

The Quality of Design Documents: What Can The CM Do?

An interesting panel discussion provides some useful insight on a complex topic.

Moderator

John McSkimming, PE, RA, CCM, executive associate, Heery International, Inc.

Panelists

Blake Peck, PE, CCM, executive vice president, **McDonough Bolyard Peck**; **Bill Hoy**, AIA, vice president, Marriott International; **Steven Carr**, AIA, executive associate, HLM Architects



I would first like to thank the CMAA Members who participated in this session and the panel members.

The following summarizes the issues raised and discussed during the May 23, 2005 CMAA forum on "The Quality of Design Documents; What Can the CM Do?"

The session opened with the agreement that indicated the goal of quality Design Documents is to produce a good set of Construction Documents for use by the CM and the Project Team.

Developing and Negotiating A/E Scope and Fees

The issue of A/E scope and fees drew a great deal of input from CMAA Members. The level of expectations from the A/E is high, but a fee of 5-6% of construction cost does not always match those expectations. There is no standard A/E percentage. More complex and renovation projects require higher fees. It was noted that over the past 10-15 years, A/E fees have become very competitive and design schedules have been compressed. It was suggested that clearer RFP's with phasing, milestones and client's vision would assist A/E's in developing fees. The A/E and Owner should meet to define the timing and project vision. The CM needs to make sure the schedule and contract method are finalized prior to bidding A/E services. Another suggestion was to attach the proposed contract to the A/E RFP.

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Bookmark the Construction Management Association of America's website for standard contract documents, publications, education, and access to more than 2,500 construction management professionals.

President's Message

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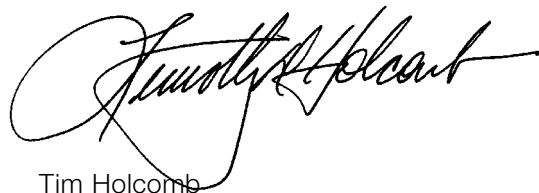
Happy New Year! As we move from 2005 to 2006, our chapter has a lot to celebrate. We now have over 500 members! The best part of our incredible growth is that many of you are getting more involved which is enabling us to offer more programs and enhanced services to our members. In this update, I'll highlight three of these new initiatives that will make your investment in CMAA more valuable.

In October we held our first annual golf tournament to enhance our scholarship fund. Due to your tremendous support for last year's Scholarship and Project Awards Dinner and the golf tournament, the Board has decided to limit our scholarship fund raising efforts to these two annual events. Your support this past year will make our upcoming scholarship awards bigger and better than ever. Start making plans now to attend our Annual Awards Banquet on April 27th where we will present our annual scholarship awards to deserving students and save the date for our second annual golf tournament on September 18th.

Another new idea that I expect will be a big hit with our members is our first Annual Conference to be held on April 27th in conjunction with our Annual Awards Banquet. We will have a full day of educational breakout sessions covering owner issues, construction management best practices, emerging trends and industry "hot topics". During lunch you can look forward to an economic update by prominent economists Jack Keyser, Chief Economist of the Los Angeles County Economic Development Corporation, and Cliff Brewis of McGraw-Hill Construction/Dodge. This is going to be an exciting event. Look for more information in this newsletter and in your email during the coming weeks.

Soon you will also be able to get connected with the Chapter through our new web site www.cmaasc.org. The site will be formatted to help you more easily access the information you need: newsletter archives, event calendar, access to CMAA National, etc. We are also planning to enhance the site to bring added benefits to our members. The new site will be launched by March. Watch your email for an update on the official launch date.

On behalf of the Board of Directors, I sincerely thank each of you who has volunteered time and ideas to improve our chapter. We couldn't keep rolling out these new initiatives without all of your help. The momentum of these past few years is incredible, and we haven't reached our peak yet. If you haven't yet found your place to get involved let us know, and we'll help you to find a committee or an activity that suits your interests. Of course, if you have any ideas about how we can improve our chapter let me know. I look forward to seeing you at one of our upcoming programs.



Tim Holcomb

President
Southern California Chapter



>> *The Quality of Design Documents—Continued from cover page*

Owners have been pressured to reduce A/E costs in this more competitive market. This can result in less experienced A/E staff on the project or fewer hours; both of which ultimately affect quality. Owners may be willing to pay higher A/E fees for a better run project with fewer change orders.

