CHAPTER PRESIDENT LETTER

Another Successful Year

Having just returned from the CMAA Spring Conference, I am happy to report that CMAA is a thriving organization. The conference was well attended, and was filled with sessions for those interested in sharpening their construction management skills, including one session comprised of four New Englanders discussing the Construction Reform Legislation. President Bob Fraga reported that membership continues to grow, and new owner members include the Federal Highway Administration and the Illinois Toll Road Authority. The Certified Construction Manager (CCM) certificate continues to gain acceptance from owners and the number of CCMs nationally is on the rise. Having recently obtained ANSI accreditation for the CCM, we can continue to expect CCM numbers to increase and acceptance by owners to increase as well.

A hot topic of discussion at the Spring Conference involved the great difficulty that many owners and CM firms are having in finding capable staff to run their projects. There was much discussion about open and unfilled positions because of the lack of qualified candidates. This makes our efforts to connect with educational institutions by awarding scholarships so important. Hopefully the scholarship awards will help students complete their studies and enter the workforce ready to solve future construction management challenges.

Locally, our Chapter year came to a close with our annual awards luncheon and golf tournament. Our Awards Luncheon guest speaker, State Treasurer Tim Cahill, provided a great recap of the plans for the school construction program. We honored Jack Wright, past CMAA New England Chapter President and Deputy Director of the Central Artery/Tunnel Project, as our Person of the Year. This year we also made eight Project of the Year awards in various categories, and we awarded seven scholarships to deserving construction management students. The golf tournament, our largest funding source for scholarships, was another success this year. Many thanks to John Phillips and to Bryant Associates for the countless hours spent organizing this event.

In closing, I would be remiss if I didn’t mention the departure of two Board members. Rick Meade has relocated back to California. Rick did an excellent job coordinating the past two award luncheons. Ed Bond has been instrumental in helping to grow this organization. He was the chief organizer of our Chapter Review course, and he has been an inspiration to those pursuing the CCM certificate. His advice and guidance have helped make us a successful organization. It has been a pleasure working with both Rick and Ed; they will be missed.

Thank you all for your participation this year! We hope to see you when we meet again in September!

Richard Martone, PMA Consultants LLC
President, N.E. Region Chapter

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The scheduler should also be able to ascertain what and subcontractors are thinking of doing. I believe, can have the greatest influence on the top five specification requirements that, I think, the owner specifically wants to see or work that by development of a schedule that contains the work an owner wants out of the process. What follows is a list of the top five specification requirements.

The scheduler should have reasonable approval for the individual they propose to fulfill the position. Resumes and references can be asked for. You may also want to consider specifying a quick process for plan B, in case the contractor’s proposed scheduler does not meet requirements, leaves or gets reassigned because in all likelihood the project will march on with or without the person.

Sometimes however, CPM schedule specifications are lacking, which in turn affects the quality of the service and product delivered. Perhaps this is because the CPM schedule specification has not kept up with the increased sophistication of scheduling, or because the spec writer thinks the contractor will be producing schedules anyway – so why get overly involved? The fact is that scheduling has evolved, and contractors use it to different extents. A proactive approach is needed make sure an owner gets what it wants out of the process. What follows a list of the top specification requirements that, I believe, can have the greatest influence on the quality and usefulness of a CPM schedule.

Specify Scheduler Qualification and Experience. The scheduler should have reasonable knowledge about how the project is going to be built, which means being familiar with the specific type of work and with what management and subcontractors are thinking of doing. The scheduler should also be able to ascertain how long the various steps will take and any resource constraints. The scheduler also needs to be proficient with computers and the specified scheduling software. This is a tall order, and as you can imagine, the person that fits the bill is going to have at least several years’ exposure to construction in order to know the process from award to completion.

Setting ground rules about the timing of schedule submissions. A vital component to the quality and usefulness of a schedule is the timing of schedule submissions and specification language that defines it. The specifications should seek the submission of the initial schedule as soon as practically possible. With larger projects, the development of the schedule can be done in stages, with the first stage occurring with the submission of a preliminary schedule detailing the near term work, and then later, with a full detailed baseline schedule. This will enable everyone to know what the near term plan is and also give the contractor time to develop its detailed plan for the remainder of the job and line up and coordinate with its subcontractors.

