Welcome back to our fall 2008 Chapter Newsletter.

I am pleased and honored to be the new Incoming President of the CMAA New England Chapter replacing outgoing President Rich Martone. First let me say that on behalf of the Board of Directors and myself we were truly honored to have Rich Martone serve as the past president of this New England Chapter. Through Rich's dedication and leadership the Chapter has risen to a new level, and the growth, enthusiasm and momentum remains strong. In a volunteer organization such as ours, it is important to have dedicated individuals like Rich Martone who can put in hours of spare but valuable time, and implement new and fresh ideas for the raising of Scholarship funds and awarding these raised funds to deserving Construction Management Students. Thank you Rich for your years of service as President and to the CMAA Board and we look forward to your continued support and leadership as we move forward with our 2008-2009 season and beyond.

This year we have restructured our Board of Directors and our Committees and have taken a new look at how we can improve on what we have already accomplished. We have now focused and streamlined our efforts to include an appointed chairperson and assigned committee members to all of our established committees. Our Chapter now includes thirteen Committees, which include Website, Awards, Golf, Newsletter, Young Persons Group, Membership, Government Affairs, Scholarship, Financial, Governance/Nominating, Programs, CCM Certification, and Advisory Board. We have a great group of hardworking volunteers on these Committees and we are always looking for more assistance and volunteers from our membership group.

The past 2007-2008 year was a successful year for the Chapter. Some exciting things happening for us this 2008-2009 year include the fall launch of the new CMAA New England Chapter website. Members will now be able to log on and register and pay for our programs, check our newsletters, photographs, and latest announcements. We are excited about this and it will be a great improvement to our Communication efforts. We have got some great breakfast programs in the works for our upcoming events to be held at Wentworth Institute. We kicked off our season this September with a great program and turnout on the Massachusetts Highway Department Accelerated Bridge Program, with our Guest speaker Frank Tramontozzi, PE MHD's Chief Engineer.

Our '08/’09 goal is to raise the bar once again and increase our scholarship awards to even another level. We encourage all members to assist in any way possible, become a sponsor, volunteer to assist with a committee, or help with the fund raising. The proceeds are used for a worthy cause, our scholarship fund.

Some of the '07 – '08 accomplishments include, the awarding of 13 scholarships with an increase from last year and a total amount awarded of $22,000 to deserving construction management students, a highly successful golf tournament which raised over $14,000 for the scholarship program, and an Awards Luncheon held this past May. At the Awards Luncheon, the Chapter honored two individuals for Person of the Year award, Michael Lewis (MHD) for his work on the Central Artery Project and William Kearny (Gilbane Corporation) for his regional and personal commitment to the CM industry. The Awards Luncheon was our largest and most well attended meeting with over 200 guests.

Our Chapter has a diversified contingent of Chapter Officers and Board of Directors. This includes representation from Owners, Construction Managers, Contractors, and the Consulting field. The Chapter Officers and the Board are very active in the construction community and can often be seen at other organizations’ meeting as well as in speaking engagements to students at local universities and high schools, including the ACE program. We thank all of them for their dedication and support.

The Chapter’s Goals and Objectives are compatible with CMAA’s National Mission Statement: “To promote professionalism and excellence in the management of the construction process”. We accomplish this goal in many ways; such as, the communication of important information regarding construction opportunities at our Chapter meetings, through our newsletter, providing “lessons learned” sessions, our affiliations with other local professional organizations through our unique relationship with the education community, and through our CM programs.

In closing I would like to personally thank all of our Board of Directors and Committee members as well as our membership, (now at 184 and growing), for their dedication and support of our CMAA programs. Without their volunteerism and dedication we would not continue to exist.

I look forward to my new leadership role in the CMAA New England Chapter and will continue to improve on the past goals and leadership that Rich Martone has professionally laid the ground work for.

Paul F. Hemphill, CCM, AC
President CMAA New England Chapter
The New Swampscott High School was the 2008 recipient of the CM-MA's Public Project of the Year ($10-50M). This $49 million construction project consists of a new High School, an integrated Senior Center and numerous athletic venues. The new Swampscott High School was the outgrowth of a 2001 School Master Plan commissioned to address the aging school facilities of the town. The Master Plan was conducted by Symmes Maini & McKee Associates, Inc. of Cambridge, MA.

PMA Consultants & Construction Services represented the Town and Permanent Building Committee as Owners Project Managers throughout the entire program from inception to construction.

The first hurdle in this innovative project was where to build it. The Town of Swampscott is only 3.1 square miles and largely built out. There were no large tracts of land for a new facility. The solution was to build the school on a town park. Doing so required a 2/3rds vote of the state legislature and replacement of the lost park land.

In order for the park to be used for school purposes, the project ultimately included:

- Taking approximately 10.5 acres of park land for the school
- A 5.8 acre permanent recreational easement was obtained from an adjacent commercial property owner for construction of a soccer field and track
- Replacing the Little League and baseball fields (3) displaced by the school on the property of a private county club. This 10.1 acre site was also a permanent recreational easement. The field replacement needed to be completed prior to the school construction to minimize disruption to the Little League season.

