Happy New Year! and welcome back to our Winter 2010 Chapter Newsletter. We hope everyone had a great Holiday season and all got to spend time with family and friends. Well, since the New Year is upon us, it is important to keep those New Year’s resolutions going and in particular remain positive and optimistic that our Construction Industry will see some more light this year. It will be slow and gradual but it will get better. We are on the road to recovery.

The Newsletter Committee, led by Rob Collins of PMA Consultants, is doing a terrific job with staying on track for future editions of the CMAA Newsletter. Our group has targeted three editions for this Year and perhaps four in 2011. This will keep our Members and other folks in the industry informed of not only our current events but what our Chapter and membership is up to. In our last edition we hope that you enjoyed the articles and news that was presented such as “Bad Economy Survival Tools”, Importance of Proper Project Documentation”, and the summary of the Inspector Generals report on the CM @ Risk Status in Massachusetts and how that has worked and not worked over the past few years. If you missed it, you can always find past editions on our website at  http://cmaa-ne.org . We are supported by an all volunteer staff and we commend them for the commitment they have to the CMAA New England Chapter. We are always looking for input or comments from our readers.

In this edition you will again find some good technical articles and information on the happenings and events in our CMAA chapter. We have made every attempt to have our breakfast programs for 2010 geared towards what interests our attendees the most, and that is how can we all make ourselves and our firms better and more marketable in a tough economy? Please make every attempt to inform other colleagues beyond our membership to attend these events. Your next assignment could come from any of these CMAA events, by being in the right place at the right time.

We also want to remind all of our current members that your membership is up for renewal on January 1, 2010. If you have not already done so, please look into this, or contact Matt Poirier our Vice President of membership. We appreciate your continued support and our ultimate goal in raising scholarship money each year for deserving CM students.

Some very important annual events will be coming up including our annual Awards Luncheon run by Ken Johnson, to be held on April 28, 2010 at the Radisson, Boston. In addition, our annual Golf Tournament run by John Phillips will be held on May 12, 2010 at the Wentworth Hills Country Club in Plainville, MA.

In case you missed it, for the first time the CMAA sponsored a booth at the annual Mass. Municipal Association (MMA) event held in Boston on January 22, and 23rd, 2010. Our hat goes off to our lead Matt Poirier for his efforts in putting this together along with our Board members who volunteered to print materials and staff the booth. Our efforts are to create Organization awareness, raise much needed scholarship money, and increase our membership.

I am also pleased to announce that Bill Cunniff of Bond Brothers has been named our newest Board of Directors member. Bond Brothers has a long standing history of representing and supporting our New England Chapter, both regionally and nationally and has been a mainstay in supporting the CMAA.

Again, I would like to personally thank all of our Board of Directors and Committee members as well as our membership, and individuals who continue to support us. Our Organization would not exist without them.

Keep up the great work, and please enjoy this first Newsletter of 2010!

Paul F. Hemphill, CCM, AC
President CMAA New England Chapter
Presidents Letter
Paul Hemphill, CCM, AC

CMAA New England Chapter Officers & Directors

Flooring Failure
Mike Murphy

Member Profile - Ralph Jacobs
Kay Barned-Smith, AIA, CCM

Dispute Resolution - Is There a Right Way?
Lee Shumacher, P.E.

A Case Study In Achieving Paperless Project Sites
Jake Chace, LEED AP

CMAA Networking News
Steve Farrell

CMAA Standards of Practice Course
Steve Marshall, P.E.

Chapter News

CMAA Member News
Kay Barned-Smith, AIA, CCM
CMAA NEW ENGLAND
CHAPTER OFFICERS & DIRECTORS

Chapter Officers

President
Paul Hemphill, CCM, AC
STV Construction, Inc.
paul.hemphill@stvinc.com
Tel: (617) 303-1725

Vice President in Charge of Programs
Ralph Jacobs, PE
Massachusetts Port Authority
rjacobs@massport.com
Tel: 617) 568-5970

Vice President in Charge of Membership
Matt Poirier
Keville Enterprises, Inc.
mpoirier@keville.com
Tel: (617) 482-3888

Secretary
Bill Kearney
Gilbane Building Company
wkearney@gilbaneco.com
Tel: (617) 478-3328

Treasurer
Missy Reed
FTI Rubino & McGeehin
monita.reed@fticonsulting.com
Tel: (617) 956-7722

Past President
Richard Martone
PMA Consultants, LLC
rmartone@pmaconsultants.com
Tel: (781) 964-1224

Board of Directors

Joe Allegro, PE
Allegro Construction Services
jjalegro@comcast.net
Tel: (617) 342-1097

Joseph Barra
Seyfarth Shaw, LLP
jbarra@seyfarth.com
Tel: (617) 946-4890

Mike Bertoulin, PE, CCM
Parsons Brinckerhoff
bertoulin@pbworld.com
Tel: (617) 960-4883

Anne J. Gorczyca, PE
Massachusetts Turnpike Authority
Anne.Gorczyca@masspike.com
Tel: (617) 342-1045

Mark Hasso
Wentworth Institute of Technology
hassom@wit.edu
Tel: (617)989-4186

Ken Johnson
Harvard Allston Initiative
ken.johnson@harvard.edu
Tel: (617) 384-5229