What percentage of change orders would be acceptable to an Owner? Every project will differ in percentage based upon type of project, complexity and amount of investigation performed in existing buildings. The CM needs to educate the Owner on the percentage to allocate for change orders based upon the specific project and risks. The A/E needs to communicate with the Owner on potential change issues as they arise. It is not a mystery that things will go wrong, as documents cannot be perfect. The labor effort to produce perfect documents would be cost prohibitive.

Owners typically do not want to pursue error and omissions claims with A/E's. If the contingency is properly established and utilized, the funds are there to cover change orders. However, if the percentage of changes is excessive, the Owner may pursue error and omissions claims with the A/E.

The CMAA members believe that more change orders result from the quality of the Mechanical/Electrical Documents. One member suggested selecting the Engineer based on their qualifications with the type of project; i.e., checking Engineer references along with the A/E. It was also noted that the Mechanical/Electrical design lags too far behind the Architectural design.

If the CM is on board during the Pre-Construction Phase, they should confirm the contracting method (Design-Bid-Build, Design/Build, MultiPrime) in the A/E's scope of work. The CM can also assist by preparing a Master Schedule and obtaining a Program of Requirements, Owner's Design Guidelines, and other applicable documents to be included in the A/E RFP. The CM can assist the Owner in negotiating fair and reasonable A/E fees which should yield higher quality design documents.

Minimum Documents Required for A/E to Develop Fee

The A/E believes that the client's mission, goals, scope of work and reports previously prepared on the project is the minimum requirement to prepare a fee. Owners look for an A/E who has a good reputation with Contractors for responding timely to Requests for Information and processing shop drawings. Again, it was noted that good Mechanical/Electrical Engineers are difficult to find and commissioning

has responded to this issue. The CM should assist in developing the schedule, phasing, scope of work, and contract RFP. The CM should also gather all Owner reports and project data including Owner Design Guidelines for the RFP.

Design/Project Delivery Methods

It was questioned if the quality of Design Documents varies with different types of contracts – Lump Sum, Design/Build, Multi-Prime and CM at Risk. Owners prefer to select the highest qualified A/E and then negotiate a fixed fee with the A/E team.

The issue of bridging documents for the Design/Build delivery method was discussed by the panel and CMAA members. Some CMAA members have had success in Design/Build reducing change orders and potential claims. The bridging documents need to be complete to communicate the project to the Design/Build team. The Bridging Documents need to be approximately 15% complete prior to issuing the bid to Design/Build team. It is important that the bridging documents contain a very delineated site plan, borings, and up-to-date topographical maps. The A/E recommends spending the funds up front for clear and concise bridging documents.

Design and Constructability Reviews

The CM must allow time in the schedule for design review and resolution. The A/E's believe issues need to be resolved as soon as they arise. The CM should track the issues and arrange separate meetings with appropriate parties to obtain resolution. It was also suggested that onboard reviews be



LAUSD

Maximizing the Economic Impact Through Small Business



Dena elementary school.

The Los Angeles Unified School District's (LAUSD) \$18.7 billion School Construction and Modernization Program represents more than a strategic approach to building and modernizing school facilities, it provides tangible economic benefits that build the long-term capacity of local small businesses and district residents, while also providing the school construction and modernization program with additional contractors and skilled labor.

In February of 2003, the Board of Education adopted a Small Business Enterprise (SBE) policy that established a 25% SBE participation goal that applies to all contracts issued by the District. Since its implementation, the policy has demonstrated its strength and market-driven sensibility by promoting access to open competition.

In fiscal year 2004-2005, approximately \$307.4 million was awarded to SBE firms. This represents 60% of total contract awards valued at \$511.1 million—well above the 25% SBE goal. This level of attainment is the result of a comprehensive approach to the policy's implementation.

The District's Small Business Program is focused on expanding its pool of competitive contractors, architects, engineers and other professionals to serve the needs of its multi-billion dollar construction program. In addition to creating awareness, the program provides access to business opportunities and has developed strategic programs, such as the Small Business Boot Camp (SBBC) Program, to ensure the long-term competitive capacity of small contractors conducting business with the District. To date, over \$21 million in contracts have been awarded and \$7.7 million in bonding has been provided to small contractors who graduated from the program.