With all this in place, finally the new school could be built. This new 205,100 SF, grades 9-12, 850-student high school building includes; 34 academic classrooms, 9 science rooms and 23 specialty classrooms to serve art, music, drama, business education, special needs, technology arts and more, the school features:

- 30,000 square foot field house
- 850 seat performance auditorium
- 100 seat Large Group Instruction lecture hall, a second flat floored multi-use large group instruction space
- TV studio for local access TV. This program is integrated into the schools' curriculum
- Outdoor track with field events, soccer field and a new softball diamond.
- The town's Senior Center

PMA was responsible for total management, reporting directly to the building committee and its chairman. During preconstruction, PMA drafted procurement and contract documents and assisted with the selection of various parties providing services on the project including construction testing services. PMA prequalified all filed sub-bidders and general contractors on accordance with the new MGL Chapter 193 requirements. Additionally, PMA developed a program budget and schedule and reported monthly on the status of each. PMA also performed a Value Engineering study and constructability/biddability reviews of the contract documents. PMA also managed the design and construction of offsite improvements associated with the project such as the signalization of a major thoroughfare adjacent to the site, managed construction of additional playing fields and tennis courts at an offsite location to replace those lost due to construction of the new school, coordinated with the local conservation commission to
ensure proper land use protection and wetland mitigation, reported timely to the general contractor issues associated with site safety. The property was located in a densely populated residential district with neighbors on two sides and an open and operable Elementary school on the other bound. The project required considerable coordination with the local fire department, school administration and GC to complete blasting of approximately 25,000 yards of ledge. This included coordination with local fire department an Earth Removal Advisory Committee and state fire marshals office on blasting procedures and complaints.

Innovation: The Town Administration and newly formed Building Committee identified the need to serve not only students and residents in the new school facility but also addressed the needs of its senior population by incorporating a new Senior Center into the new High School Facility. Cooperation for “share facilities” between the school department and the Council on Aging was facilitated by the Building Committee, architects SMMA and PMA. The 7,500 square foot senior center would have its own entrance and identity but would be located in the “community wing” of the 200,000 square foot High School. With the close adjacency, the dedicated space for the senior center could be kept small but with cooperative scheduling the seniors have access to many of the schools program spaces including: the indoor track; exercise room, fitness center, the music suite including a piano lab; fine art complex including photography lab and kiln for their ceramics program, lecture halls and performance spaces. Many of these spaces are far beyond affordable within a senior center yet all program elements of the high school.

Similarly, the building infrastructure provides the building systems, reducing space requirements and lowering construction costs. Systems have separate zones but allow for isolation of utility costs.

During construction, PMA provided full time on-site project management and worked in cooperation with project administrators, engineers and architects from SMMA to oversee compliance with plans and specifications, quality of construction, coordinate issues with the Designer and represent the Town’s interest. PMA also provided claims and change order analysis. PMA’s budget tracking and record procedures was instrumental in the town’s securing a low interest loan from the Massachusetts School Building Authority (MSBA) saving the town approximately $5M in cost associated with bonding of the project. PMA submitted project documentation needed to the MSBA throughout the project to insure compliance with State guidelines and the town received periodic grant payments to supplement cash flow to the general contractor.

Approximately half way through construction, the General Contractor lost its filed sub bid mechanical and sheetmetal contractors to default. Working cooperatively with the General Contractor (JJ Contractors, Inc.) and SMMA, the project management team was able to work out agreements that kept the mechanical work progressing while insuring that the owner was protected and all warranties would remain in place. The General Contractor maintained key personnel from the defaulted companies and was able to keep work on schedule and provided the Town with all warranties for mechanical work it would have otherwise.

The cooperative effort of the project team allowed for the planned construction to start May of 2005 and met the scheduled substantial completion date in May of 2007. Furniture, Fixture, Equipment and Technology began arriving in June and the School celebrated its grand opening in a ceremony during the last week of August. The Swampscott School year opened on time in the new school on the first week in September of 2007.
**MEMBER PROFILE**

**BILL KEARNEY**

by Kay Barned-Smith - Massport

Undoubtedly, our member profile this issue is truly about one of the good guys. Over a long and successful career, Bill Kearney has developed a reputation as a construction professional of exceptional integrity. Bill is an individual who is deeply committed to improving the lives of others through his professional commitment, personal action and the generous sharing of his time and knowledge.

Bill grew up in both East Providence, RI and Columbia, MD, and now lives in Seekonk, MA. Bill has been married to his first and only wife, Fredda, for 30 years, and has 4 children: Michael 26, Karen 25, Laura 21 and Rebecca 18. After obtaining a B.S. in Civil Engineering from Northeastern University in 1977, Bill joined Gilbane Construction in 1978, where he has held the positions of project manager, project executive, and regional operations manager. His current position is senior project executive. To enhance his professional expertise, Bill completed the work to earn a M.S. in Construction Management from Worcester Polytechnic Institute (WPI) in 1985.

Bill was honored by Gilbane Construction in 1989, as the New England Region Builder of the Year; again in 1996, as the Mid-Atlantic Region Builder of the Year, and most recently, in 2004, as recipient of the John J. McCoy Core Values Award. Bill's resume explains why. It includes such complex and award-winning projects as the Baltimore Convention Center, the Rhode Island Convention Center, WPI's Bartlett Center Admissions' building, and most recently, the Worcester Trial Court. This last project is especially interesting since it is DCAM's (Department of Capital Asset Management) first project to utilize the CM-at-Risk delivery system and their largest project undertaken to date in Massachusetts. Under Bill's guidance, the project was completed on-time, and under budget, and earned a national CMAA Project of the Year Award.

Bill actively promotes the CM-at-Risk delivery method and shares his experiences of the Worcester Trial court project with numerous audiences, including Build Boston, sponsored by the Boston Society of Architects; as well as the Massachusetts Municipal Association; the Massachusetts Bar Association; and CMAA, where he currently holds the office of Secretary and serves on the CMAA NE Board of Directors.