Steve Marshall, PE, CCM
Massachusetts Port Authority
smarshall@massport.com
Tel: (617) 568-5967

Suki Murphy
Bovis Lend Lease
suki.murphy@bovislendlease.com
Tel: (617) 568-4300

Nicholas Macy, PMP
ARCADIS PM CM Division
Nicholas.Macy@arcadis-us.com
Tel: (413) 374-8833

Clark McCormick, PE, CCM
PMA Consultants
cmccormick@pmaconsultants.com
Tel: (617) 342-1088

John Phillips, PE
O’Brien & Gere
phillij@obg.com
Tel: (617) 592-8331

Bob Poitrast
Tishman Construction of NE
Poitrast@Tishman.com
Tel: (617) 723-2050

Dan Ramos
Bond Brothers, Inc.
dramos@bondbros.com
Tel: (617) 293-5971

Carl Sciple, PE, CCM
Keville Enterprises, Inc.
cpsciple@verizon.net
Tel: (617) 482-3888

Larry Sodano, JD
Keville Enterprises, Inc.
sodano@keville.com
Tel: (617) 951-6277

Mike Willlet
William Berry & Son
mwillett@berry.com
Tel: (978) 774-1057

This Newsletter is published for members of the CMAA New England Chapter of the Construction Management Association of America for the purpose of informing the members of local and national news, chapter events and industry trends. Articles published in the CMAA New England Region Chapter Newsletter contains the opinions of the authors and do not necessarily represent the position of the CMAA New England Chapter. Inquiries regarding the newsletter can be directed by e-mail to:
rcollins@pmaconsultants.com

NEWSLETTER STAFF

Robert Collins
PMA Consultants, Inc.

Nicholas Macy
ARCADIS PM CM Division

Steve Marshall
Massachusetts Port Authority

Paul Hemphill
STV Construction, Inc.

Kay Barner-Smith
Massachusetts Port Authority

Mike Bertoulin
Parsons Brinckerhoff

We are seeking contributors for upcoming newsletters. Those contributions could include technical articles, descriptions of projects, or profiles of individual or firm members.
If you have information you would like to contribute, or if you have ideas about information or other types of material which you would like to see in the newsletter, please contact:
Rob Collins, rcollins@pmaconsultants.com

We look forward to your contributions.
This is not your typical technical white paper covering yet another industry problem. It is however a tale of one project team’s approach to addressing what is a leading industry problem, flooring failure.

The tale begins at the new Putnam Vocational Technical High School for Springfield, MA. The design and construction team are in the midst of finalizing preconstruction activities and design documents, but have already had in depth conversations regarding the potential for flooring failures. How can this be when the project hasn’t even started construction yet?

Because if one does a quick internet search for flooring failure, countless hits come up ranging from technical how-to tips to a myriad of firms that are a new cottage industry focusing on remediation of this ‘phenomenon’. But the articles that grab my attention most are the ones citing the lawsuits. The problem of flooring failure is the “new mold” of the construction industry, as countless money is spent rectifying failed flooring applications every year. The problem was accelerated with the ban of asbestos in mastics/adhesives (now years gone by), and it is even more exasperated with the influx of green adhesives and the use of water as a carrying agent.

Flooring specifications have always included moisture testing prior to placement, but have never offered direction if the readings were unacceptable. Typically what then happens is a difficult conversation regarding why the slab hasn't dried, assumed to have been caused by some previous incorrectly performed construction process. Hindsight and mistakes aside, my contention is that even proper design and construction techniques can result in a concrete slab with elevated moisture content.

I first tabled concerns regarding our ability to construct a concrete slab on grade which would be amply devoid of moisture to meet flooring manufacturer’s requirements, although I realized my design and owner sides of the team would appreciate my awareness of the problem. I also understood that their default position assumes this is an industry problem of shoddy workmanship and once acknowledged, must be controlled! My argument is that it is not controllable, yet. Here is why.

Good design dictates the use of a vapor barrier directly beneath the slab, not a sand (or other) blotter layer; the use of both low water-cement ratio concrete mixes and a water reducing agent in the concrete mix, and careful consideration of curing methods. Good construction practices require protection of the slab from the elements, and from construction water during other construction operations. The remaining variables are schedule, temporary heating, and Mother Nature herself. Schedule can be a problem if ample time is not allowed for the slab to dry and temporary heating can be an issue if, for example, gas fired units pump moisture rich warm air into the enclosed space (water is a by-product of natural gas/propane combustion). But these are both still within the realm of controllable.

What isn’t controllable is Mother Nature! For example, this past summer was a very wet season and people who never had water in their basements before did this year. The humidity which comes with such weather prevents the slab from drying. Typical resilient flooring manufacturers require 3 lbs/1,000 sf of “moisture transfer” (when using a Calcium Chloride test), or 75% relative humidity (when using a probe test). When the atmosphere humidity level averages 70-80% during the summer months, as was much of the time this summer, the slab simply cannot dry. Moisture via evaporation (moisture vapor) tries to equalize itself…it moves from “where-it-is” to “where-it-isn’t”. So, if the air is as “wet” as the slab, drying simply cannot occur.

