better and is edited by Michael M. Lieberman, Parsons Brinckerhoff Construction Services. If you are interested in authoring an article, please contact him at 508-877-6292 or via email at mlieberman@mwwst.com.

proceed on the basis of a scoring matrix that ascribes a particular weight to the design portion of the proposal, a weight to the price proposal, and a methodology by which an overall score to represent the "best value" can be assigned to each proposal. In most public procurement systems, the weight to be attributed to each element is described in the Request for Proposal.

Construction Manager's Role During Design/Build

Missouri is the first state to statutorily define CM services. In addition to the traditional CM functions of scheduling and coordination, it defines the CM's duties as including the planning and design phases, assisting the Owner and designer in planning, reviewing plans and specifications, determining construction feasibility, providing budget estimates, and allocating the work to facilitate bidding and award procedures. Our role has been defined to cover the diverse roles assumed by CM's in recent years.

The benefit of using a CM on a design/build project is a function of the CM's experience in design work, in addition to traditional CM experience in construction. CM work in the more traditional environment of design-bid-build requires expertise in cost estimating and budgetary controls, scheduling,

organizational management, quality assurance and commitment to meeting the expectations of the Owner. A broad range of design experience and expertise by the CM organization and/or its key managers is also required for effective CM support during design/build projects.

Standard form contracts do not always adequately address the role of the CM as the Owner's Representative or Agent on a design/build project. The following presents key aspects of this role:

Pre-Design Phase

Pre-design services under both design/build and DBB delivery methods include assisting the Owner in preparing the "program" for the project (i.e., determining the Owner's general requirements and defining preliminary alternative solutions) and establishing budgets and time schedules. At this stage, the CM contributes to contract formation decisions, providing input to the Owner on whether or not the design/build approach is suitable for the project. The CM may also assist the Owner in the qualification and selection of the designers or design/builders and other consultants.

With DBB, the planning representative during pre-design is the engineer. On design/build projects, the designer is often not yet on-board when initial project planning is performed. The CM is frequently best suited to provide planning services prior to design/builder selection.

Design Phase

During the design phase, the role of the CM on a DBB project includes some or all of the following: monitoring the progress of the design; verifying its conformity to the Owner's program; managing the design schedule and cost; updating the project schedule and budget as the design progresses; performing value engineering or value analysis of the design; reviewing the design for constructibility; and maintaining quality assurance/quality control of the construction documents. An integral part of a CM's services also includes the independent documentation of communications between the Owner and the designer.

Design phase services provided by the CM on a design/build project are similar. However, the designer of record has a direct contractual relationship with the contractor. Although this relationship does not eliminate the professional obligation of the designer to the project, the Owner no longer has the designer as its own advocate for its interests. Therefore, the need for a CM is even greater than on traditional DBB projects because of the CM's direct Contract with the Owner with contract requirements. The CM serves a critical role by verifying conformance with contract requirements and for the Owner by providing an objective evaluation of design/builder alternatives.

Value Engineering

Value engineering is typically performed during the proposal preparation stage by the individual design/build teams in their competitive efforts to win the project. During review of the proposals the CM should provide an independent and objective evaluation, of which alternatives are most easily constructed and what shortcomings may be involved.

Construction Phase

The most important element of the CM scope of services for the construction phase is to ascertain that the work is performed in conformance with the contract documents. This goal is accomplished through the development and implementation of a construction or management plan specifically tailored for a project. This primary role is often performed by a construction quality manager during both the pre-construction and construction phases of design/build projects. Work typically provided by an Architect that might be performed by a CM on a design/build project include: (1) Review and certification of contractor payments, (2) preparation or review of change orders or construction change directives, (3) inspections for substantial and final completion, and (4) authorization of minor changes that do not affect the contract time or price.

Other key roles include public relations, environmental monitoring, project schedule and budget monitoring, project accounting, and document control.

Conclusion

Design/build projects can often result in a greater role on the part of the construction manager than on conventional DBB projects. The design/build process eliminates many of the architect's and engineer's direct services to the Owner. While the design/build format has simplified the Owner's contractual responsibilities, the Owner has lost the independent representation of a designer as an advocate to assure that the Owner's program requirements are met. Thus, the CM provides an important, and unique, service to the Owner in addressing the project and construction impact of design/builder plans not normally provided by the CM on a DBB project.

Under a design/build agreement, the Owner needs to be able to judge whether the work is in conformance with the construction documents and substantiate that finding to the design/builder. Design/build is a project delivery method that often produces a quality product at a lower cost in a shorter time than the traditional DBB method. As a result of differences in the role of the designer on a design/build project, a qualified CM can assume a greater importance to the Owner on a design/build project than on a traditional DBB project. CM is a process that ultimately results in construction project improvement and greater Owner satisfaction. Therefore, it makes sense for Owners that are considering using design/build to procure professional CM services to assist them with the planning and execution of this new and beneficial process. CM

Anthony (Tony) Thompson is the CEO/President of Kwame Building Group, Inc., St. Louis, Missouri, a program and CM firm which he founded in 1991.