Bill also shares his considerable knowledge of the construction industry by regularly teaching construction education classes at Worcester Polytechnic Institute, and at the Wentworth Institute of Technology.

Despite his very full professional schedule, Bill is also quite involved with his church and charitable organizations. At Bill's parish church, Our Lady of Mount Carmel, in Seekonk, MA, he participates in a men's group, the Parish Council and the Honduran Mission Team. He is also a Eucharistic Minister and an RCIA instructor. As part of the Honduran Mission Team, Bill travels to the St. Rose of Lima Parish in Guaimaca, Honduras each year for 10 days, in order to provide much needed engineering and building expertise to the community. His team has participated in the construction of a school and a chapel, as well as in the renovations of residences and medical clinics. At home, Bill spends a Saturday each month working with the Habitat for Humanity Providence Chapter to help build affordable housing for people in need.

Because of all his many and diverse contributions, Bill was recently recognized for his professional and personal achievements by the CMAA NE Chapter, which awarded him the 2008 Person of the Year Award.

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**TECHNICAL ARTICLE**

**VALUE ENGINEERING - MYTHS VS. REALITY**

by Michael Rahgozar, CVS - URS Corporation

This paper will clarify how the true value engineering (VE) concept and methodology differs from the commonly performed “cost cutting.” The paper will not be explaining the VE methodology in great depth. Rather, this paper will focus on a simplified version of what VE is and how it can benefit owners and all parties involved in any type of construction project.

**WHAT IS VALUE**

In VE, Value is defined as a fair return in goods, services, or money for something exchanged. It is represented by the relationship:

\[
\text{Value} = \frac{\text{Function}}{\text{Resource}}
\]

Function is defined as elements reflecting customer requirements and the business issues driving the project. Function is measured by the performance and quality requirements identified by the customer. Resources are measured in the materials, labor, price, time, etc., required to accomplish the desired functions.

**WHAT IS NOT VALUE ENGINEERING**

Many design and construction professionals along with project owners refer to the routine comparison of alternative solutions by architects and engineers during the early phases of project design as VE. Others think life cycle cost analysis is VE. Cost reducing suggestions of cheaper material substitution and alternate construction methods proposed by the contractor or the construction manager are also sometimes considered to be informal VE. While these are useful activities to control project budgets, they are not VE.

At times, owners and architects may think the need for VE results from a crisis in the course of the project. Perhaps the most recent cost estimate or bid substantially exceed the owner’s construction budget. Sometimes the contractor or construction manager may suggest that they can significantly reduce the cost of the project by means of different approaches to planning and design with alternative building systems, products, specifications, materials, or means of construction.

Too often, this type of reactionary project modification excludes or
severely limits the involvement of key team members. Typically, the contractor or construction manager unilaterally makes “cost-cutting” recommendations to the owner. The owner then decides what changes to make in the project scope, building systems, or materials, and directs the design professional to revise the design concepts documents accordingly. Again, this is not value engineering.

WHAT IS VALUE ENGINEERING

The term value engineering is synonymous with value management and value analysis, even though they may mean different things to different parties. In its purest form, VE refers to an organized, systematic procedure used by a multidisciplinary team to improve the value of a project through the analysis of its functions to seek out optimum return on resources invested for both the initial and long-term life of a construction project. VE is a facilitated process to improve total project value and not just to reduce cost. VE relies on the insight, knowledge, experience, synergy, and intuition of a multi-discipline team of experts following a step-by-step plan under the guidance of a VE professional.

The goal of this process is to eliminate or modify features that add cost to a project with only marginal improvements in quality, useful life, utility, or appearance. Using a non-adversarial, problem-solving approach, value engineering looks at trade-offs between customer requirements, design concepts, construction techniques, materials, building types, and up-front versus lifecycle cost to arrive at the best overall value.

During the process, the VE team breaks down the design into functions. Cost drivers and customer request for the project are assigned functions. The value of each function is measured by comparing its costs to the customer's evaluation of its benefit. Value engineering focuses on improving value by identifying the most resource-efficient way to reliably accomplish functions that meet the performance and quality expectations of the customer. The total project value is improved by making appropriate changes to the design necessary to balance each function's performance with its cost to support the customer's requirements and the business goals for the project.

HOW VE DIFFERS FROM COST CUTTING

Value engineering is a function oriented, systematic, team approach to enhance value of a project by increasing benefit and/or eliminating unnecessary cost. Cost cutting differs from value engineering in several ways including the following:

- Cost cutting does not use function analysis.
- Cost cutting utilizes material substitutions and general “cheapening” of the aesthetics (slash and burn) of project components.
- Cost cutting does not add any benefit to the project, because it only reduces cost.
- Cost cutting reduces the Value of a project by reducing the Function, Quality, and Performance.
- Cost cutting does not follow SAVE International’s approved 6-Step job plan.
- Cost cutting is not facilitated by a SAVE International - Certified Value Specialist (CVS).

WHEN SHOULD VALUE ENGINEERING TAKE PLACE

Formal value engineering is most successful when all parties with a stake in the project participate in the process. VE studies should be led by a skilled value engineering specialist retained by the owner and should occur at a point in the project when recommendations that materially affect the scope, quality, and project cost can be implemented with minimum disruption to the schedule and cost of design. Typically, the optimal time for a VE study is at the end of the schematic design phase at approximately 35% design. The key to making this approach cost-effective is to implement the owner approved VE recommendations during the design development phase, eliminating the need to go back and revise schematic design documents.