Time can solve some of the problem, as can temporary heating. But the effect of time alone on the drying of the slab is difficult to predict. Especially since by the time the slab dries, we’ve probably added a roof and walls, further blocking the sun; we may have windows in place (double edged sword…may let breezes in to aid drying via convection, but may also allow more humid air to enter), and it is likely there is no air circulation within the construction area. By this time we are also likely to be adding moisture to the air with other construction activities like drywall taping and painting!

Temporary heating, or even using the permanent heating system, can aid the process. Be careful with the consideration of using permanent heating system as such systems are not designed to “pull” moisture from a slab, let alone the normal considerations of IAQ (indoor air quality), LEED, and system warranty periods. Dry-air heat exchanges for temporary heating solu-
tions are great ways to keep additional moisture from entering the building, but again, such systems aren’t designed to pull moisture from the slab. You are simply relying on the natural process of heating and drying the air in the space which in turn provides a better atmosphere to allow the slab to “release” its moisture. Managing air movement in conjunction with the moisture released during this process is yet another important consideration in “expediting” slab drying.

At this point my design and owner team members understand the concerns and difficulties in “guaranteeing” an amply dry slab, and that some of the contributing dilemmas are truly beyond a CM/GC’s control. So what are we to do? What this article is really about is controlling expectations. In this project, I firmly believed in the above rationale regarding the difficulties of construction, but did not want my team facing the potential disappointment of added cost and schedule right before flooring products would be installed, the point at which the project could see the light at the end of the tunnel!). We collectively agreed to include cost for a moisture mitigation system in the budget NOW, in anticipation we might indeed have a problem.

Importantly, including such money does not relieve the CM from fully managing the process of construction and quality control towards delivering a slab which will NOT require the mitigation system, but simply provides the fiscal planning to accommodate the potential problem of a slab which will not amply dry.

There is opportunity for much follow up and consideration for any reader of this article. For example:

• Many projects may not have the financial opportunity to include an allowance for this problem as the Putnam team does.
• Calcium chloride and humidity probe tests may yield acceptable numbers at time of flooring installation, but problems can still develop deep in the life cycle of the building, long after the warranty has expired.
• What are the methods and accuracy of slab moisture testing, let alone coverage and timing of tests?
• What mitigation product should be used? Some offer warranties which cover not only the mitigation product, but the flooring material and installation of same as well.
• The cost of repairs (from not using a mitigation product at time of initial construction) may be greater than the mitigation allowance including costs to move operations and employees, cover downtime, and remove existing flooring products. All total much more than would the initial cost of including a mitigation product at the time of initial construction.
• What progress have flooring and adhesive manufacturers made with new, more moisture tolerant products, and how do these flooring products compare to those which are currently more tolerant?
• There are several new concrete additives and topically applied products (at time of slab placement) which may be evaluated.

I do not expect all to agree completely with our team approach to this industry problem, but I do hope you find it provocative (and informative) enough to openly discuss the problem and solutions with your own teams.
This issue our newsletter introduces Ralph L. Jacobs, CMAA’s Vice President in charge of programs. Ralph is a Technical Services Manager at the Massachusetts Port Authority, where he has worked for over 23 years in a variety of capacities. Currently his responsibilities include oversight of term contracts for resident engineering services as well as management of QA/QC services in the construction management group.

For those of us who know Ralph a bit, his resume brings a smile. It begins with a summary of experience, in which it is noted that “Mr. Jacobs has more than 40 years of experience in the construction management area on utility, civil, marine, airfield, bridge and building construction projects”. It is very brief, only hinting at the wealth of experience and knowledge that Ralph has developed in his many years in the construction industry. It is a typically understated and modest account of a career that has been an example of steady, competent and faithful service to workplace, colleagues and projects, always rendered with a ready smile, sense of humor and unfailing courtesy.

Ralph is a registered professional engineer in civil engineering, with a degree from Boston’s Northeastern University. Ralph began his career with Henry F. Bryant & Sons, Inc, serving as Transitman, Chief of Party and Assistant Office Manager on various property line, topographic, and title surveys. Next came resident engineering on civil infrastructure projects with CE Maguire, Inc. Then in 1986, Ralph moved to Massport.

Among Ralph’s professional associations are the American Society of Civil Engineers (ASCE), Boston Society of Civil Engineers (BSCE) and the Construction Management Association of America (CMAA). At CMAA, we know him for his work with the programs committee and especially with the annual awards program. Some experienced his gracious hospitality as he hosted the first summer outing for CMAA committee members. I’m told the lobsters were the only unhappy participants.

Ralph has been involved with CMAA for about ten years, a member about five, and a Board member for four. In talking about the construction industry, Ralph emphasizes his continuing interest in seeing the ‘thing’ built and the high value he places on the range of relationships created during the course of a project or other work effort; an industry that is about interesting people doing interesting work.