It is also a good idea that the specifications contain some provision(s) to compel the Contractor to make the submissions in a timely manner. There are a number of ways to do this, including making the schedule a payment item in unit priced contracts, or requiring the contractor to include a specified minimum amount for it on its schedule of values and then tying the timeliness of the submission to the amount of payment.

Specify requirements about the expected level of detail. The level of detail is important because if activities are too long or broad you don’t get a good picture of the plan. The contractor will be making choices about what activities to include in its schedule. Should all submissions be included in the schedule or just certain significant ones? Should it include just the first material delivery that allows an activity to commence or the subsequent deliveries that are needed to keep that work moving? Should it include inspections by third parties? What offsite work should be included and what milestones should be called out?

The specifications can be drafted to influence the contractor’s decisions and enable the development of a schedule that contains the work an owner specifically wants to see or work that by virtue of its importance, warrants representation. Consider adding a list of activities or types of activities that the owner wants included.

Include guidelines on the formation of the network logic and constraint use. The various network logic options and constraints features that are available in the software can have an affect on the quality of the schedule if used improperly. The specifications should give guidelines on the use of these options.

For example, consider date constraints, which generally make an activity start or finish on or no earlier or later than a specified date. The SureTrak manual explains an early start constraint as follows: “It pushes the early start forward (later) to a specified date and prevents the activity from starting too early. It affects the schedule only if the specified constraint date is later than the calculated early start date.”

Require a schedule narrative. The typical schedule submission consists of a transmittal letter, a floppy disk or CD containing the schedule file, a few thick stacks of tabular reports showing various dates, activity IDs and other data that the user selects to be printed, and a bar chart showing some or all of the activities and their respective early dates. Not one complete sentence is contained in this massive pile of documents. Maybe, there is a phrase in the title block of one of the bar charts. Despite all the available data, it can be difficult, especially for non schedulers, to see what has been accomplished and what is planned.

If possible, consider requiring the submission of a schedule narrative with each schedule. Here, the contractor can elaborate on such items as: its proposed network logic and why it is doing things in the order it is; any changes to the critical path; the critical work; any changes made to the network logic or activity durations and the reason for those changes; the work completed since the last update versus the last update’s plan and any problem areas and potential work-arounds. With a few pages of plain language text, the aims of the scheduled can be better communicated and reach more people. They are especially useful for project executives and senior managers who are pressed for time.

Conclusion

Yogi also said, “It gets late early out there.” I am sure he was talking about the sun conditions in the outfield, rather than how some projects seem to be behind from the start. With better scheduling specifications come higher quality schedules and perhaps a better start to a project. This can help you arrive at the final destination without surprises because, as you might expect, “it ain’t over till it’s over.”

John Rannestad, PE is a Senior Project Manager at PinnacleOne, a leading construction consulting firm. He is based in the firm’s Hartford, Connecticut office and can be reached at jfrannestad@pinnacleone.com.
CHAPTER HIGHLIGHTED PROJECT:

NEEDHAM PUBLIC LIBRARY
Addition & Historic Renovation

The Town of Needham’s newly renovated and enlarged municipal library was opened to the public in March 2006 on time and within budget. The project was completed by the joint design and construction efforts of RF Walsh Co, Inc., Ann Beha Architects, Inc. and G&R Construction, Inc. The project entailed the demolition of 17,089 square feet of existing space and the construction of a new 40,000 square foot addition to the historic Georgian Revival Library donated by philanthropist Andrew Carnegie and built in 1915. Particular care was expended during design and construction of the building expansion to maintain the proportions of the original building interior and to reflect a design inspired by the scenes in the Library’s unique collection of Needham born artist N.C. Wyeth’s paintings.

The project presented significant challenges which required careful planning and mitigation. The original library collection of more than 140,000 books, periodicals, audio-visual and other materials had to be relocated prior to construction. The vacant High Rock Elementary School was the chosen location, but it required approximately $100,000 in renovations in code compliance changes before it could serve as the Town’s temporary library facility.

The expansion of the historic building was particularly challenging. The electrical, mechanical, fire protection and security systems of the historic 1915 building were modernized while preserving and restoring the original finishes and interior building detail. The new portions of the library provide expanded space in the Children’s Room including a storybook area and a crafts room, increased shelf space for books and audio-visual materials, state-of-the-art technology with expanded public computer access, more space for young adults, a larger business room with updated materials and equipment, and additional patron seating and study space with appropriate noise control.