Additionally, the Small Business Program executes industry symposiums for construction management and architecture to maximize small business participation in these highly competitive disciplines. These efforts strengthen the policy and communicate the District's unwavering commitment to the participation of small firms in its school construction program. Forty-five percent of the architecture firms providing Phase II new school design services are small businesses; and 47% of dollars paid for construction management services are to SBE firms.

For further information, please contact the Small Business Program at (213) 633-7727 or visit www.laschools.org

*Veronica Soto, Los Angeles Unified School District,
Facilities Services Division*

Ribbon-Cutting Celebrates the Opening of Dena New Primary Center

New School Relieves Overcrowded Conditions in the Boyle Heights Area



Dena elementary school ribbon cutting ceremony.

Former Los Angeles Unified School District (LAUSD) School Board Member José Huizar and Chief Facilities Executive Jim McConnell joined students, parents, teachers and members of the community for a ribbon cutting ceremony to celebrate the completion of Dena New Primary Center.

"I am thrilled to celebrate the opening of a new primary center which will bring much needed seats and resources to our families," said Huizar.

The colorful and dynamic contemporary designed school sits on 2.92 acre and includes ten classrooms for 250 students, a library, food service and administrative offices. It also features a state-of-the-art outdoor amphitheater-style central courtyard and expansive playground facilities. Dena New Primary Center relieves overcrowded conditions at Dena Elementary School. Dena Elementary School will change to a traditional calendar for students next year.

"It has been a long journey, but the vision of new schools for this community - and the entire District - is turning into reality," said McConnell. "As you travel through your neighborhoods, you cannot help but notice the massive school building program that is underway. The purpose of our program is to put every child into a neighborhood school, and that is what we are doing."

Dena New Primary Center was designed by Rachlin Architects. Rachlin specializes in programming, planning and designing innovative buildings and interiors. The firm's staff of 18 architects uses a collaborative process, led by the partners that challenges the client, user and architect to develop inspired program-driven design solutions that are meaningful, community based and environmentally responsible.

Dena New Primary Center is part of LAUSD's effort to build more than 150 new schools by 2012. To date, 49 schools, 36 expansions and 19 early education centers have been completed, with another 24 schools currently under construction.

*Shannon Johnson-Haber, Los Angeles Unified School District,
Facilities Services Division*

Canoga Park Elementary School

New School, Affordable Housing and Future Community Center All on One Block!



Canoga Park charter elementary school

The Los Angeles Unified School District (LAUSD) recently celebrated the opening of Canoga Park Elementary School. The new school is part of an innovative master planning community that includes affordable housing units and a future community center - all of which are located on one block!

Canoga Park Elementary School, which is being run as a charter school, is a result of a unique collaboration between LAUSD and New Economics for Women (NEW). NEW is a nonprofit organization that assists low-income, single parent families by providing low income housing, counseling, after

school programs and education. Canoga Park Elementary School opened for students on September 26, 2005.

An LAUSD representative, who worked on construction of the new school, takes us through some of the project's highlights....

What design features make this school so special?

First off, the school was built to relieve overcrowding conditions at Canoga Park Elementary School. The much-needed seats created by this new school will allow existing schools in the community to operate in less crowded conditions. This fits into our goal of returning all students to a traditional, 180-day calendar.

In terms of design aspects, the state-of-the-art new school sits on 2.17 acres and includes 600 seats and 24 modern classrooms. It has an underground parking garage, a two-story classroom building and a full size gym built for community use. That means the community can use the gym after hours, on weekends and during the holidays!

Why is this project so important to the community and to the students of Los Angeles?

This project is important to the community and to the students of LA because it is a successful attempt at a master planning project that benefits the entire Canoga Park community. In addition, the services provided are extremely convenient for the families that are living in the affordable housing units. A school and a social services center are located within minutes of their homes! This helps to simplify their difficult lives.

How did LAUSD develop this joint-use project?

This project is unique in that LAUSD purchased the school site and then leased it to a developer, who contracted with a contractor to build the school. When the school was complete, LAUSD paid off the developer's construction loan and received clean title to the school, which LAUSD then leased to a charter school operator (NEW).

Is this project a model for success?

This project is definitely a model for success! We want others to help us replicate this kind of master planning project in other communities throughout LAUSD. Through vigorous strategic engagement with local municipalities, community-based organizations, and nonprofit foundations, we know we can plan and develop more schools like Canoga Park Elementary School. In fact, we're currently charging ahead with the next round of projects to increase community use of schools and establish LAUSD as the leader in Joint-Use of public school facilities!