Ralph lives in Quincy, MA with his wife, Nancy, who is a retired schoolteacher. Ralph and Nancy, married 29 years, have two children, Molly, 28 and Christian, 24, both of whom live locally. Molly, trained as a paralegal, currently works with a non-profit organization assisting individuals with their credit debt. She and her husband have a 2 year old son, Shawn. Christian, a 2008 graduate of Wentworth, is a construction manager currently working as a consultant for DCAM after a brief stint with Gilbane Construction. Married, he has a 5 year old son, Cameron, and will shortly provide Ralph and Nancy with another grandchild. Ralph is active with his local congregational church. He is on the Board of Trustees and is active in a number of other church committees. He is also active in the Quincy Troop 6 Boy Scout group and is the Cubmaster of the associated Cub Scout pack, roles that fit with Ralph’s youth and camping interests. Not surprising, Ralph’s boat is set up for lobster fishing and for sport fishing, both of which he enjoys with family and friends in Quincy Bay.

Ralph Jacobs is one of those interesting people that comprise the construction industry; and his contributions to CMAA-NE Chapter have been and continue to be invaluable. Thanks Ralph.
Avoid Risk

When it comes to your construction project, it's often the little things that lead to big problems.

From opening to endgame, ARCADIS' focus never wavers. We devise the breakthrough strategies and calculate the moves that ensure your project's success.

Our proactive approach to Program Management is masterful. We develop and continually scrutinize budgets, schedules and procedures to optimize efficiency and eliminate waste. We're vigilant—on top of our game and dedicated to meeting and exceeding your goals—so that you can concentrate on the day-to-day operations.

Seize the advantage! Make your move—to ARCADIS.

program/project management • construction management
construction claims services • value engineering

www.arcadis-us.com

Building More Than Buildings

Building Ingenuity

It's about creating an environment that inspires, a place to live, work and play.

Over 137 years have passed since Gilbane began building more than buildings in New England. During that time, we've built a reputation for our collaborative spirit, for innovation, and the flexibility to respond to the unexpected with effective solutions.

155 Federal Street, Suite 400
Boston, MA 02110
Phone: (617) 478-3300 Fax: (617) 478-3301

www.gilbaneco.com
Many years back, a lawyer I knew made an observation that goes something like this:

“All construction disputes have one thing in common – they are ultimately resolved either by surrender, compromise, or litigation. Anyone familiar with litigation will tell you that litigation is generally the second least preferable way.”

Disputes and claims occur despite our best efforts to avoid them. How we choose to resolve our differences, however, is often something that is within our control. Because litigation can have a significant effect on project cost, the decision should be made with careful deliberation. Pause for a moment and consider what that option holds for your future.

Why? I am reminded of this other often-quoted definition of litigation attributed to Ambrose Bierce and others:

“Litigation is a machine which you go into as a pig and come out as a sausage.”

Imagine this: A contractor suffers significant cost overruns on a long, difficult, and delayed project. There is a finger pointing from the start to finish and causes much resentment and distrust between the owner and contractor. Each has been severely wounded by the job and both blame each other for their respective pain. The contractor quantifies its pain and submits a “global impact” claim at the end of the job.

The owner is outraged. From the owner’s perspective, the contractor’s claim grossly mischaracterizes the facts of the job and ignores the contractor’s problems. The claim fails to comply with the contract provisions or to establish a cause and effect relationship between the contractor’s allegations and cost claims. Consequently, the owner summarily rejects the contractor’s claim.

Believing the only way to get his concerns heard by someone other than the “biased” owner that he dealt with throughout construction, the contractor decides to commence litigation. However, once litigation starts all communication between the two stops and is instead filtered through the attorneys. As a result, both sides begin to forget vulnerabilities and to fall in love with their positions. In addition, the checks they write to their attorneys get larger and more frequent, ultimately adding up to significant amounts of money with no end in sight.

The owner and contractor may begin to realize that litigation is expensive and slow. Worse yet, they learn that they cannot control the process nor guarantee the outcome. It is then, only after a requisite amount of “blood letting” has taken place that the owner and the contractor may cut a deal that is driven more by the desire to stop the bleeding than by the merits of their position. Or after years of more legal expenses, the claim may ultimately settle on the courthouse steps or in the courtroom itself by people who had no involvement with the project and for an amount that leaves both sides unsatisfied.

What is wrong with this picture? Just about everything. Unfortunately, in our business, we see it happen all too often. Here are three suggestions that we have found help contractors and owners to avoid this ugly scenario.

**Contractors – Spend the Time to Make Your Claim Convincing the First Time**
Avoid, if possible, the strategy of presenting a general “global impact” claims which is not founded on the contract or a detailed analysis of the project events, and which blames others for all cost overruns without considering your culpability.

Perhaps you can create a “fog of war” situation that camouflages losses as owner problems and avoids having to fight over every issue. Maybe, using this approach, you may even be able to get your claim resolved quickly without additional cost. An unwary owner may be lured into mediation unprepared, and may be convinced by the mediator to pay you most of the claim.

**Contractors – do not get your hopes up that this will work. This strategy frequently backfires, and as a result, ends in a quag-
mire of litigation. As budgets become tighter, many owners are less and less willing to jump into an early mediation to cut a deal. Be aware that owners and their attorneys are increasingly more skilled in dispute resolution, less easily intimidated by contractor claims and well-aware that they have a distinct advantage when it comes to time and money.