Doing VE early in the design process grants more flexibility and freedom to the VE team to make value improving recommendations. This creates a higher potential for savings. As the figure illustrates, the value management opportunities diminish as time passes and design cost are continually incurred. Holding the study late in the design process may lead to scope reduction and cost cutting alternatives in lieu of value added alternatives because the project owners do not want to undergo major redesign cost or schedule delays.

Used appropriately before and during project design, VE is a powerful tool that will assist the project team by providing an independent analysis and recommendation for added value to the project. Like other activities, it must be planned and scheduled into the project cycle. VE saves time, money, improves the final product, and strengthens the project team’s relationship.

WHY IS VE SUCH A USEFUL TOOL

During the design process, architects and engineers each and every day make literally hundreds of decisions based on their knowledge and certain assumptions. The quality of these assumptions largely depends on the design professional’s understanding of the owner’s expectations, desires, requirements, and how well these are communicated to the design professional. Frequent, open, and clear communication allows the design team to consider alternative solutions, propose competing choices, examine different approaches, and eventually deliver a creative design program that optimizes the conflicting characteristics of construction cost, time, quality, aesthetics and operating and maintenance costs. No design is ever perfect, and there are usually several ways to accomplish user requirements. A second or third evaluation of these architectural/engineering decisions is warranted, and value engineering can be the tool to do just that.

WHAT CAN VE DO

Used before design begins, a VE study can help establish or verify the purpose and the business issues driving the project, aid in writing or validating the scope and program, identify a palette of appropriate design solutions, and establish the project budget.

During project design, a formal VE validates the design direction, identifies inverse cost-performance relationships, and suggests customer acceptable changes to improve the overall value of the project.
Through the VE study, participants discover how the customers and users will measure the quality and performance of the project. Together, they can identify how and why their requirements will be met and at what cost, while simultaneously learning about each other as professionals and people.

The VE study allows participants to learn how to work together, make decisions jointly, resolve conflicting ideas, and assign individual responsibility for developing alternate solutions to problems identified by the team. All of these characteristics lead to a more cohesive project team and a higher quality final product.

WHY IS A VE FACILITATOR REQUIRED

VE Study team members are usually selected because they can bring specific technical knowledge, experience, and insight into the customer’s organization. The VE professional’s roll is to coach this team in the VE methodology and how to apply it. The team leader also insures that each phase of the process is completed in a timely manner, helps the team make informed decisions, and provides a variety of aides to develop and present the final VE recommendations to decision makers. Without a VE professional team leader, the process is reduced to several disjointed independent reviews, which is not value engineering.

WHAT IS THE VALUE ENGINEERING METHODOLOGY

Here is a brief summary of the SAVE (Society of American Value Engineers) International’s prescribed six-step job plan. In many cases, the first step, or Information Gathering Phase, actually begins a week or two before the workshop as advance plans and design documents are sent to members of the VE team for review. This allows the VE team members to ask informed questions and discuss technical aspects of the project at the initial information dissemination Kick-Off session at the beginning of the workshop. Depending on the scope of the project, the initial pre-workshop time can be varied to provide sufficient time for the team members to become fully knowledgeable of the project prior to the study beginning.

The Function Analysis Phase allows the VE team to focus on how and why owner requirements are being met with the proposed design. This phase identifies elements of the project that require excessive resources (cost and time) for limited benefits (quality, function, and performance). These targets are the focus of subsequent phases.

During the Creativity Phase, the VE team brainstorm creative ideas and alternate approaches to accomplish the functions identified in the previous phase at a reduced cost or value improvement. These ideas are put through a rigorous analysis in the Evaluation Phase to rank and prioritize the proposals with the best chance for advancement.

During the Development Phase those ideas that survive the evaluation and were ranked most promising from both a functional and cost savings perspective, are developed into VE recommendations. These proposals are supported with back-up documentation, cost estimates, and appropriate justifications as they are prepared for presentation to the owner.

The final Presentation Phase is comprised of two parts. First, each recommendation is verbally presented to the owners and decision makers. The presentation is followed-up with a written VE study report containing all necessary backup required to make implementation decisions.

In conclusion, the purpose of this short article is to clarify the wide spread misunderstanding in the design and construction industry of what VE means. Hopefully, this article has cast a clear distinction between true value engineering methodology and cost cutting methodology. Value engineering utilizes a multi-disciplinary team, function analysis, a Certified Value Specialist (CVS) facilitator, and the SAVE International prescribed 6-step job plan, all of which cost cutting does not. The goal of value engineering is to improve project value, whereas cost cutting simply reduces project cost regardless of performance, function, quality, or owner requirements.

Additional information about the value engineering methodology can be received from the author of this article. For more information about SAVE International, the Value Society, visit their website at: www.value-eng.org

Michael Rahgozar, CVS, is a senior project manager, certified value engineer (CVS) and dispute resolution specialist located in Boston office of URS. He has over 27 years of experience in Construction Management on infrastructure projects, multi-use developments, and commercial construction projects, with significant expertise in value engineering (VE), CPM scheduling, project controls, delay/entitlement analysis, claim analysis, and claims avoidance techniques.

Mr. Rahgozar holds a bachelor degree in Civil Engineering and a Masters degree in Construction Management. He has been actively involved with VE since 1996. He has been President of the New England Chapter of SAVE International since 2001. He won the 2007 national VE Award from the AASHTO VE Committee for most value-added proposal in the improved process category.

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The stakes just got higher for employers in the Massachusetts construction industry. On July 13, 2008 a new law went into effect mandating triple damages for all wage and hour violations, including the inadvertent misclassification of independent contractors. Further, by Executive Order 499 Gov. Deval Patrick formed a special task force focusing on the “Underground Economy and Employee Misclassification” – namely, independent contractors.