Are We Missing the Boat?

■ C. Edwin Haltenhoff

A prime characteristic of a profession is that its members remain current with its practices so that the latest information can be utilized when providing services. Another, and equally important responsibility, is for its members to be actively involved in the ongoing development of the profession, and to contribute to, and learn from, its emerging trends. CM practitioners should live on the cutting edge of CM development. Even though CM has been practiced for more than 30 years, it will still be considered a developing contracting system until it achieves consistent repetitious stability throughout the construction industry.

Realizing that staying current and involved in the development of CM requires more than writing an occasional paper, reading a bimonthly publication and attending annual meetings, the Board of Directors installed a website completely accessible to CMAA members and partially accessible to nonmembers. The site promotes CM, carries CM oriented news and articles/papers dealing with CM practice. The website features an interactive Discussion Board where members can stay current with CM on a daily basis and contribute to the ongoing development of the CM system and its technology. Both passive and active daily involvement in the postings on the Discussion Board will provide a unique form of continuing education that will benefit a member's current practices, and coincidentally, is essential to attaining and sustaining professional status.



Surprisingly, and for whatever reason, the Discussion Board is all but ignored by resident members in the United States but used liberally by members and others in other parts of the world. The statistics of daily and accumulative Discussion Board users listed on the website highlights this surprising and alarming phenomenon. User inquiries search for answers from members who have experienced their technical and operational problems and can provide thoughtful guidance and advice. Resident members are the prime source of the information they seek. Yet seldom has a resident member responded to these inquiries.

Concern for passing exclusive proprietary information to competitors is not and should not be part of profes-

sionalism. As an emerging profession, CM will be judged by the cumulative practice of CM firms, not by just those who provide a high level of service. Therefore it behooves all CM firms and individuals to share their successful experiences with one another. Upgrading the performance of competitors will upgrade the performance image of the entire CMAA membership.

The combined knowledge of the membership amassed over the past 30 years of CM practice is a rich and unmatched resource that can and should be freely shared among members through the Discussion Board. The opportunity to give, take and share information on a voluntary basis provides a clear highway to CM success, professionalism and general acceptance of the CM contracting philosophy. *CM*

Charles E. (Ed) Haltenhoff, P.E. is the Discussion Forum Facilitator for CMAA's website and has been involved in civil engineering, contracting and construction for the past 55 years. He paid his dues as an estimator, value engineer, scheduler, contract administrator, specification writer, field engineer, design engineer, project engineer, project manager, officer and board member of an A/E firm, CEO of a D-B/GC/CM firm, claims consultant, expert witness and in 1995 as a Distinguished Lecturer Emeritus after teaching construction engineering and management for 15 years at Michigan Technological University.

OSHA Standards Held Applicable to Construction Professionals

■ By Eric B. Travers, Katz & Stone, L.L.P.



The Legal Issues column is new to the Advisor. Its purpose is to help you understand and comprehend court cases that affect your industry. CMAA General Counsel Jim Hobbs, Esq., Wright, Robinson, Ostheimer & Tatum, is the Legal Issues editor and can be reached at (804) 783-1191.

On any given construction project a construction manager may be liable to a number of parties as a result of the different duties and obligations associated with the CM's work. One such area of potential liability is that which stems from the construction manager's responsibility for on-site safety. While prime contractors remain primarily responsible for project safety (and the development and implementation of safety programs), the trend in standard form contracts has been to attempt to shift some of that risk to construction managers. A construction manager's actual level of responsibility and potential liability for project safety may depend not only on the CM's contract but also on his on-site activities. While a number of courts have held that a construction manager who negligently performs his supervisory and safety review duties may be liable for personal injuries sustained by third parties on the site a more unresolved question has been whether a construction manager bears liability for on-site violations of federal law, particularly those construction safety standards embodied by the Occupational Safety and Health Act of 1970 (the "Act").

The Occupational Safety and Health Administration ("OSHA") has been charged with the congressional-mandate to enforce the Act and oversee improvements in work-place safety. As such, OSHA requires each employer to "furnish to each of his employees...a place of employment which [is] free from recognized hazards that are causing or likely to cause death or serious physical harm to his employees."

In furtherance of this goal, the Secretary of Labor ("the Secretary") has established industry-specific standards that apply to all employers "engaged in construction work." In *CH2M Hill, Inc. v. Alexis Herman, et al*, 192 F.3d 711 (7th Cir. 1999), a Federal court of appeals considered an engineer's claim that construction professionals (such as construction managers, architects, and engineers) did not engage in actual construction work and thus were not subject to the Act's construction workplace standards.