**Owners – If the Claim has Merit, Recognize it will probably be proven Someday**

Despite what many owners believe, most contractors are not “claims-conscious” nor are they skilled at developing claims. Fortunately, they are usually much better at building things than constructing claims. As a result, contractors often do not understand the owner’s need for substantiation and how to prepare their claim accordingly. It is often easier for them to compromise when issues are unclear. As owners, it is easy to summarily reject a contractor’s claims that are unclear, confusing and unconvincing even when the owner knows there may be some merit in the claim; the contractor just hasn’t proven it to the owner’s satisfaction. I call this the “prove-it trap.”

The “prove-it trap” can significantly increase the owner’s cost of resolving the contractor’s claim. Why? If the claim has merit and involves a significant amount of money, the contractor and its attorneys will usually be able to convince a judge, juror, or arbitrator of this. Because a court may require a lower standard of proof by the contractor than the Owner, the Owner may waste valuable time and opportunity in negotiating a settlement which has increased due the money the contractor has spent on their attorneys and consultants.

Owners – if possible, avoid the “prove-it trap.” As contrary as it seems, your best strategy is to be clear with the contractor regarding the substantiation required for you to consider the claim. Consider helping the contractor get it right the first time. Generally, owners put themselves in the best position when they do their own independent analysis, either internally or using outside consultants, to determine the time and cost impact of their actions or inaction for which the contractor may have legitimate claims.

**If Possible, Agree to Structured Negotiations – or if Necessary, Mediate**

We have found on many occasions that properly structured negotiations can settle even the most difficult disputes for amounts that all parties can accept and for amounts far less than what the parties would have spent in litigation.

When the principals within the organizations of the owner and contractor understand that each has the resources and intent to aggressively pursue and vigorously defend their relative positions in court if necessary they then may agree on the benefit of seeking an alternative to litigation despite the time and dedicated good faith effort that must be made by both parties.

For the negotiations to succeed, the contractor must be convinced that its claims will receive a fair evaluation. The owner can generally accomplish this by selecting a senior negotiation team composed of individuals who were not involved in the project either from within their organization or an outside consultant.

Similarly, the contractor must demonstrate that it has considered the contract and will bear the costs of its mistakes. The contractor achieves this by coming to meetings prepared, taking consistent positions that make contract and fact-based arguments, and recognizing legitimate owner arguments by reducing the claim when appropriate.

A reasonable and fairly negotiated settlement is only possible if the contractor senses that the owner’s negotiation team is on top of the details and understands the issue, and at the same time has enough flexibility to reach a settlement. Thus, it is important that the team has the authority to compromise without the fear of being ‘second-guessed’ later on. We do not live in a perfect world, and if the negotiation team cannot compromise with confidence, negotiations will not be successful.

In closing, do not forget the alternatives to a negotiated settlement are either surrender or litigation. Neither contractor nor owner will have to surrender if their positions are based on the contract and they have properly documented the project. The only other way to resolve the claim is to litigate it. The consequences of that are what? “Pigs usually become sausage.”
Posure Attitude... KEEVILLE ENTERPRISES CONSTRUCTION MANAGEMENT & INSPCTION... Positive Results

Construction Management
Project/Program Management
Cost Estimating and Scheduling
Constructability Reviews
Claims Analysis

www.keville.com

Construction QA/QC Inspection
AWS Certified Welding Inspection
NACE Certified Coatings Inspection
Electrical Inspection

PMA Consultants
PMA Construction Services
Representing Owner Interests Since 1971
PMA provides program management services to fit our clients' specific needs, covering all stages of a project from conception to completion.

Owner's Project Management · Schedule & Cost Controls · Value Engineering · Green Building · Dispute Resolution · Risk Analysis · Contracts

New England Office
781.794.1404
Ann Arbor · Boston · Chicago · Detroit · Fort Lauderdale · Houston · Miami · New York
Newark · Orlando · Philadelphia · Phoenix · San Francisco · San Juan · Tampa · Washington DC

www.pmaconsultants.com
Achieving a paperless environment on construction sites has been an elusive goal of construction managers for the past several years. The benefits of eliminating paper are multiple: reduced costs, streamlined communications and decision-making, and enhanced teamwork. Not to mention, it saves trees and reduces a project’s carbon footprint. Berry recently reached this significant milestone at Overlook Center in Waltham, a 100,000 SF Class A office building. The company has other projects on track to achieve similar results.

In pursuing the paperless project site for Overlook, Berry project leaders chose to use Bluebeam PDF Revu software and Berry’s own proprietary on-track preconstruction services. Bluebeam is a PDF creation, markup, and editing tool. Bluebeam PDF Revu was selected because of its specialized solutions for architecture, engineering and construction professionals. On-track preconstruction blends Berry’s estimating, engineering, planning and technology tools to assure a smooth construction process and minimal changes and surprises.

Reducing the carbon footprint
Berry used Bluebeam with the architect, Perkins+Will, and all of the subcontractors involved in the project. The team electronically redlined 42,000 pages of construction documents in PDF -- making the project almost completely paperless. By using these documents electronically, it reduced the project’s carbon footprint by 1,557 lbs. of CO2. Complementing Bluebeam was Berry’s on-trac project sites, which are individualized project Web sites customized for each job. With on-track, clients can view all project information online, including schedules, updates, reports, outstanding items and live information 24/7. Team members can electronically handle the project’s document flow, eliminating the need for paper copies, postage and file storage. To facilitate these processes, all team members are given access to the site and areas to upload, review and download documents.