RF Walsh provided overall management of the project’s design and construction work on behalf of the Town of Needham. Responsibilities and services included cost estimating, value engineering, budget maintenance, constructability reviews, front end specification reviews, schedule development and maintenance, and bid process management. RF Walsh also administered the construction of the project on behalf of the Town including site inspections, change order evaluation, schedule analysis, testing services, and the supervision of project start-up, turnover and closeout.

**Project Manager**
RF Walsh Company, Inc.

**Owner**
Town of Needham

**Architect**
Ann Beha Architects, Inc.

**Value**
$12 million

Project Manager for the addition and renovation of a municipal library including restoration of the original 1915 building.

www.cmaanet.org  June 2006
CHAPTER MEMBER PROFILE

CHRISTOPHER GORDON
Chief Operation Officer, Harvard University Allston Development Group
by Mike Lieberman, MIT Dept. of Facilities Management Division

This column is a series of interviews with active members of the New England Region Chapter of CMAA. Its focus will be profiling member who have actively worked to improve Construction Management as a profession...

Chris is highlighted with this issue to coincide with his move from one of the area’s larger projects to one of the largest.

Toward the end of last year, he was Director of Capital Programs for Massport, charged with completing the $4.4 billion Logan Modernization. Having done that, by the end of the year he was appointed the Chief Operating Officer for Harvard University’s Allston Development Group.

As COO, he will oversee all aspects of the development of Harvard’s proposed campus expansion. Located in the Allston Section of Boston, with direct connection to the historic Cambridge Campus, the work will encompass over 300 acres along the Charles River and feature state-of-the-art academic, cultural, housing, athletic, and commercial facilities.

This is one building program that would dwarf most anyone’s previous project experience but Chris is up to the task!

The best evidence is the honors he has received from his peers in the Industry. These include:

- CMAA’s 2001 National Person of the Year,
- The New England Region Chapter of CMAA 2001 Person of the Year Award,
- The Boston Society of Civil Engineer’s Government Engineer of the Year Award in 2000,
- Manuel Carballo Governor’s Award for Excellence in Public Service in 2003.

Chris was also instrumental in the successful implementation of landmark Massachusetts Public Construction Law reform by serving as the Governor’s appointee and Co-Chair of the Special Commission on Public Construction Reform Legislation.

How do you see the role of Construction Managers for Harvard in Allston?

We see an early role for high caliber Construction Management Teams. We expect them to work with the Allston Development Group to set the standard for construction quality and to address cost and mitigation issues; Construction Managers need to know how projects go together and support our optimization of the process.

Strong field personnel are a major factor as is experience working in complex environments and leadership by a team player.

To what do you attribute your success in your business?

Doing work that I love, being lucky, working hard, and staying focused.

In addition to gaining field experience, what long term career advice would you give a College Senior graduating this year with a degree in Construction Management?

Keep in mind the three skill sets needed for excellence in this business, the three areas where you need to constantly grow and improve: technical skills, management skills and leadership skills. Focus early on technical aspects - learn how buildings and infrastructure are built - spend time in the trenches getting hands-on experience. Next, learn about management - budgets, schedules, contracts, etc. Finally, to continue to move up, focus on leadership - leading individuals and teams with clarity and integrity.

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- The New England Region Chapter of CMAA 2001 Person of the Year Award,
McLean, VA -- The Construction Manager Certification Program has become the first personnel certification program in the construction industry accredited by the American National Standards Institute (ANSI).

“Achieving ANSI accreditation is a major step in the growing international recognition of the Certified Construction Manager (CCM) as a desired professional credential for program managers and construction managers,” says Edward A. Bond Jr., CCM of Bond Brothers Inc., Everett, MA, chairman of the Construction Manager Certification Institute (CMCI).

ANSI is affiliated with the International Organization for Standardization (ISO), a non-governmental worldwide federation of national standards bodies from more than 145 countries. The ANSI/ISO/IEC 17024 Personnel Certification Accreditation Program administered by ANSI has been adopted as an American National Standard that gives assurance of the legitimacy of these accredited certification programs to state and federal organizations.

“For construction owners and others responsible for planning and executing construction programs, ANSI accreditation means they can be confident that individuals earning the CCM designation have passed through a process that meets international standards for thoroughness and currency,” Bond says. “For industry professionals pursuing the credential, this milestone recognizes the CCM as a valid and meaningful designation.”