Because construction industry employers often rely heavily on independent contractors to supplement their workforce, the new law carries significant weight. In fact, Gov. Patrick mentioned the construction industry in Executive Order 499 – but not in a good way. The Order stated that a “recent study based on audits of Massachusetts unemployment records for construction employers between 2002 and 2005 found that up to 14% of the employees covered by the audits were estimated to have been misclassified by employers.”

Massachusetts General Laws Chapter 149 §148B “The Independent Contractor Statute” (most recently amended in 2004) made broad changes to laws governing public construction. In particular, the law increased the penalties for misclassifying workers as independent contractors. Such penalties can be severe and include debarment from public projects. The 2004 amendment did however keep the standard for determining whether an individual is an employee or independent contractor intact. That determination is subject to a three-part test:

PART 1 - “Freedom from Control.” The first part of the test requires that the individual be free from control and direction, both under his employment contract and in fact. The burden is on the employer to prove that the worker is entirely free to perform his services on his own terms.

PART 2 - “Service Outside the Usual Course of the Employer’s Business.” The second part requires that the service the worker performs be distinct from those typically provided by the employer. For example, if an accounting firm hired a furniture mover, then the mover may be classified as an independent contractor.

PART 3 - “Independent Trade, Occupation, Profession or Business.” The third part requires that the worker must be customarily engaged in an independently established trade, occupation, profession or business. This means that if a worker relies too heavily on a company for the continuation of his or her services, that worker may not be “independent”. In the past, a worker could satisfy the third prong by showing that he was a sole proprietor or partnership. Now, in its latest advisory on the subject, the Attorney General’s Office has deemed such evidence to be “irrelevant.”

There is no doubt that in Massachusetts properly classifying workers as independent contractors is hard to do. All too often well meaning and diligent employers accidently run afoul of the law and misclassify workers.

Chapter 80 of the Acts of 2008 impacts the enforcement of the Independent Contractor Statute and applies to public and private construction. Specifically, Chapter 80 holds employers liable for triple damages for all worker misclassifications, without exception. This is the first law of its kind in the nation setting Massachusetts apart from all other states and the federal government. Under all other state laws and the Fair Labor Standards Act, a misclassifying employer may defend itself by arguing good faith or “I made an honest mistake.” In Massachusetts, however, good faith gets you nowhere. Even an honest mistake, one which an employer tried hard to avoid, subjects that employer to triple damages.

Today, triple damages are mandatory for all wage and hour violations that occur in Massachusetts. It is still unclear whether the law has a retroactive effect or if it will catch on across New England. What is clear is that 1) the Massachusetts government is looking hard at employers who use independent contractors; 2) Chapter 80 will vastly increase the cost of all future wage and hour disputes in Massachusetts; and 3) the new law provides a breeding ground for litigation.

In July, Norfolk Superior Court received the first – but certainly not the last – complaint in a class action lawsuit against a Massachusetts employer for allegedly misclassifying independent contractors. While the defendant in that case is not in the construction industry, construction professionals, and all other employers who employ independent contractors, are potential targets.
CONSTRUCTION MANAGEMENT CERTIFICATION
By Carl Sciple PE, CCM

What is the Construction Manager’s key credential: No, it’s not a driver’s license, tickets to the Red Sox, Patriots, Celtics or Bruins games, or an invitation to the Inauguration, .... It’s the Certified Construction Manager designation, commonly called the CCM. It is awarded by the Construction Manager Certification Institute (CMCI), a wholly owned subsidiary of the Construction Management Association of America. At this moment, the number of CCMs, worldwide, is 1,084. In New England, there are 35 CCMs, a listing of whom is near the end of this Newsletter. Much like the PE is the key credential for engineering designers, the CCM is the identifier for construction managers who are proven professionals, of fine integrity, and possess the requisite experience and necessary knowledge and skills essential for the successful practice of construction management. CCMs have demonstrated that professional experience, knowledge and skills and have been recognized by their clients for successfully leading the construction management efforts on construction projects.

The process to become a CCM, which is accredited by the American National Standards Institute (ANSI), takes some time, typically six months, but is well worth the effort. Applicants must have four years of “responsible in charge” experience. Responsible in charge means that the decisions that you made directly impacted the successful completion of the project and that you were directly responsible and in charge of the construction management services for and protecting the interests of the project/owner. Applicants must have worked in all project phases (pre-design, design, procurement, construction and post-construction) and in the different functional areas (project management, cost management, time management, quality management, contract administration and safety) and describe what they did. The CMCI then mails a request for a reference letter to at least two client references for each applicant, which the clients then mail back directly to CMCI. The CMCI evaluates the application and the reference letters and several of its governors, all CCMs, individually and privately, make a judgment to advance or not advance the applicant. If the applicant is advanced, the applicant is declared a candidate and then, after sufficient review and study, can take the 200 question, closed book exam.

Those who feel they might be qualified should start the process. They’ll discover things along the way. The CMAA web site www.cmaa-ne.org can get you started on the CCM path. Also, any of the 35 CCMs in New England would be more than willing to help provide guidance to you if you would like some tips.

For those who feel they are not fully qualified and not quite ready to be a CCM, the CMAA has a Construction Manager In Training (CMIT) program. It’s an excellent vehicle for aspiring CCMs. People as young as college seniors studying for a construction management or a related engineering degree or even those without degrees but with four or more years of general design and construction experience may apply for the program. It is also on the CMAA web site. The CMIT program is a great stepping stone on your path to becoming a CCM.