Overarching support critical
At Overlook Center, Berry’s IT department was very involved and provided support to everyone involved, including the architect and subcontractors. Without question, communications and support from the CM were critical to successful collaboration and user adaptation. Besides document flow, Bluebeam allowed for electronic review, commenting and approval on all project documents, including securing digital signatures. A “flattening” feature secured the comments made so that only the author could edit them. Each project team member’s workstation had a large screen monitor that allowed for efficient document comparison. Field offices were equipped with 42” plasma screens and projectors to allow for coordination and document review on site. The equipment also facilitated paperless meetings for electronic review, editing, recording and distribution of documents. Project close-out documentation was compiled using the on-trac project site, and electronic copies were distributed to appropriate team members. Monthly payment applications were also posted on the on-track site for team review and approval.

Open to change
Instead of meeting resistance to the notion of going “paperless,” team members were open to striving for a paperless environment during the core and shell construction of the facility. To ensure project-wide adoption, Berry and Bluebeam collaborated to train staff on best practices for PDF markup and editing. Berry also documented the processes that were used to create a best practices training tool. This created a blueprint for paperless workflows.

At the Overlook Center project, everything went pretty much as planned. Berry was able to do submittals, RFIs, etc. Hard samples, such as carpets, color palettes, flooring, ceilings, etc., still had to be shipped or hand delivered. The effort resulted in 70 percent savings in printing and courier costs (totaling $35,000) in addition to time savings and increased productivity.
Berry expects to receive a LEED credit for its novel use of Bluebeam software and creation of the on-track project sites that will earn a LEED point for Overlook Center’s fit-out.

**Looking ahead**

Berry is currently transitioning all form submissions to an online interface and is shifting all communications to an electronic medium. During preconstruction, invitations, memos, and estimates will be received, distributed, updated, manipulated and archived via the on-track project sites. Cost estimates will be presented to clients via a Building Information Modeling (BIM) model, highlighting cost options and scheduled cost loading. During construction, field operations will track production and submit clarification requests, etc., on location via tablet/handheld communication devices. The impact from Berry’s initial foray on its first “paperless” job site is being implemented on all projects.

The paradigm shift in paper reduction currently underway is made possible in part by electronic/on-line advancements (reprographers have had to revolutionize their practices completely, no longer printing documents, instead electronically managing them). The final chapter will see companies adopting paperless environments as a way of operating sustainably in the future.
CMAA New England Networking Support Group

In April of 2009, CMAA New England set up a networking support group (Group) to provide leads and networking opportunities with CMAA NE members / firms for colleagues who have been affected by the economic downturn. The Group provides a place to meet and exchange information and friendship with similarly situated professionals.

Monthly meetings have included speakers such as Joseph Squires of Footbridge, Inc.; Jean McCluskey of Mission- Focused Alliance and Aurora Cammarata of Spagnolo, Gisness & Associates.

Since its formation, three members have moved on to new positions.

For 2010, the Group has set the following goals:

- To improve CMAA NE membership’s involvement in helping colleagues connect with professional opportunities in the hidden job market.
- To reach more colleagues in need and who can benefit from affiliation with the Group.
- To connect with employers in need of temporary help.
- To devise a discreet method to inform CMAA NE member firms of type, experience level and availability of underemployed colleagues.

How you can help:

- Inform your HR department and Sr. Management of the Group’s mission;
- Send us their contact info;
- Share your job postings with the Group;
- Designate a company contact person to act as liaison with the Group to maintain awareness of available personnel and their capabilities;
- Volunteer to act as a bridge for introductions of group members to prospective employers of interest;
- Volunteer to speak at one of our monthly meetings;
- Help to maintain a successful and positive construction management news flow.

The Group is chaired by Steve Farrell of Farrell Consulting Group, Inc. It meets at 4PM on the second Wednesday of the month at Wentworth Institute, South Annex, Perini Conference Room.

“You are invited.”
The CMAA New England Chapter is proud to sponsor The CM Standards of Practice Course (SOPC) which is designed for CM professionals seeking to master Construction Management Core Competencies and the CMAA Body of Knowledge.

The Standards of Practice Course and included Study Kit are intended to enhance an individual’s Construction Management knowledge. The course is a valuable aid to individuals preparing to take the examination to become Certified Construction Managers by providing a convenient review course of construction management topics.

Course Content and Study Materials
The Standards of Practice Course focuses on eight (8) areas of the construction management body of knowledge over three (3) consecutive days.

The subjects covered are:
- Professional Practice
- Project Management
- Contract Administration
- Cost Management
- Safety & Risk Management
- Quality Management
- Value Engineering
- Time Management

A seven-volume compendium of the CMAA body of knowledge, referred to as the Study Kit is provided to each registered participant.