Long Beach

Renovating an Occupied Facility



Long Beach Public Safety Building during remodeling

This project is worth talking about because of the enormous logistical challenges and complexities undertaken and the collaborative efforts between the Client, the Contractor and us, the Construction Managers.

The City of Long Beach Public Safety Building was an outdated 1950's era 6-story (plus 2 subterranean levels), ~160,000 sq. ft. Police Headquarters building, plus a ~20,000 sq. ft. fire station that underwent a major Seismic Upgrade/Renovation. The project included asbestos and lead abatement; a new curtain wall; new MEP systems; elevator modernization; jail hardware replacement; and full tenant improvements and a lobby and community room expansion - all undertaken while the facility remained partially occupied. The Seismic Upgrade was a hard bid, and the Tenant Improvement packages were strategically awarded to the seismic contractor after 3DI strategized with the City of Long Beach, the TI Architects and Swinerton Builders for scope and costs. This enabled the TI work to be conducted concurrently with a known cost, thereby benefiting the project and the public. Complexities included the fact that as-built drawings were 50+ years old, non code-compliant modifications changes had been made over the years but not documented and were in poor condition. Many elements were not visible, non code-compliant and not accessible to view prior to construction due to the occupied and secure nature of the police station and jail facility. This

was partially overcome by strategic exploration, assumptions and allowances for areas where likely problems would arise, specifically mechanical and plumbing. When unforeseen items were discovered, prompt review and decisions were made, saving time and keeping costs to a minimum. This proved to help minimize cost and impact. Unforeseen conditions also created additional abatement and monitoring. Speedy creation of suitable off-site facilities was required to temporarily relocate most Police and Fire Dept. office staff prior to commencing construction. The selected locations included City Hall East for the Police Department and a set of custom trailers and Butler buildings for the Fire Department. The challenge was to ensure that the temporary facilities were adequate, both in terms of square footage and infrastructure to accommodate office technology. This involved understanding the Police and Fire Department's program requirements. Through close involvement with the Police and Fire Department staff and the City's move managers, the temporary facilities were designed and built efficiently, and LBPD and LBFD moved in on schedule to enable the Seismic Upgrade and Renovation Project to continue. The building contained three 1950's era elevators. The project included renovating all three, but it was mandatory that LBPD maintain at least one operational elevator at all times, and preferably the jail/freight elevator. However, it was extremely difficult to abate elevator shafts while keeping one car functional due to shared hoist ways. Moreover, DOSH does not allow newly-completed cars to be put into use until a building is 100% completed and all fire and life safety systems are functional. This would not occur until the end of the project. So, we had a challenge regarding how to renovate (abate, remove all equipment, platforms & controls and replace with new) the third and final elevator. Adding to the challenge, the old elevator that LBPD chose to keep operational was on its last legs and continued to breakdown, almost daily, for various periods ranging from minutes to hours. We overcame this by several methods: we allowed the Police Department to use the exterior contractor man-lift for emergencies, to transport oversized items and when the other elevator broke down. We also worked with DOSH to obtain exception from the requirement restricting the use of a modernized elevator until the building was complete, on the basis that a brand new elevator in an un-finished building is safer than a 50 year-old elevator in an unfinished building. We also installed temporary exterior stairs to enable emergency egress. In this way, as each elevator was completed, LBPD moved into the finished car, allowing us to continue with the others and have all three



Before the renovation.

completed by the end of the project. LBPDP required that they maintain one floor of jail facilities, as well as a fully-operational booking facility, for the entire duration of the project - even while demolition and abatement was underway on other floors and areas. In order to accommodate this, a strategic area for temporary booking had to be identified, one that still enabled structural upgrades and abatement to continue. We identified said area with LBPDP and the design team and had this area completed before the major upgrades commenced. We had to create numerous and varied secure and enclosed paths of travel for LBPDP to use to accommodate different phases of construction for the booking area, and also to provide access to the subterranean tunnel that led to the County Courthouse. This of course, did not help the logistics of the renovation. Since the jail section required almost a complete floor, we started off locating it on the 6th floor. Later, we moved it down to the 4th floor, then up again to the 6th. It was paramount that LBPDP spend no more than 8 months on the 4th floor, as it was 40% smaller than the 6th floor and by having a smaller holding capacity, "guests" had to be booked at other facilities. Working on partially occupied floors was difficult due to noise, smoke, dust, debris and risk of hazardous materials and the normal complaints that occur. Dust control, plastic barriers and negative air machines were used. Sound meters were set up in occupied areas to demonstrate OSHA safe levels. Air monitoring was constant to maintain lead and asbestos-safe air. Reports were provided monthly. As the MEP systems were demolished before the upgrades were complete, there were no heating or cooling systems available, despite the building being partially occupied. Creative ways were found to mitigate this - powerful heaters and fans were installed strategically in corridors and catwalks; portable AC units were purchased; special temporary electrical circuits were installed; and glazing panels were removed to