On January 13, 2009, the New England Chapter of CMAA will offer a program to inform aspiring CCMs on how to get on path to earn the designation of CCM. Don’t miss it. For more information on the program contact Steve Marshall, PE, CCM, email: smarshall@massport .com.

As Nike used to say, “Just Do it!”

NOTE: CMAA will actively pursue as one of its prime objectives, the creation of a “Culture of Certification” in A/E, CM and construction firms and in client entities. We define Culture of Certification as a business environment in which it is simply assumed, at all levels, that the best and most committed Construction Managers will be CCMs, and in which organizations actively and consistently support their people in obtaining and maintaining their credentials.

Let’s all actively encourage our organizations to adopt and support this Culture of Certification.
14th ANNUAL NEW ENGLAND CHAPTER AWARDS PROGRAM WINNERS

Public Project of the Year, Less than $4 Million
Navy Fuel Pier Airport Edge Buffer
Carol R. Johnson Associates Inc.

Public Project of the Year, $4 Million to $12 Million
Little Mystic Channel, (BOS 019), CSO
Fay, Spofford & Thorndike Engineers

Public Project of the Year, $12 Million to $20 Million
Cadet Residence Hall Expansion at Mass Maritime Academy
Erland Construction

Public Project of the Year, $20 Million to $50 Million
Swampscott High School
PMA Consultants

Public Project of the Year, $50 Million to $100 Million
Bridgewater-Raynham High School
PMA Consultants

Public Project of the Year, Greater than $100 Million
Worcester Trial Court Complex
Gilbane Building Company
14th ANNUAL NEW ENGLAND CHAPTER AWARDS PROGRAM WINNERS

Private Project of the Year, $4 Million to $12 Million
Northeastern University, Alumni Center Renovation
Bond Brothers

Private Project of the Year, $12 Million to $20 Million
Fenway Park Improvements
Gilbane Building Company

Private Project of the Year, $20 Million to $50 Million
Neiman Marcus New Retail Store
Bond Brothers

Private Project of the Year, $50 Million to $100 Million
The Macallen Building
Bovis Lend Lease LMB, Inc.

Private Project of the Year, Greater than $100 Million
Genzyme Science Building & Central Utility Building
Bovis Lend Lease LMB, Inc.

Excellence in Program Management
Lawrence High School
Heery International, Inc.
14th ANNUAL NEW ENGLAND CHAPTER AWARDS PROGRAM WINNERS

Outstanding Academic Achievement Awards
Brian Delorey – Northeastern University

Outstanding Academic Achievement Awards
Anthony Petrocchi – Worcester Polytechnic Institute

Outstanding Academic Achievement Awards
Wentworth Institute of Technology
Steven Gelinas, Jared Crowley, Ryan Higgins, Christopher Richard, Christian Jacobs, Charles Fagan, Joseph Lajoie, Christopher Catalano, Christopher Catalano, Christopher Bell, Aaron Sartorelli

Person of the Year Award
Michael P. Lewis – Public Sector

Person of the Year Award
William F. Kearney, Jr. – Private Sector

Featured Guest Speaker – Timothy P. Murray
Massachusetts Lieutenant Governor
2008 Golf Tournament

Golf Outing for CM Scholarships

On May 14, the 13th Annual CMAA, New England Chapter, Golf Outing for CM Scholarships took place at Sandy Burr Country Club in Wayland, MA. Since its inception, the Outing has grown over the years to become the largest contributor to the scholarship fund, now in excess of $17,000. Over 145 golfers participated from 34 companies, consultants and contractors, many being CMAA Members. There were 36 Sponsors, with and without golf, a far cry from the ~50 participants in the beginning. Besides some great Hole-in-One prizes comprised of a Harley-Davidson, Airline tickets, and Callaway clubs, there were Raffle prizes and the newly instituted Silent Auction with Red Sox, Celtics, and even box seats at Yankee Stadium, the stadium's last year. Trophies and skill prizes were given out, along with the 37” LCD HDTV raffle anchor prize, not to forget the 50/50 raffles and the ever popular putting contest using a hockey stick, the “Happy Gilmore”.

Superlative assistance was supplied by over 10 CM students from Wentworth Technical Institute in Boston, some of whom were the recipients of this year’s scholarships. The students were able to meet and socialize with the players, some actually playing in golfing foursomes, culminating in the ultimate “networking” opportunity.
WIT CM STUDENT CLUB BRIEF, FALL 2007

ASC/AGC NATIONAL COMPETITION

The WIT CM Club has had an active and productive year. The big news was that the Club team won Second Place in the ASC/AGC National Competition (Commercial Division) in Las Vegas. The team competed against 6 other schools from across the nation, each of which was the winner of its respective Regional Competition. Kudos to Team members Adam Wood (Team Captain), Steve Gelinas, Nick Rouleau, Joe Wayne, Jared Crowley, and Mike Gawendo.

Club members arranged for three construction site visits: the Mandalay project, the Museum of Fine Arts, and the Quincy School Project. Again this year, Club members have volunteered to be tutors for other WIT CM students. We also had two guest speakers, both members of the New England Chapter of CMAA. Michael T. Bertoulin P.E., CCM from Parsons Brinckerhoff Quade & Douglas, Inc. presented Project Management From Tools to People Skills and William Kearney, Project Executive from Gilbane gave us an update on the firm’s award-winning project, the Worcester Trial Courthouse.

Members of the club attended the Chapter breakfasts. These informal events provide a great opportunity for students to meet members of the Boston construction community. We enjoyed supporting the NE Chapter’s Golf Tournament in May.