The kit includes the following:
- CMAA Capstone text
- CM Standards of Practice
- CMAA Contract Administration Procedure
- CMAA Cost Management Procedures
- CMAA Quality Management Guidelines
- CMAA Time Management Procedures
- Four-document set of both A-Series and CM At-Risk Contract documents

Educational Credit
The credit value for the SOPC is 24 Professional Development Hours (PDH), 2.4 Continuing Education Units (CEU), as well as AIA Learning Units.

Location and Schedule
Wentworth Institute of Technology, Boston Massachusetts
May 17, 18, 19, 2010 - 8:00 AM to 5:00 PM

Cost
Non Members $750.00  Members $550.00
Owner Members $350.00

Registration
Register on line at: http://cmaanet.org/upcoming-SOP-courses
CMAA NE Chapter Programs for 2010
The Program Committee continues its monthly breakfast programs. The aim of the programs is to offer industry opportunities, and insight to specific projects and business and financial arenas of the construction management profession. In January an educational session on “How to Become a CCM” was presented for those aspiring professionals who are striving to attain their Certified Construction Manager certification.
The February program, Rethinking Air Rights Development in Boston, was presented by Peter O’Connor, MassDOT, and John Rosenthal, Meredith Management. A large contingent of professionals learned about the progress of air rights development and the Parcel 7 Fenway Center Development with its exciting and challenging mixed-use development.
On March 9th we had four major public agencies presenting a preview of the capital investment goals for their organizations including design and construction opportunities. Mike McKimmey - DCAM, John Buckley – GSA, Ed Hunter – MBTA and Frederick Laskey – MWRA will be the presenters.
On April 13th, the last breakfast program, “Financing Construction Projects to Create Opportunities” will be presented a panel presentation. The panel members will be announced shortly.

Awards Program Notice
The invitations reads:
“Since 1995, the CMAA New England Region Chapter has presented annual awards to recognize exceptional achievement in the New England construction management community. In order to recognize the work of excellent project management teams as well as outstanding industry leaders, the awards will be presented in four categories.”
The race is off and running with the instructions for the awards program posted on the chapter website: [http://www.cmaa-ne.org](http://www.cmaa-ne.org). The program is once again overseen by Ken Johnson at Harvard and this year the committee has honed the instructions for nominations for the Person of the Year.
Submissions are due by 4pm on March 19, 2010 and the awards ceremony is once again at the Radisson Hotel Boston on April 28, 2010. Please consider submitting your project for the appropriate award.
Any questions, contact Ken Johnson at 617 384 5229 or email him at: ken_johnson@harvard.edu.
We are looking forward to another fun celebration of the industry’s best work of the last year!

MMA Annual Meeting and Trade Show
The 31st MMA Annual Meeting and Trade Show
January 22 and 23, 2010
Hynes Convention Center and Sheraton Boston Hotel

The MMA Annual Meeting and Trade Show is the largest regular gathering of Massachusetts local government officials.
The two-day event featured educational workshops, nationally recognized speakers, awards programs, a large trade show, and an opportunity to network with municipal officials from across the state.
CMAA New England Regional Chapter was on-hand at the trade show, educating the municipal leaders on CMAA’s professional project and program management and provide input on alternative delivery options as part of the 2004 Construction Reform Legislation.
The MMA Annual Meeting & Trade Show was held at the Hynes Convention Center and the Sheraton Boston Hotel in Boston’s scenic Back Bay.
CMAA NE Chapter’s 2010 Golf Outing for CM Scholarships

Once again, it’s time for you to note in your calendar and reserve a spot in this year’s CMAA NE Chapter’s Spring Golf Outing. Each year, the Outing is always scheduled on the 2nd Wednesday in May which is the 12th this year. Once again, Wentworth Hills Golf Club in Plainville (behind the Wrentham Outlets Mall) will host the event. It’s a Shotgun format starting at 8:30 with registration beginning at 7:00.

As those who attended last year can attest to, last year’s event was a success. The weather was great, the course was in fine shape, and the Club and its personnel could not have been nicer. Everyone had a great time including the 14 CM students from the participating colleges of Wentworth Institute, Roger Williams, Northeastern, and Worcester Polytechnic that assisted throughout the day. Besides golf, we will have our ever popular BBQ sited in the middle of the course, the various prizes for skill and placement, 50/50s, significant raffle prizes, the Auction, and the unique Happy Gilmore putting contest. The Outing is the Chapter’s largest funding source for CM Scholarships and your Sponsorship at one of the various contribution levels would be greatly appreciated. Please refer to the accompanying Golf Flyer. Hope to see you there.
CMAA
Construction Management Association of America
New England Chapter
RESERVE THIS DATE!
GOLF OUTING for CM SCHOLARSHIPS
Wednesday, May 12, 2010
Registration Begins 7 AM • Shotgun Start 8:30 AM
Wentworth Hills Golf Club in Plainville, MA

Wentworth Hills (WH) Golf Club opened in 2001 and is located near the Wrentham Outlet Mall just off of I-495. WH is an 18-hole golf course designed by Howard Maurer with greens that feature Bent grass. The Golf Club is located in Plainville, MA with five holes actually in Cumberland, RI. The course is 5,325 yards from the Whites with a 120 slope rating and offers a rolling terrain with approximately 80 bunkers and challenging water hazards. Visit www.wentworthhillsgolf.com for directions & more info.