Curtain wall replacement.

allow cross ventilation. The project was bid as a "Re-Clad", i.e. the existing "skeleton" was to remain and new cladding (mullions) was to be applied over it and glazing inserted. However, the existing mullions were not as indicated on the "as-builts," and they were shown to be un-satisfactory, and warped. The vendor could not warrant the re-clad and it was not known if leaks would be eliminated. A price was negotiated with the contractor and the glazing contractor in a collaborative manner and a fair, market price was agreed upon for an entirely new system which was implemented on time starting in December. Creative ways to protect the building during the windy and rainy months occurred by procuring 60'x50' tarps and hanging them in a staggered manner over key open areas. Two week look ahead schedules and weekly meetings with all team members was key to good communication.

This project was successful for several reasons; collaborative efforts between the City staff, the Police Department, 3D/I the Contractor (Swinerton Builders Orange County) and key critical Sub Contractors (Woodbridge Glass, Herzog Electric, Commercial Plumbing, Mowery Thomsen Drywall, Southern-Folger (jail hardware), outside the box thinking (off the shelf heaters, easily replaceable tarps, portable AC units, HDPE liners, "truck-bed" liners to recoat shower walls and floors to name just a few simple ideas that overcame some real time and cost constraints) and good planning and coordination.

This project is by far not the biggest or the most glamorous, but the logistical complexities made it extremely challenging and 3D/I are proud to have been the CM's and that the CMAA recognized this project in Spring 2005.

If there is another like this, bring it on!

*Danny Kaye, CCM, MRICS
Senior Project Manager 3D/I*



Of Interest to Members

2006 Construction Management Project Achievement Awards

Construction Management Association of America Southern California Chapter is pleased to announce its fourth annual awards program to recognize outstanding achievement in the practice of construction management. Award winners will serve as examples for CMAA to promote professionalism and excellence in the management of the construction process.

- The competition is open to all CMAA Southern California Chapter members.
- Nominated projects must have been completed between October 1, 2004 and December 31, 2005.
- Projects must be within the Southern California Chapter regional area, which excludes the San Diego region.

The awards will be presented at the Southern California Chapter's Annual Awards Banquet on April 27, 2006, in Los Angeles.

Complete information and entry form application can be downloaded at:

<http://chapters.cmaanet.org/chapters/sca/>

or by contacting us at:

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Southern California Membership Update

It is with great enthusiasm that we announce the Southern California Membership has exceeded the 500 members mark!!! CMAA membership nationwide through 2005 is at 3,262 and Southern California is now 15% of the overall membership. We credit this growth due in large part to the wonderful programs our Program Committee has been responsible for organizing along with our very own top notch consultant, Kelly Asper. We have also seen increased growth in Certified Construction Managers (CCM), 9% of our members are CCMs and the continued interest in this certification process in our region due to increased demand by our clients has pushed our CMs to meet the challenge which will further benefit our organization and industry as a whole. Most importantly our Owner Membership has increased 14% since October and reflects our clients interest in our organization which will continue to strengthen our chapter. Thanks for your continued support and membership here in Southern California, we will continue to serve your needs.

Lisa Sachs, AIA, CCM - Construction Controls Group

Spotlight on a Southern California CCM Wayne Scott Herral, P.E., CCM

Scott Herral attained his CCM designation in August 2004, a few weeks before taking the reins as chapter president. Much of his career has been in construction management having been involved with a range of projects including such noteworthy projects as the Alameda Corridor, the North Hollywood segment of the MTA Red Line, the Seven Oaks Dam in San Bernardino County and the new FAA Control Tower at Sky Harbor Airport in Phoenix.