The dispute in *CH2M Hill, Inc.* derived from a methane explosion that killed three workers during the construction of sewer tunnels in Milwaukee, Wisconsin ("the City"). After reviewing the circumstances surrounding the explosion, the Secretary issued an OSHA citation to the general contractor on the project and CH2M Hill, Inc. ("the Engineer"), the firm that the City had hired as a consulting engineer. Specifically, the Secretary alleged that the Engineer had willfully violated construction safety standards by allowing the general contractor to use unapproved electrical equipment in the sewer tunnels. In response, the Engineer contended that the construction workplace safety standards allegedly violated did not apply to it because it was a professional firm not "engaged in construction work."

The Court began its inquiry by focusing on the Act's term "engaged in construction." Recognizing that Congress intended that OSHA have a broad reach, the Court rejected the Engineer's attempt to exclude all construction professionals from the

construction-specific regulations and held that such regulations were applicable to all employers “engaged in construction work,” including construction managers, architects, and engineers.

However, the Court noted the distinction between employers that perform no physical labor, such as an engineer or construction manager, and the traditional construction trades and stated that OSHA liability will attach to professionals “only to the extent that such employers [construction professionals] have actual and direct responsibility for the specific working conditions at the jobsite and for any hazards resulting from the actions of any trade contractors.” This standard has been previously applied by numerous courts and has been labeled the “substantial supervision test.” Recognizing that the responsibilities of construction professionals differ at each project, the court further stated that the imposition of OSHA sanctions should turn upon the factual circumstances of the construction professional’s responsibilities, including the language of the applicable contract.

Based upon the “substantial supervision test,” the Secretary argued that the Engineer’s authority to order changes in the general contractor’s work and the Engineer’s perceived role in exercising authority over safety procedures provided a basis for OSHA liability in this instance. In contrast, the Engineer argued that its contract with the City severely limited its authority over the safety program and required that the City be consulted and approve any changes to the general contractor’s contract. The Court ultimately determined that the Engineer did not func-

tion as a safety coordinator, did not make representations that the safety regulations were met, and could not instruct the General Contractor to perform or halt work. Accordingly, the Court concluded that the record contained no significant evidence indicating that the Engineer exercised “substantial supervision” or control over the safety program and invalidated the fines asserted against the Engineer.

The Court’s opinion in *CH2M Hill, Inc.* cannot be classified as either a



victory or a loss for construction professionals. Although the Court held that construction professionals can be liable for OSHA violations, liability will not result unless the construction professional exercises “substantial supervision” over the project’s safety program. As a practical matter, this means that in most circumstances construction managers should proceed as if they are within the scope of OSHA’s jurisdiction. At the least, the *CH2M Hill, Inc.* decision illustrates that construction managers would be well-advised to insert language in their contracts which clearly delineates the extent of their responsibility for administration of the project’s safety program. Although courts have not consistently

recognized the contractual responsibilities of the construction manager for safety (thus making predictions about how a court will ultimately rule on this issue a highly speculative endeavor), clear guidelines in this regard will allow the construction manager to best prepare for his or her role during project administration. In turn, this should reduce not only the chance of an on-site accident but reduce any liability, including liability to the federal government, that may result from safety violations and accidents that occur. CM

Editor’s Comment: The deaths of construction workers on the Milwaukee project, and the OSHA citations against CH2MHill and others, resulted in several administrative decisions with that of the Federal Court of Appeals. The latter is the most significant, having the greater precedential value. Without directly deciding whether the “old” test of SQM or the “new” OSH Review Commission applies

to professionals during construction, the court did find that answers to that question are fact-specific, and depend heavily on the professional’s assumption of responsibility for safety, by either actual undertaking or by contract. The court repeatedly referred to contract provisions in finding that in the instant case CH2M Hill’s contract provided standards for CH2M Hill’s performance such that the OSHA regulations did not apply to CH2M Hill. The court in effect concluded that CH2M Hill’s role was like that in the “old” test of SQM and SGH, rather than the Review Commission’s “new” test – concluding that the agreement of the professional and its client defined by contract prevailed.

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Executive Director's Update

■ Bruce D'Agostino

Now is the time to commit to professionalism... your clients are demanding it!

I had the pleasure to moderate

the South Atlantic Chapter's Public Owner Panel Session last month in Atlanta. A pleasure? Yes. These owners came prepared to talk about their multi-million dollar capital projects; and they also came prepared to give the audience an honest appraisal of how they view the world of construction. So often, these Owner panel sessions offer nothing more than an opportunity to schmooze with a prospective client. So I was delighted when the panel began to discuss real issues like professionalism, communication, trust and relationships.

This group spoke the unspeakable. They talked about "unlimited reimbursables," "lack of accountability," and the need for "professionalism." They talked about how they want more and better information from their project managers and their very real need for trust in their relationships with CMs no matter what delivery system is being used for their projects.