Corporate Sponsorship $800: Includes greens fees, cart, lunch for a foursome, and a sponsorship donation to the scholarship fund. Corporate Sponsors will be asked to kindly provide a suitable prize to be used for skill holes or raffle. Your corporate name will be prominently displayed at the tournament.

Sponsorship Without Golf $200: Includes sponsorship of either a hole or one of the tournament activities. Corporate Sponsors will be asked to kindly provide a suitable prize to be used for skill holes or raffle. Your corporate name will be prominently displayed at the tournament.

Individual Player $150: Includes greens fees, cart, lunch, and an individual donation to the scholarship fund.

Reservations will be made in order of checks received. Reserve your spot by completing and mailing the registration form below with a check payable to the “CMAA Foundation” to:

O’Brien & Gore
225 Chapman Street, 4th Floor, Providence RI 02905
Attention: John Phillips

For questions, contact either: John Phillips (617) 592-8331 phillip@obg.com
Matt Poirier (617) 482-3888 mpoirier@kevile.com

<table>
<thead>
<tr>
<th>Firm:</th>
<th>Amount Enclosed:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact Name:</td>
<td>Contact Phone:</td>
</tr>
<tr>
<td>Player Names: 1.</td>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
<td>4.</td>
</tr>
</tbody>
</table>

For further information visit www.cmaa-ne.org
FINANCING TO CREATE DESIGN & CONSTRUCTION OPPORTUNITIES

The major driver for construction projects is the availability of finance. With the current economic conditions, credits are not easily extended to firms intending to initiate construction projects. The panel will provide an insight on the current status of funding for construction projects locally and nationally. In addition, the panel will shed a light on the projects in the pipeline that will be the driver for employment of professionals in the design and construction industry.

Panelists:

Robert A. Rich, Managing Director, Public Financial Management (PFM) Group

Thomas H. Green, Head of Citigroup National Infrastructure Group

Edward J. Corcoran, Principal, Corcoran & Associates, P.C.

Tuesday, April 13, 2010
Beatty Hall, Wentworth Institute of Technology
Free parking
7:15 AM Registration and Breakfast Buffet, 8:00 AM Presentation

RSVP NO LATER THAN FRIDAY, April 9, 2010 to:

Please pay through Pay Pal:
$20 for CMAA Members, $35 for non-Members, Students (with valid ID) $15

Please be advised that no part of payment for this event qualifies for a Charitable Contribution Deduction under the Internal Revenue Service Tax Code
Rita Coppola, PMP, Director of Capital Asset Construction Department, was appointed by the City of Springfield to provide project management services to the City of Springfield for the $1 million historic renovation of its Symphony Hall. The Restoration addresses the exterior windows and the theatrical lighting. It is the first complete restoration of the windows at Symphony Hall since its opening in 1912.

Rita is also providing project management services to the New White Street Fire Station for Springfield’s Fire Department. Construction began in the Fall of 2009 for the new 12,000 square foot fire station, located at White and Vermont Streets, and completion is scheduled for September 2010. Rita awarded the design and construction contracts for the City to the architectural firm of Dore and Whittier and the construction contract under MGL c.149 to Fontaine Brothers, Inc. The projected construction cost of the new station is approximately $5 million.

Daniel O’Connell’s Sons was selected by the Division of Capital Asset Management for the construction management of the two-story, 48,000 sq-ft Health and Wellness Center addition at Bunker Hill Community College. The project was constructed under the public CM-at-Risk delivery method as outlined in the provisions of Chapter 149A of Chapter 193 of the Acts of 2004.

Another project under construction by the firm is the new Taunton Trial Courthouse, a 145,800 sq-ft facility which houses 8 courtrooms serving the District Court, Juvenile Court, Housing Court, and Probate & Family Court. This $68 million project for DCAM is also under the public CM-at-Risk delivery method as outlined in the provisions of Chapter 149A. A third project, the new 191,300 sq-ft J. Michael Ruane Judicial Center in Salem, MA will house the Superior Court, District Court, Juvenile Court, Housing Court, and Probate and Family Courts. This third DOC-DCAM project, totaling $73 million, is also a public CM-at-Risk delivery method.
Sam Sleiman, P.E., CCM Director of Capital Programs and Environmental Affairs at the Massachusetts Port Authority, has been named a Top 25 Newsmaker of 2009 by Engineering News Record. Sam was recognized for his support of environmental initiatives including his support for the first complete warm mix asphalt (WMA) airport runway in the U.S. The use of the WMA was estimated to produce approximately 4,000 fewer tons of carbon dioxide emissions than traditional asphalt, use approximately 400,000 fewer gallons of diesel fuel, and use approximately fewer 52 billion BTUs than traditional asphalt.

---

**FIRST ANNUAL SOCIAL OUTING**

*Join Us*

*Thursday June 10, 2010*

*from 5:00 p.m. - 8:00 p.m.*

*at Joe’s American Bar and Grill on the Waterfront Harbor Room 100 Atlantic Avenue Boston, MA 02110*  

- Cash Bar  
- Hot and Cold Hors D’oeuvres

*$20 per person in advance  
$25 at the door*