Currently, as the Regional Director for Towill, Inc., a California-based surveying, aerial mapping and GIS services company, Scott's construction management background gives him the ability to better understand and work with clients who are, if not a CM firm working for a significant civil project, are familiar with and knowledgeable in the construction management process. Scott is able to use his CM knowledge and skills to better aide his clients as a professional services provider. These same skills are also applied during the day-to-day management of the region. In short the skills gained as a CM do not stop at the door, but carry on in other professional personal scenarios as well.

"The majority of firms and entities that I do business with are at least familiar with the CCM designation so they will know or assume that I will understand their construction process and can work within it. I think this will give me a step up against my competition."

Deadline for entries - January 27, 2006

Main Feature Article (continued)



>> *The Quality of Design Documents—Continued from page 3*

provided by the CM team in the A/E's office during project development. The CM should review and address constructability issues from the beginning of the project, not at the Construction Document Phase.

Some CMAA members expressed displeasure with the quality of documents from the A/E for CM review. It is believed that better quality control is much needed by the A/E's. The A/E responded that quality control reviews do have a place in the process, but must be built into the A/E fee. The A/E's quality control must take place as drawings progress.

In some cases, the Owners cut fees from the 10% cost of the project they control (soft costs), which has the greatest impact on the 90% or construction (hard costs) of the project.

The group agreed that design document reviews and cost estimates should be performed early and often and as a minimum at each phased submission. The early reviews should be performed for compliance to Building and Life Safety Codes and Owner Design Guidelines by registered professionals. The CM's Project Manager should be involved in all reviews, assisted by seasoned construction professionals, to review for constructability and coordination. All comments to the A/E from the CM and Owner should be in writing. The A/E should be required by contract to respond in writing to each review comment. A meeting with all parties must be held at each phase to review and resolve the design review comments prior to moving to the next Design Phase.

Technology

A new wave of technology is coming with 3D design and modeling. In addition, the introduction of Building Information Modeling (BIM) will be a valuable tool in visualizing the scheduling and virtual construction of a project. The General Services Administration (GSA) may be mandating use of BIM on their projects beginning in 2006. In utilizing 3D design, the elevations and sections can be directly taken from the 3D drawing.

There are numerous packages for Project Management and Communications. The CM needs to work with the Owner to find the right Project Management System to meet the project budget goals. The CM also needs to assist in keeping the Owner apprised of upcoming A/E technology during the preparation of the A/E RFP.

Issues and Risk Management

The management of issues assists in expediting the schedule during the Design and Construction Phases. Issues raised during the Design Phase must be resolved in a timely manner. The review process and A/E Notice to Proceed to the



next phase of design must be managed. The CM should provide a back check of the documents to determine if all comments are incorporated in the documents. The CM and Owner expectations need to allow time for documents to be developed to the next level. The design of the project is on the overall critical path and delays must be minimized.

Summary

The CMAA members and panel agreed the A/E needs to improve their quality control efforts on Design Documents prior to issuance to the Owner and CM for each phased design review. The new technologies should assist the A/E in performing their work more efficiently but expectations to accelerate schedules may be tied to these technologies.

The CM should continuously provide input to the A/E and Owner on cost and schedule issues throughout the Design Phase. The CM should provide phased Design/Constructability Reviews and provide comments, acting collaboratively with all team members. It was apparent that all CMAA members present believe there has been a downward movement on A/E fees, which ultimately is affecting design quality. I would recommend that CMAA develop a partnership to work with AIA to educate Owners on the costs of A/E fees and the ramifications of reducing fees, not scope. One suggestion would be for AIA and CMAA to keep a listing of projects with total A/E fee/percentage, total CM fee/percentage and project change order costs/percentage, as a starting point. The projects could be sorted by project type (renovation, new) and complexity to provide fee guidelines for Owners.



Membership Update

2005 new members, CMAA Southern California Chapter

Jake Agbayani, Sony Pictures Entertainment

Derek Allen, University of Southern California

Ola Almassri, University of Southern California

Steve Anderson, S.C. Anderson, Inc.

Jaclyn Anderson, California Polytechnic State University

Pat Andrew, Lundgren Management Corp.

Karl Anttila, CCM, Fluor Daniel

Tony Arevalo, City of Long Beach Public Works Dept.