Were they talking about CMAA members? Maybe...but I hope not. I would like to think that all of our members are providing client services in a professional and ethical way. I think they were talking about what I call "Posers," people who call themselves Construction Managers but are not. Posers call CMAA everyday asking for information on how to respond to RFPs for CM proposals. They buy our documents and publications no matter what we charge for them and then tell Owners that they "do CM." Posers scare me because Owners have a difficult time telling them apart from professionals, and when the job goes south, the image of our industry gets tarnished.

What is CMAA doing to protect the image of professional Construction Management firms and individuals? We're educating and informing owners every chance we get. We exhibit at Owner trade shows, advertise in Owner publications and talk to Owner's groups every chance we get. If you've been on www.cmaanet.org recently, you would have noticed our new CMJournal with three great articles on the value of CM. You would've also noticed that we have information for Owners to guide them in the use and selection of CMs. This site has more than 250 visitors a day and many of these visitors are using our "Find a CM" database to select CMs for their projects...two CMAA's Board Members last month recently acknowledged to receiving major projects through our website.

We are also promoting CM Certification. And more Owners are recognizing the value of CM Certification as a means to separate the Posers from the Professionals. The Western Council of Construction Consumers recently crafted the following language in support of CM Certification: "Western Council of Construction Consumers (WCCC) recognizes CMAA's CCM Program as a benefit to the construction industry." The additional support and recognition by this respected Owners group will certainly help us in attracting more CCM candidates and bring us closer to having CM Certification used in more Quality Based Selection of CMs.

Many CMAA member firms have seen the writing on the wall and are taking advantage of our group discounts on certification materials to certify their CMs. If you've been thinking about

More owners are recognizing the value of CM Certification as a means to separate the Posers from the Professionals.

Certification for yourself or your employees, now is the time . . . owners will soon be demanding certified CMs for their projects. After all, how else will they be able to tell the Posers from the Professionals?

Members providing only at-risk work are also seeing the value of CM Certification as an indication of professionalism. And CMAA is telling Owners that it is just as critical to their project success to have a professional delivering the GMP work.

Another opportunity to increase your CM professionalism is our Spring Conference in Atlanta. The program content was developed in response to the many requests for fundamentals and essentials training for Construction Managers. Seasoned veterans will get as much out of this program as novice CMs, so you might want to send a team. And judging by the early interest in this program it appears that it will sell out so please make your reservations early.

I look forward to seeing you there! CM

Chapter News

The **National Capital Chapter** held its Annual Dinner Banquet at the Army Navy Country Club in Arlington, Virginia on Wednesday, January 24. This year's Banquet featured the presentation of this year's Chapter Project Award winners. Congratulations to the following award winners:

- **Project with More than \$10 Million in Constructed Value**—DMJM/3DI for the South Pedestrian Bridges Project at the Pentagon
- **Project with Less than \$10 Million in Constructed Value**—Washington Metropolitan Airport Authority for the Curtain Wall Project at the Reagan National Airport.

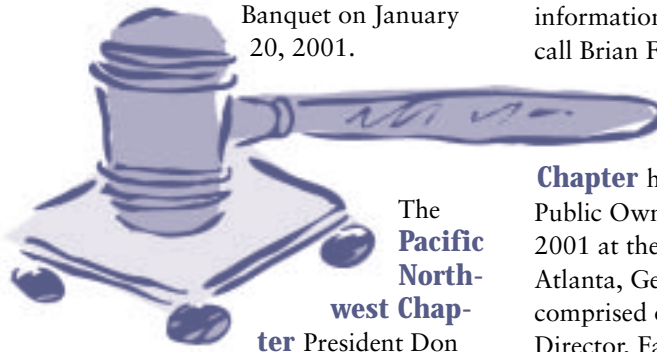
A presentation of the Chapter's scholarship award winners followed. Congratulations to Andrew Paul, a student at Catholic University; Devon Harris, a student at the University of Maryland, Eastern Shore; and Sudhir Duggineni, a student at Virginia Tech.

The **Mid-Atlantic Chapter** is hosting a tour of the new Engineering Building at Rowan University in Glasboro, NJ on February 12, 2001. Ralph Dusseau, Chair of the Civil Engineering Department, will be the guest speaker. To request further information or to RSVP, please call John Bradshaw, Chapter President, at (717) 671-2340.

The **Minnesota Construction Association (MCA)** recently announced its new Board Members following the elections this fall. New Board Members are Scott E. Everson, President; James W. Hentges, 1st Vice President; Pat D. Simpkins, 2nd Vice President; Ronald J. Rasley, Treasurer; and Scott R. Koester, Secretary. Continuing Directors are Brett A. Comstock, Michael V. O'Brien, and Barry C. Morgan. New Directors are Larry J. Gleason and David R. Kummer. Congratulations!