The Club members want to thank the New England Chapter of CMAA for the scholarships that were given to our members. The winners were: Nicolas Rouleau, Mike Gelinas, Jared Crowley, Christopher Catalano, Ryan Higgins, Christian Jacobs, Joseph Lajoie, Christopher Richard, Aaron Sartorelli and Charles Fagan.

The club will close out the year with its annual graduating senior reception in August, and an ambitious schedule of activities and events is planned for next year.

ATTENTION

Looking for contributors for upcoming newsletters from you. Those contributions could include technical articles, descriptions of projects, or profiles of individual or firm members. In addition (space permitting) we will offer a “Want Ad” service whereby individuals and firms can match up.

If you have information you would like to contribute, or if you have ideas about information which you’d like to run by us, or if you have ideas about what other types of material you’d like to see in the newsletter, please contact Board Member Rob Collins at rcollins@pmaconsultants.com

Thanks very much - we look forward to developing an interesting and informative newsletter!

TO RECEIVE AN APPLICATION
Or for more information on CM Certification please visit our web site at www.CMcertification.org

Phone: 703-356-2622
Fax: 703-356-6388
Email: certification@cmaanet.org

www.cmaa-ne.org

Fall 2008
NEW MEMBERS OF THE NEW ENGLAND REGION CHAPTER

Michael Benedetto: Skanska USA Building
Dane Hudson: DMJM Harris
Frederick Robert Paris: Partner’s Healthcare – Brigham & Women’s Hospital
Nathan Silvas: Wentworth Institute of Technology
Ronald Blake: Wentworth Institute of Technology
James Driscoll: Gilbane Building Company
Gary Hamilton: Bryant Associates
David Dargie P.E.: Stanec Consulting
Christopher Barry: Gilbane Building Company
Richard Bessom, CCM, PE: Massachusetts Port Authority
Timothy Murray: Commonwealth of Massachusetts

Kevin Rideout
Charlie Connors: William A. Berry & Son
Josie Corcoran: William A. Berry & Son
Tim Galvin: William A. Berry & Son
Peter Ghirardini: William A. Berry & Son
Charlie Harting: William A. Berry & Son
Karl Hartmann: William A. Berry & Son
David Parenteau: William A. Berry & Son
Shawn Seaman: William A. Berry & Son
Greg Antonopoulos: William A. Berry & Son
Michael DiBacco: William A. Berry & Son
Shawn Donovan: William A. Berry & Son
Kevin Healey: William A. Berry & Son
Sharon Jozokos: William A. Berry & Son

NEW CERTIFIED CONSTRUCTION MANAGERS OF THE NEW ENGLAND REGION CHAPTER

Massachusetts
Russell Ames: Massachusetts Port Authority
Kay Barned-Smith: Massachusetts Port Authority
Michael Bertoulin, P.E.: Parsons Brinkerhoff
Richard Bessom: Massachusetts Port Authority
Edward Bond Jr.: Bond Brothers
Anthony Bongarzone: Massachusetts Port Authority
Stephen Borgerston: Woodmeister Corp.
Richard Carlson: U.S. Army Corps of Engineers
Katie Choe: Massachusetts Port Authority
Peter Collins: Heery International, Inc.
David Doane: Fay, Spofford & Thorndike
Paul Goguen: Bechtel
Paul Hemphill: MOCA Systems Inc.
James Hughes P.E.: Commonwealth of Massachusetts
William Ivey: Children’s Hospital Boston
Brian LaMont: Environmental Chemical Corporation
Paul L’Heureux: U.S. Army Corps of Engineers
Scott Libby P.E., LEED AP: PMA Consultants
Jeffery Luxenberg: RF Walsh
Stephen Marshall: Massachusetts Port Authority
Clark McCormick P.E.: PMA Consultants
Mark McDowell: Hill International
Stephen McHugh: Massachusetts Port Authority

David Surette: William A. Berry & Son
Michael Willett: William A. Berry & Son
Jon Lemieux, P.E. Vertex Construction Services
Walter Armstrong: Beth Israel Deaconess Medical Center
Kay Barned-Smith, AIA, CMM, WTS: Massachusetts Port Authority
Herb Chouinard: William A. Berry & Son
Paul Hemphill, CCM: MOCA Systems
Peter Campot: William A. Berry & Son
James Callahan: e85 Inc.
Christopher Chmielinski: Wentworth
Alber Caldarrelli: Massachusetts Turnpike Authority
Steven Garant: PB
William Meserve: CDM
James D. Kennedy: Wentworth Institute of Technology
Peter McNulty: Geocomp Corporation
Christian Peluso: AECOM
Mark Ledwell: Aerotek
Adam Sophis: Wentworth Institute of Technology
Adam P. Bisson: Wentworth Institute of Technology
Lauren Hoehe: Wentworth Institute of Technology
Jonathan Skerry: Wentworth Institute of Technology
Phung Tran: Wentworth Institute of Technology
Gregory B. Janey: JaneyCo, Inc.
Allyn E. Yoakum, PE: CDM

ATTENTION NEW MEMBERS

As our New England Chapter membership continues to grow, we would like to announce a few important points that we know will be extremely beneficial to our future success, and hope will be beneficial to your relationship with CMAA:

CMAA New England has many sub-committees that generally need volunteers – we encourage your involvement.

We are currently initiating a student mentoring program – this is a fantastic way for many of us to pass on critical knowledge to future generations. With less than 10 hours of your time, you can provide tremendous guidance to a local Construction/Engineering college student as they prepare to join our industry. Please contact Ralph Jacobs for details.

We encourage everyone to attend our regular CMAA Breakfast presentations; these are generally scheduled once per month and offer very informative presentations from industry established members.