Bond notes that ANSI’s commitment to quality adds further value to ANSI’s accreditation of the CCM program. “ANSI’s accreditation of CMCI’s program indicates that our process and procedures adhere to an international standard of excellence that is mobile and in the interest of public welfare,” he says.

More than 670 construction professionals have earned the CCM designation, which recognizes high levels of experience and knowledge in the practice of professional construction management.

CMCI is a wholly-owned subsidiary of the Construction Management Association of America (CMAA) and is headquartered in McLean, Virginia. Complete information about CM certification is available at www.CMcertification.org.

Public construction owners are borrowing more private sector tools these days to manage their own projects, but construction managers who work on both sides debated possible impacts of the new approaches at a meeting of the Construction Management Association of America.

The advent of building information modeling (BIM) and 4D design technology offers CMs exciting new project management tools but some worry about liability and design ownership issues, particularly on federal work. The U.S. General Services Administration is adopting BIM technology on more projects that will affect its CMs, said Steven Hagen, director of GSA’s Project Knowledge Center, at the May 8 meeting in Philadelphia. “CMs are often just information managers. We want you to be avid participants.”

Hagan noted the improved visualization “took away a lot of fear and risk in project documents, particularly in the early stages.” John Morrell, GSA project manager in Philadelphia, said use of 4D technology on a $35-million building renovation almost completed in Baltimore allowed GSA managers and others to coordinate contractors and keep tenants informed of scheduling changes. “It was the first time using it for most of my team” he said.

But some attendees had questions about how to justify the technology’s high costs to owners and raised issues of ownership of BIM data and potential liability for errors and omissions. Said on industry practitioner, “If you can’t demonstrate cost savings to a client, it’s just another be or whistle.” Hagan said that a new GSA guide to BIM use will not include potential legal and risk issues.

CMAA also is trying to adjust to its own growing pains in serving its members and the industry’s fast growing CM and program management sectors. The association has tripled its membership to about 3,500 since the late 1990s, says President Bob Fraga, a facilities manager for the U.S. Postal Service. He and Others say more owners are joining CMAA, particularly from the public sector. Recent new members include the Federal Highway Administration and the Illinois Toll Road Authority.

Fraga points to the recent accreditation of CMAA’s CM certification program by the American National Standards Institute, the first such approval of a “personnel certification” program, he says. CMAA so far has certified about 675 CMs. “Owners are looking for guidance and we want to provide it, says Fraga. “My focus is in improving project governance.” He says more Project request for proposals are including language requiring or offering preferences to bidders who have certified CMs.

Fraga says CMAA is working on a new code of ethics and standards of governance for its executives, board and chapters. The group has also “launched and aggressive professional development program” for members that will include more services to students and new training to make it easier for younger professionals to earn CM certification as they gain more job site experience, he says.

CONSTRUCTION MANAGERS FACE DILEMMAS WITH NEW TECH TOOL

By Debra K. Rubin in Philadelphia

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NEW ENGLAND REGION CHAPTER

REVIEW OF RECENT MONTHS ACTIVITIES

National News:

The Construction Manger Certification Program becomes ANSI accredited!

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The CMAA Spring Leadership Forum was held in Philadelphia PA from May 7 to May 9. The theme of the forum was “Leading the Revolution in Capital Projects Delivery”. Local members presenting at this forum were:

Steve Rusteika, Maureen McDonough, Bob Pertucelli and Mike McKimmy presented “A New Revolution in Massachusetts” which addressed the Massachusetts Chapter 193 Construction Reform Legislation.


June 15 and 16 CMAA will host a summit in Los Angeles. The theme of this conference is: “Best Practices on School Building”

Local News:

This was a busy quarter for the New England Chapter holding one monthly breakfast meeting, a day long CM seminar, our annual awards luncheon and our annual golf outing:

April 2006

Our April meeting included an outstanding panel discussion by Mr. Michael Donahue, Esq. (Gadsby Hannah), Mr. Walter McDonough, Esq. (Suffolk Construction Co.), and Mr. James Sweeney (Massachusetts Attorney General’s Office). Mr. Patrick A. McGeehin, CPA, MBA (Rubino & McGeehin Consulting Group, Inc.) moderated. The discussion focused on the issue of Certification and False Claims – what does it mean when a contractor certifies a claim or request for additional contract funds under a contract with the Commonwealth of Massachusetts?