The MCMA will be holding a dinner meeting on February 15, 2001. It is titled, "Using Smart Land Development in the Twin Cities". Ted Mondale, Chair of the Metropolitan Council, will be the guest speaker. Learn from Ted how to keep our region competitive by pursuing the main themes of economic development, environmental control and fiscal responsibility. Call Peter Halls at (612) 336-3000 for details.

The Gaelic Athletic Association Minor Board, Inc. of Greater New York honored Patrick J. Ronayne, President-Elect of CMAA's **Metro NY/NJ Chapter**, at its 31st Annual Awards Banquet on January 20, 2001.



The **Pacific Northwest Chapter** President Don

Laford recently met with Ed van der Boget of Edmonds Community College to explore starting a Student Chapter. Edmonds Community College has a two year Construction Management Program and has expressed interest in both a Student Chapter and Certification. Mark Moser of Montgomery Watson will interface with Ed to determine how CMAA can assist with the CM program at Edmonds Community College.

The **Northern California Chapter** is hosting a lunch meeting on February 21, 2001. The topic of discussion will be "SFO Runways Reconfiguration Project" and will be held at Sinbad's Pier 2 in San Francisco, CA. For further information or to RSVP, please call Nancy Clays at (925) 469-5345.

The **Southern California Chapter** held a breakfast meeting on January 31, 2001 at the Holiday Inn in Torrance at 7:30am. The topic of discussion was the Federal and California False Claims Act. The guest speaker was Gerald Gosch of the Law Firm of Weston, Benshoof et al. For information on future programs, please call Henry Sugawara at (310) 645-0561.

The **Chicago Chapter** had very informative January 18th meeting at the Como Inn. Mr. Dick L.R. Unzelman with Unzelman Associates Inc. spoke on the Midway Airport Terminal Development Program. If you would like information on future meetings, please call Brian Fuller, Parsons Brinckerhoff, at (312) 803-6537.

The **South Atlantic Chapter** held a very successful Annual Public Owners Forum on January 16, 2001 at the Bridgetown Grille in Atlanta, Georgia. The panel was comprised of W. Jerry Rochelle, Ph.D, Director, Facilities Services, Georgia Dept. of Ed.; Liz York, AIA, General Engineer, Design and Construction Mgt. Office, Centers for Disease Control and Prevention; William "Buddy" Hill, AIA, Director, U.S. General Services Administration, Public Buildings Service, Property Development Division; Nick Ammons, Deputy Director, Fulton County Public Works, Water and Sewer Division; and Gena Abrahams, Chief Engineer, Georgia Building Authority. Each organization's construction management processes were discussed to over 70 in attendance.

The South Atlantic Chapter will be holding a joint meeting with COAA on February 13, 2001. For details or to RSVP, please call Bruce Dixon, Castell Marks International, at (770) 951-2921. CM

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Blake V. Peck, CCM (President-Elect)
McDonough Bolyard Peck, Inc.

Ronald J. Pennella (Vice President)
StructureTone

Thomas Quaranta (President)
Parsons Brinckerhoff Construction Services

Joseph Seibold
Carter and Burgess, Inc.

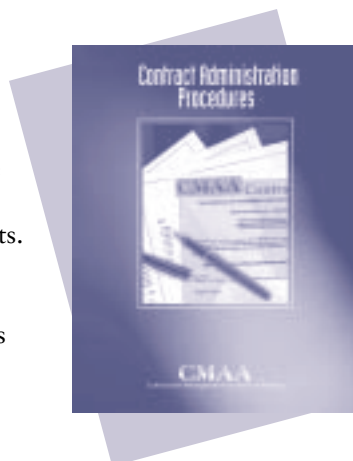
Brian Stover
Urban Engineers, Inc.

Robert Wilson, FCMAA (Director
Emeritus)
Gilbane Building Company

Robert S. Wohlsten, Jr. (Past President)
Wohlsten Construction Company

Contract Administration Procedures Published

This Procedures Manual addresses the administrative and reporting requirements for the Construction Manager during the execution of construction projects. This publication is intended to supplement CMAA's Construction Management Standards of Practice by providing an overview of the Construction Manager's responsibilities on a typical project from concept to occupancy. The price is \$70 for members, \$280 for nonmembers. Order your copy now by calling our publications department at (703) 356-2622.



Industry Happenings



York Hunter Construction Services has been retained by the Penn's Landing Corporation (PLC) to provide oversight services for a new \$300 million Family Entertainment Center at Penn's Landing in downtown Philadelphia.

Urban Engineers, Inc. has been named the winner of the Outstanding Engineering Achievement Award for 2001 for the Schuylkill River Bridge/Diamond Run Viaduct Project on the Pennsylvania Turnpike. The award was presented by The Delaware Valley Engineers' Week Awards Committee of the Pennsylvania Society of Professional Engineers at its December 7, 2000 Competition dinner. Urban was the designer, construction manager, and construction inspector for the project.