If there are any suggestions that you may have, we encourage you to communicate or thoughts to our CMAA Board Members.

Finally, we thank you for your participation. And, we hope that you will soon see the value of being a affiliated with this organization as our current 4,000 firms and individuals have.”
# CMAA N.E. Region Chapter Officers 2008-2009

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

## Vice President in Charge of Programs
Ralph Jacobs, P.E.  
Massachusetts Port Authority  
Phone: (617) 568-5970  
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## Vice President in Charge of Membership
Matt Poirier  
Keville Enterprises, Inc.  
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## Treasurer
Missy Reed  
FTI Consulting  
Phone: (617) 897-1504  
monita.reed@fticonsulting.com

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

## Past President
Richard Martone  
PMA Consultants LLC  
Phone: (617) 342-1280

The Board can also be reached at: cmaane@cmaa-newengland.org

## Board of Directors
Joseph Barra  
Seyfarth Shaw LLP  
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jbarra@seyfarth.com

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Mark Hasso  
Wentworth Institute of Technology  
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hassom@wit.edu

Steve Marshall, P.E., CCM  
Massachusetts Port Authority  
Phone: (617) 568-5967  
smarshall@massport.com

## CMAA Subcommittees

<table>
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<tr>
<th>Website</th>
<th>Governance/Nominating</th>
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<tr>
<td>Nick Macy</td>
<td>DJ Mason</td>
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<td>Rick Martone</td>
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**Government Affairs**

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<th>Jonathan Hausner</th>
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<td>Mark Hasso</td>
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**Young Persons**

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<th>Dan Ramos</th>
<th>Mike Bertoulin</th>
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<td>Paul Hemphill</td>
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**Scholarship**

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**Membership**

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<td><a href="mailto:Bertoulin@pbworld.com">Bertoulin@pbworld.com</a></td>
<td>Bill Held</td>
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**Financial**

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<td><a href="mailto:bates@ne.tishman.com">bates@ne.tishman.com</a></td>
<td>Larry Sodano</td>
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## Newsletter

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<td>George Papadopoulos</td>
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WE ARE LOOKING FOR VOLUNTEERS TO ASSIST THESE COMMITTEES. IF YOU ARE INTERESTED, PLEASE CONTACT THE COMMITTEE LEADER

EMAILS CAN BE FOUND ON THE OFFICERS LINK ON THE CMAA

www.cmaa-ne.org
REVIEW OF RECENT MONTHS ACTIVITIES & UPCOMING EVENTS

JANUARY 08:
Breakfast: Guest Speakers: Jason Burrell, Senior Project Manager, Bovis Lend Lease LMB and Henry McNeil Benner Project Manager, Gilbane Building Company. They spoke about: Green Building - Incorporating the USGBC Leadership in energy and environmental design (LEED) Rating system

FEBRUARY 08:
Breakfast: Guest Speaker Richard Henderson, Executive Vice President for Real Estate MassDevelop discussed: Fort Devens: Transformation of an Abandoned Army Base to Economic Powerhouse for the Commonwealth.

MARCH 08:
Breakfast: Guest Speaker Kevin Coyne, PE, PSP, Managing Engineer, Exponent discussed: Streamlining Projects through the use of Virtual Design and Construction Tools.

APRIL 08:
Annual Award Luncheon. Guest Speaker Massachusetts Lieutenant Governor Timothy Murray

THE 2008/2009 CMAA
NEW ENGLAND CHAPTER MONTHLY BREAKFAST PROGRAM SCHEDULE IS:
September 9, October 10, November 18, December 9, January 13, February 10, March 10.

PROGRAMS INCLUDE:
Massachusetts Highway Department 3 accelerated bridge bond bill, Hospital construction update, University Construction update, CCM application and Exam process update, CM/GC/AE Team work panel discussion, Owner’s forum.

MEMBER NEWS

Congratulations to Matthew King, our newsletter graphics guru, and his wife Amy on the birth of a son, Ryan Matthew King, born March 12, 2008.

Carl Sciple recently joined Keville Enterprises as Director of Federal Programs. Carl previously held the position of New England District Commander of the Army Corp. of Engineers, and most recently served as Deputy Director of Capital Programs and Environmental Affairs at Massport.

Kudos to Mark Hasso. Mark recently was awarded the Wentworth President’s Distinguished Service Award, the Wentworth Alumni’s Distinguished Service Award, and the Boston Society of Civil Engineer’s Section ASCE Citizen Engineer Award.

Any Member News:
Forward to kbarned-smith@massport.com

The New England Chapter has made major improvement to the way we communicate. In our continuing effort to improve communication with and between our membership, we have redesigned the New England Chapter website. It’s now easier to get important information on events and other CM news. We’ve made registration for events simpler too. Here’s a summary of the changes:

- Email Notices - Our new email notification will provide instant information on events with easy to use links to the website for additional information and event registration.
- Paypal - Use Paypal to make simplify registration for our monthly meeting, golf tournament, and other events.
- Member Log In - Quickly update your contact information.

We hope you enjoy our new look and improved services. If you have any questions or comments, please contact us directly at www.cmaa-ne.org and click on infor@cmaa-ne.org.

Matthew, Ryan & Amy

GRAPHIC DESIGN PROVIDED BY:
MATTHEW KING
URS CORP

Dear CMAA, It has been a pleasure and an honor designing the newsletter and working with its staff members since its conception back in 2005. CMAA asked to hand the reigns off to another designer going forward. In the future, if there is ANYTHING I can help with or provide, just give me a shout!

Cheers, Matthew King
matthew_king@urscorp.com
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