Ashok Athalye, Athalye Consulting Engineers

Hovel Babikian, Cal Poly Pomona

David Bader, Cumming Bader, LLC

Brooke Baldwin, PinnacleOne

Aramis Banuet, PinnacleOne

C. Lance Barnett, PinnacleOne

Sheldon Beebe, Alsaleh Project Management, Inc. (APM, Inc.)

Brian Bingman, PE, Orange County Sanitation District

Gus Bitar, CCM, The JCM Group, A Heery Company

Erik Blum, PE, Los Angeles Unified School District

Sandra Bravo, Cal Poly Pomona

Aaron Bridgewater, PE, Earth Tech, Inc.

Paul Buckley, PE, Simplus Management Corp.

Tom Buckman, HDR

Dragan Buha, PE, Parsons

Randy Burns

James Cannon, City of Long Beach, Public Works Dept.

Maria Teresa Carvajal, DMJM&N, Inc.

Pat Castro, City of Long Beach, Public Works Dept.

Robert (Mike) Cathcart, Esq., Allen Matkins Leck Gamble & Mallory, LLP

Martha Chapman, Integrated Construction Technology, Corp.

Eric Charlonne, City of Huntington Beach

Mike Churchill, Financial Partners Credit Union

Jim Cowell, Los Angeles Unified School District

John Crawley, PinnacleOne

Glenn Cross, Bechtel

Brian Culligan, Parsons Brinckerhoff Construction Services, Inc.

Joseph Dale, City of Huntington Beach

Leroy Davis, Camp Dresser & McKee, Inc.

Del Davis, City of Long Beach, Public Works Dept.

Brian Day, DMJM Management

Jim Delker, Los Angeles Unified School District

Natalie Deutsch, DMJM+Harris

Patrick Dougherty, PinnacleOne

John Doyle, Los Angeles Unified School District

Steven Earp, PE, Carollo Engineers

Daniel Eneim, Cal Poly Pomona

Kelly Engle, Brutoco Construction Management Group, Inc.

Dennis Eriksen, PE, ATI Systems

Jaime Escutia, California State University Long Beach

Sy Exter, Jacobs Facilities, Inc.

Jim Faul, Huitt-Zollars, Inc.

Rene Flores, Sr., The Seville Group, Inc.

D. Gordon Follett, PE, COMA Consultants, Inc.

Peter Forsythe, Port of Long Beach

Tony Gatoff, Simplus Management Corp.

Dean Geib, Geib Construction

Sandra Gonzalez, City of Long Beach, Public Works Dept.

Richard Gorman, Ultra Systems Environmental, Inc.

Annie Goto, Turner Construction Company

Billie Greer, Governor Schwarzenegger's Office

Gregory Kurt Grosz, KGA, Inc.

Aaron Haas, CCM, Caruso Affiliated

Jacob Hagman, California State University, Pomona

Craig Hains, Brutoco Construction Management Group, Inc.

James Hall, AIA, Jacobs Facilities, Inc.

John Halpin, Seals/Biehle

Kenneth Hargreaves, Jr., Los Angeles Unified School District

Roger Henry, Yang Management

George William Hershman, Swinerton Management & Consulting, Inc.

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Jourdan Younis, Cal Poly San Luis Obispo



Upcoming Events

Some exciting events to look forward to on 2006 . . .

January 25	Owners' Night	Dinner/Reception	The Grand Conference Center, Long Beach
January 26	Construction Law Update	Legal Seminar	The Grand Conference Center, Long Beach
February 16	Forget Eichleay Larry Lubka - HOBPR	Legal Seminar	The Grand Conference Center, Long Beach
February 23	Project Delivery Methods and Risk Management Means David Bader	CM Workshop	The Grand Conference Center, Long Beach
February 23	Walt Disney Imagineering: A Focus on Everest & Space Mountain Rehab Projects Using 4-D Scheduling	Dinner	Downtown Los Angeles Marriott
March 23	Making Mediation Work For Your Project	Legal Seminar	The Grand Conference Center, Long Beach
March 29	LA County MTA	Dinner	Downtown Los Angeles Marriott
March 30	Cost Management	CM Workshop	The Grand Conference Center, Long Beach
April 13	Los Angeles World Airports	Dinner	Downtown Los Angeles Marriott
April 20	Change Orders	Legal Seminar	The Grand Conference Center, Long Beach

CMAA

Southern California News

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