United Properties' Construction Management division recently was awarded build-out contracts for Southdale Pediatrics Associates and the law firm of Messerli and Kramer.

McDonough Bolyard Peck, Inc. is pleased to announce the promotion of Scott (Gator) Galbraith to associate of the firm.

AECOM Technology Corporation in Los Angeles has announced that it has purchased the transportation consulting practice of KPMG Consulting in Fairfax, VA. The 30 individuals with **KPMG Consulting** in Fairfax will remain at that location.

Jacobs Engineering Group Inc. is pleased to announce that the company has been awarded a multimillion-dollar engineering and procurement alliance contract from Chevron Products Company.

E & V Consultants and Construction Managers was recently selected as project manager for the City of Farmington's new police department and central maintenance facility. Construction for the new \$2.8 million, 15,000 square foot police department is expected to begin spring 2001 with completion anticipated for April 2002.

Carothers Construction, Inc. is pleased to announce that they have been awarded a \$2.2 million contract by Greene County Board of Education to oversee the addition to the Eutaw Primary School.

Barton Malow Company is proud to announce that they have been selected to provide construction management services for Maryland's Towson University's 7800 York Road Building Renovation and Garage Project.

Michael H. O'Connor is proud to announce the establishment of **AFG Construction Management, Inc.** The new company was formed when several key employees purchased the ANADAC Facilities Group, North East Division from ANADAC, Inc.

O'Connor, who served as Group President of ANADAC's Facilities Group, now serves as President of the newly established business. Additionally, Ms. Amal Manassah and Mr. Roger Gurney also formerly of the ANADAC Facilities Group, will continue to head up the New York and Boston office as they had in the past, but now under AFG Construction Management, Inc. A woman-owned business, AFG Construction Management, Inc., provides both CM-for-Fee and CM-at-Risk services.

Lundquist Construction Management has been selected to provide professional construction management services on a new \$9 million Biotechnology Lab. Construction commenced on January 15, 2001 and the anticipated move-in date is scheduled for July 2001.

The Jefferson Parish Economic Development Commission (JEDCO) recently presented **Professional Construction Management Services, Inc. (PCMS)** with the 2000 Charlet Award. The award was presented during JEDCO's Annual Meeting and Luncheon in Metairie, Louisiana. This award recognizes Jefferson Parish businesses for their contribution to both the economy and the community. Accepting the award were PCMS co-founders Joe Dembrun Jr., president, and Roy Simon, vice president. *CM*

CMAA wishes to thank the following members for participating in our "Member-Get-a-Member" campaign:

Mansour Aliabadi
Gary Berman
Rick Bernardini
Kevin Campbell
Dave Conover, CCM
Frank Corona, CCM
Brian Danley
Bob Fraga
Jeff Fry, CCM
Brian Fuller
Mark Guleserian
Bob Hixon
Ron Kerins
Christine Keville
Don Laford, CCM
Joe Lawton, CCM
John Macrae
Ron Moll, CCM
Tom Nodar
M.O'Malley
Ken Rice
Lowell Rubin
Paul Sacco
Robert Sachse, CCM
Rod Shaffert
Tony Thompson
Roger Woodhull
Jack Wright

NEW CMAA MEMBERS

MID-SIZE CORPORATE

Christopher Coles, PE
Regional Manager
Kleinfelder CM
Oakland, CA

Alternate:

Wally Bond, PE
Regional Manager
Kleinfelder CM
Irvine, CA

Deryl McKissack Greene
President & CEO
McKissack & McKissack
Washington, DC

Claudete Weber
Project Executive
Swinerton Management & Consulting Inc.
San Francisco, CA

Alternate:

Don Davis
Vice President
Swinerton Management & Consulting Inc.
Los Angeles, CA

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Silverman Construction Services, Inc.
Atlanta, GA

Glenn J. Frill
President-Treasurer
Professional Design & Construction, Inc.
Lancaster, PA

Rak-Keun Jeon
President
Dong Hyun E & C
Seoul, KOREA

Zack Quandt
Director
General Physics Corporation
Titusville, FL

Robert E. Reager
President
Joseph Jingoli & Son, Inc.
Lawrenceville, NJ

John P. Bowles
President & CEO
Central City Construction, Inc.
Milwaukee, WI

Richard L. Fite, CEO
H&M Company, Inc.
Jackson, TN

Keith A. Pickle
Director/Treasurer
Cardinal Contractors, Inc.
Sarasota, FL

Matt Twomey
Vice President
Reynolds Construction Management
Harrisburg, PA

ASSOCIATE

Scott Blyze
Sr. Manager-Real Estate, Development
The Limited, Inc.
Columbus, OH

Robert Meyer
Real Estate Manager
Robert Haft International, Inc.
Pleasanton, CA

Cal Dickerman
Assistant Vice President
Consolidated Engineering Laboratories
Pleasanton, CA