May 2006

The 12th Annual CMAA New England Chapter Awards Luncheon occurred on May 19th. Mr. Tim Cahill State Treasurer of the Commonwealth of Massachusetts was the guest speaker. Details following page...

On May 31st CMAA sponsored a day long seminar at the Wentworth Institute of Technology. The program topic was: “Construction Management: Preparing the New Generation of Leaders”. Keynote speakers were:

Morning - Mr. David Perini, Commissioner of the Division of Capital Assets Management for the Commonwealth of Massachusetts.

Lunch – Mr. Dick Fox, President of Camp Dresser & McKee.

Although the course was still soggy after the “Mother’s Day Flood of 2006” we had a very successful golf tournament on May 17th, raising in excess of $13,500 to be used for scholarships to deserving construction management students.

Outing sponsors included:

Keville Enterprises
PBQD
EFI Global
FST
Bond Brothers
Pinnacle One
URS
Gadsby/Hannah
PMA
Donovan Hatem
Briggs
RF Walsh
Haley & Aldrich
Beacon
HNTB
Gilbane #1 - District
STV
Jay Cashman
Bechtel/PBQD
American Plumbing & Heating
Gilbane #2 - Regional
S&F Concrete
Tishman
Skanska
Shaw Group
KMD Mechanical
H. Carr & Sons
G&R Construction
Green International
Nobis Engineering
H. Carr & Sons
Bryant Associates
Jacobs Civil

Thanks to all those who contributed!

CMAA Tournament

UPCOMING EVENTS

SEPTEMBER

12 - ANNUAL CONSTRUCTION REFORM LEGISLATION UPDATE

www.cmaanet.org

June 2006
NEW ENGLAND REGION CHAPTER
CMAA 12TH ANNUAL AWARDS PROGRAM
MAY 19, 2006

Person of the Year
Jack Wright P.E., Deputy Director of the CA/T Project

Public Project of the Year Less than $10 Million
New Cyrus E. Dallin Elementary School

Public Project of the Year $10 Million to $50 Million
Needham Free Public Library

Public Project of the Year $50 Million to $100 Million
Norumbega Covered Storage Project

Public Project of the Year $10 Million to $50 Million
Needham Free Public Library

Private Project of the Year Less than $10 Million
The Pinehills 3 Village Green North

Private Project of the Year $10 Million to $50 Million
New Jordon Hospital Pavilion & Surgery Center

Private Project of the Year $100 Million +
Logan International Airport, Terminal A

Excellence in Program Management
Mass. Mutual Center

Scholarship Awards for Outstanding Records
Johanna Hodge, Christopher Crowley

Scholarship Awards for Outstanding Records
April Carlin, Abbigail Our, Morgan Slizofski, Xachary Clay

Graduate Student of the Year
Jamie Gibson
NEW ENGLAND REGION CHAPTER

NEW MEMBERS OF THE NEW ENGLAND REGION CHAPTER

The following personnel joined CMAA and are now our newest members in 2006.

Welcome Aboard!

Mr. J. Michael Bradbury – Nobis Engineering
Mr. Sean Flanigan – URS Corporation
Mr. Stephen Moore – URS Corporation
Mr. Matthew Poirier – Keville Enterprises, Inc.

CERTIFIED CONSTRUCTION MANAGERS OF THE NEW ENGLAND REGION CHAPTER

Edward Bond, Bond Brothers, Inc.
Steven Borgerson, Woodmeister Corporation
Richard Carlson, U.S. Army Corp of Engineers*
Gonzalo Cespedes, U.S. General Services Admin.
Paul Hemphill, R.F. Walsh Company, Inc.
William H. Ivey, Department of Veterans Affairs
Brian Lamont, ENTEC
Scott Libby, PMA Consultants LLC
Jeffery Luxenberg, R.F. Walsh Company, Inc.
Carl Sciple, Massachusetts Port Authority
E. Scott Sumner, Wentworth Institute of Technology
Christopher Simmler, Diversified Project Management
Rod Ramsay, Heery International, Inc.

* Latest Certified Members

NEWSLETTER STAFF

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ALLEGRO CONSTRUCTION SERVICES

MIKE LIEBERMAN
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

PAUL MULRONEY
HOLLAND & KNIGHT

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GEORGE PAPADOPOULOS
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June 2006