ACADEMIC

Brian C. Moore, Ph.D.
Assistant Professor,
Construction Dept.
Southern Polytechnic State University
Marietta, GA

STUDENT

Aaron Malnarick
Student/Architectural Intern
University of Florida
Gainesville, FL

Steven L. McCoy
The University of Kansas
Olathe, KS

Matthew J. Miglionico
Student
California State University,
Fresno
Fresno, CA

Carol R. Reznikoff
Student
Pratt Institute
South Orange, NJ

CORPORATE AFFILIATE

Gene Courtney
Vice President
Daniel, Mann, Johnson & Mendenhall
San Francisco, CA

Jason Dunaway
Estimator II
Parsons Brinckerhoff
Construction Services
Atlanta, GA

Chuck Fedon
Director of Construction Management
Manhattan Construction Company
Tulsa, OK

Bert Gross
Area Manager, CM Division
Kleinfelder
Sacramento, CA

Louis Hambro
Construction Manager
General Physics Corporation
Palm Bay, FL

Tony Hasegawa
General Physics Corporation
Satellite Beach, FL

Roger G. Kaul
Asst. Director-Program Integration
Parsons Management Consultants
Washington, DC

Glenn Knapp
Chief Estimator/Asst. Project Manager
URS
New York, NY

Judith Kunoff
Supervising Architect
Parsons Brinckerhoff
Construction Services
New York, NY

David Scott LaTour
Construction Engineer
GREYHAWK North America, LLC
Woodbury, NY

Pirayeh Long
Project Manager
URS-O'Brien Kreitzberg
Seattle, WA

Michal R. Robinson
Senior Program Manager/
Assoc. VP
Daniel, Mann, Johnson & Mendenhall
Los Osos, CA

Rob Wamstad
Project Manager
URS - O'Brien Kreitzberg
Walnut Creek, CA

Phillip G. White
Construction Manager
General Physics Corporation
Lagrange, KY

Brian S. Wilson
Assistant Engineer
Parsons Brinckerhoff
Construction Services
Atlanta, GA

Robert D. Baker
Managing Director,
Construction
Claris Services Corporation
Bethesda, MD

Martin Chapa
Project Manager
Central City Construction, Inc.
Milwaukee, WI

Devon Ellis
Project Manager
Central City Construction, Inc.
Milwaukee, WI

Michael R. Fralick
Project Manager
Central City Construction, Inc.
Milwaukee, WI

Steve Giadone
Project Manager
Summit Associates
Pleasant Hill, CA

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Bovis Lend Lease
Los Angeles, CA

Roger Hatton
Director of Orlando Operation
Kwame Building Group
Orlando, FL

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Architect/Project Manager
Parsons Brinckerhoff
Construction Services
Chicago, IL

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Vice President/Regional Manager
Vanir Construction Management, Inc.
Los Angeles, CA

Scott P. Patterson, BSCE, PE
Senior Project Manager
Hanifin Associates, Inc.
Long Valley, NJ

CORPORATE ALTERNATES

Dewitt Day
Vice President Construction, Schools Div.
H&M Company, Inc.
Jackson, TN

William J. McDevitt
Director/Secretary
Cardinal Contractors, Inc.
Sarasota, FL

Richard T. Reynolds
President
Reynolds Construction Management
Harrisburg, PA

INDIVIDUAL

Kendal Dogan Davis
Director of Construction Management
Baltimore, MD

Marcel Bradley, CCM
Sole Proprietor
Bradley Construction Management, BCM
Laguna Niguel, CA

Marc Ghattas, CCM
Texas Regional Manager
Applied Mechanical Consulting Group
Austin, TX

Virgil Q. Gray, Jr.
Senior Project Manager
Washington Infrastructure Services, Inc.
Glenwood Springs, CO

Thomas U. Hill
Construction Manager
Castt-Construction Management Services
Yakima, WA

Eugene Marsh
President
Construction Project Management Services, Inc.
Princeton, NJ

Chris Ritter
Project Manager
Cutler Associates Inc.
Tampa, FL

Nafez H. Shamia
Construction Manager
Almotawaset Contracting Gaza, PALESTINE

Frank N. Falabella
Sr. Construction Manager
Keyspan Energy Management
Melville, NY

Morley R. Golden
Sole Proprietor
Sun Valley, ID

Dara L. Hendrix
Sr. Program Manager
Rodarti & Associates
Newport Beach, CA

Al Kuhn
Kuhn Consulting
Hanover, MA

John R. Manning
Principal
Kraus-Manning, Inc.
Orlando, FL

Leo S. Manzi
General Manager of Construction Services
Keyspan Business Solutions
S.Hacksensack, NJ

Margaret O'Meara
Office Manager/Vice President
HW Lochner, Inc.
Boston, MA

Kevin O'Toole
President
O'Toole Consulting Group, Inc.
Shrewsbury, MA

Simone Pucca-Fera
President
Pucca-Fera, Inc.
Philadelphia, PA

Patrick Ronayne
President
PLN Contracting, Inc.
New York, NY

Tim Rosengarten
Senior Project Manager
Business Engineering
Ft. Wayne, IN

Randal Scholl
Sr. Project Manager
HDH Construction Consultants
Annapolis, MD

Vincent Simone
Regional Manager
The Morganti Group
West Palm Beach, FL

Scott Stenftenagel
Owner
Construction Management Services
Jaspur, IN

Michael Weiss, Jr.
Partner
The Providence Group of the Carolinas, LLC
Charlotte, NC

PUBLIC OWNER

Paul Berry
Owner's Project Manager
City of Seattle
Seattle, WA

Cheryl-Lee Brown
Project Control Manager
New York City Dept. of Design & Construction
Queens, NY

William C. Hill, Jr., AIA
Director Property Development

General Services Administration
Atlanta, GA

George T. Kraus, P.E.
Director, Design, Planning & Constr.Mgmt.
University of Connecticut
Storrs, CT

Vincent R. Cicchino
VP, Network Facilities & Support Services
New Hanover Health Network
Wilmington, DE

Ian Finn
Field Engineer
New Jersey Transit
Newark, NJ

Terrence M. Henry
Dirctor of Public Works
Volusia County Florida
DeLand, FL

In-Keun Lee
Director/Eng. Review
Seoul Metropolitan Government
Seoul, KOREA

Kevin Earl Lee
Construction Manager
NY City Construction School Authority
Long Island City, NY

Gregory S. Lutz
Contract Administrator
Sacramento Regional Transit
Sacramento, CA

Robert M. Miller
Purchasing Specialist
US Postal Service
Arlington, VA

Vernon Patterson
Dir., Capital Improvement Programs
Property Development, Public Building Authority
Knoxville, TN

Bill Powell
Purchasing Specialist
US Postal Service
Arlington, VA

George A. Tedesco
Contract Manager
US Postal Service
Arlington, VA

PRIVATE OWNER

Terry Hicks Manager of Operations & Construction
Honeywell Corporation
Morristown, NJ

Michael Kitchens, P.E.
Director-Construction Management
Walt Disney Imagineering
Laguna Hills, CA

Jeffrey L. Stephens, CCM
Vice President
BSW International
Tulsa, OK

CMAA Calendar of Events

FEB

February 12, 2001
Mid-Atlantic Chapter
Rowan University
Engineering Bldg Tour,
Glasboro, NJ
Contact John Bradshaw,
Michael Baker, Jr., at
717.671.2340

February 15, 2001
Minnesota Construction
Management Association
"Using Smart Land
Development in the Twin
Cities"
Contact Peter Halls,
Faegre & Benson, at
612.336.3000

February 21, 2001
Northern California
Chapter
SFO Runways Configura-
tion Project
Contact Nancy Clays, Hatt
Mott MacDonald, at
925.469.8040

February 26-27, 2001
WCCC Outlook 2001
Construction Conference &
Exposition
Irvine Marriott
Contact Kelly Asper,
Program Director, at
kelly@wccc.org or 310-
538-4485/703.741.7073

MAR

March 14, 2001
Construction Inforum
2001
University of Virginia
Student Activity Building
Contact Kimberly Morris
via fax at 804.982.4628

March 15, 2001
Minnesota Construction
Management Association
Half-Day Seminar
"Arbitration, Wetlands
Development, Sustainable
Architecture"
Park Rec Center
Contact Peter Halls,
Faegre & Benson, at
612.336.3000

March 26, 2001
Mid-Atlantic Chapter
SARAA Construction
Program, Harrisburg
International Airport
Harrisburg, PA
Contact John Bradshaw,
Michael Baker, Jr., at
717.671.2340 for details

APR

April 10, 2001
New England Chapter
Red Sox Stadium Project
Wentworth Institute of
Technology
Boston, MA
Contact Leslie Leonard,
Cashman KA,
617.742.4160

MAY

May 8, 2001
New England Chapter
Annual Awards Breakfast
Wentworth Institute of
Technology
Boston, MA
Contact Leslie Leonard,
Cashman KA,
617.742.4160

May 15-16, 2001
CMAA Spring Conference
Grand Hyatt Atlanta in
Buckhead
Atlanta, GA
Contact Danelle Prezioso,
CMAA, 703.356.2622

JUN

June 11, 2001
New England Chapter
Annual Golf Outing
Wentworth Institute of
Technology
Boston, MA
Contact Leslie Leonard,
Cashman KA, 617.742.4160

For the latest
information on CMAA
events and activities, visit
our website at www.cmaanet.org!