



CMAA
Construction Management Association of America

SOUTH ATLANTIC CHAPTER

Alabama | Georgia | South Carolina | Tennessee

Building Connections: Spring 2010

A Quarterly Publication by the South Atlantic Chapter of CMAA

Providing Federal CM Agency Services...Best Practices

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CMAA-SAC University Outreach Progress

CMAA-SAC: Events & News

CMAA-SAC President's Address



Crystal Carter
President, CMAA-SAC

While my time as president of the CMAA-SAC is coming to a close, I am pleased to report our Chapter is showing no signs of slowing down. Spring is here, the South is beautiful and it is an extremely busy time for CMAA-SAC. Atlanta will serve as host for this year's National Owners Forum and we are extremely excited to welcome CMAA Chapters from across the nation to our great city. In addition, we will provide our membership numerous opportunities for networking and Owner involvement through our Quarterly Owners Social, Annual Golf Tournament co-hosted with AIA and SMPS, Annual Awards Banquet, and our newly revived Scholarship Program.

Like they say, "Time flies when you're having fun," and boy, are we! The feeling, if not consensus, is that the fun is coming back in the industry as the South's economy continually shows signs of recovery. The last three months have flown by and I hope, like me, you have been out there keeping busy pursuing projects and...hopefully, winning a few!

In spite of our economy, our Chapter has steadily grown in the last year and the proof is in the pudding...

- **Focus:** concentration has been on Owners this year (creating more awareness and promoting their involvement/ participation)
- **Participation:** level of participation/ attendance at each breakfast meeting has grown, we're averaging 100+ people at our meetings and interest has increased due to the quality of the panelists and relevance of our timely topics (good problem to have!)

In addition, we are in that time of year where we are seeking future leadership of our chapter. You gain the most value of your membership if you get involved. Be a part of the growth and serve on a committee or volunteer to chair an event.

Finally, I would like to express my sincere appreciation for all the enthusiasm shown since I started on this path last year. Without the support and sponsorship of our members, the success and growth our chapter has experienced could not have been accomplished.

Thank you and enjoy your spring!

Crystal Carter
2009 – 2010 President, CMAA-SAC

CMAA-SAC Calendar

CMAA National Owners Forum

The Westin Buckhead: May 2 - 4, 2010 | [Learn More](#)

2010 CMAA-SAC Scholarship Program

Premier Scholarship: \$3,000
Supporting Level 1 Scholarship: \$1,500
Supporting Level 2 Scholarship: \$1,000
Submissions Due: May 15, 2010

[Read more about this new program](#)

Project Achievement Awards

Submissions Due: May 3, 2010 | [Learn More](#)
Awards Banquet: June 15, 2010 | [Learn More](#)

6th Annual Golf Tournament

Bear's Best Atlanta: May 17, 2010 | [Learn More](#)

[Check our website for details on these events!](#)

CMAA-SAC Breakfast Meeting Series



Timely & relevant topics featuring top quality speakers
Average attendance at each meeting was over 100 people

➤ **October 2009** **Topic: Georgia's Water Woes: The Battle for our Most Valuable Commodity**

Guest Speakers:

Katie Kirkpatrick, P.E.: Vice President, Environmental Affairs, Metro Atlanta Chamber of Commerce

➤ **November 2009** **Topic: Low Bids in a Down Economy...Balancing Cost, Quality & Value**



Guest Speakers:

Rick Fredlund, Associate Director, Cooper Carry

Mark Qualman, Chief Estimator, Winter Construction

DC Maudlin, Deputy Director, Georgia State Finance Investment

Lewis C. Godwin, Director of Campus Planning, Georgia Perimeter College

➤ **January 2010** **Topic: Exceeding Your Client's Expectations, Getting Inside Your Owner's Head**

Guest Speakers:

Steve Fowler, Executive Director of Construction, Wellstar Health System

Scott Jones, Director of Design & Construction, Georgia Institute of Technology

Brian Whelan, Chief of Project Management Design and Construction, Region 4 General Services Administration

Chuck Winstead, Senior Vice President, Cousins Properties Incorporated

➤ **February 2010** **Topic: Improving Productivity & Profit Through Documentation**

Guest Speakers:

Kevin Riley, LEED AP, CMIT, Lead Consultant, McDonough Bolyard Peck, Inc.

Geoff Susskind, President, Multivista Southeast

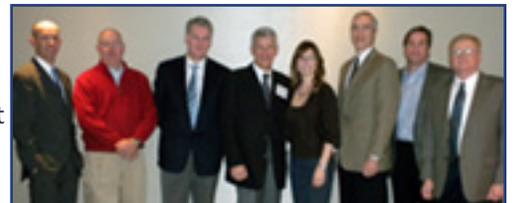
Glenn Gandy, Senior Account Executive, Aconex

John R. Ade, AIA, Senior Application Specialist, Applied Software

Earle Whittington, Senior Project Manager, Collins Project Management

David Kimmel, Vice President, Heery International

Mark D'Arcy, Senior Project Executive, Gilbane Building Company



➤ **March 2010** **Topic: Integrated Project Delivery**

Guest Speakers:

Steve Thweatt, Associate Vice President, Design & Construction, Emory University

Bill Halter, Senior Vice President and Design Director, HOK Atlanta

Mike Kenig, Vice Chairman, Holder Construction Company

Gregg Bundschuh, J.D., Partner, Ames and Gough

➤ **April 2010** **Topic: Hidden Risks of Building Green**

Guest Speakers:

David Freedman, PE, LEED AP, Principal, Freedman Engineering Group

Janice N. Wittschiede, AIA, NCIDQ, LEED AP, Partner, Richard, Wittschiede, Hand

Michael Biggs, LEED AP, Southeast Coordinator for LEED Projects, The Whiting-Turner Contracting Company

Mark de. St. Aubin, Partner, Smith Gambrell & Russell, LLP

Providing Federal CM Agency Services

by: Michael Rejent, LEED AP, CMIT, Lead Consultant, McDonough Bolyard Peck, Inc.

A Perspective on Best Practices...

Federal Design Standards

FLEXIBILITY & PREPAREDNESS

electronic project management

PROCESS IMPROVEMENT

BID REVIEWS

TENANT AGENCY REQUIREMENT & COORDINATION

Change Management

Project Documentation & PM Status Updates

risk management

CONTROLS, COMMUNICATION & PRODUCTIVITY

The GSA, USACE, or NAVFAC government Project Manager (PM) is commonly tasked with managing multiple projects. Each project has a unique set of objectives, constraints, and participants which, taken together, generate a multitude of administrative, design, scheduling, cost, and construction issues. The administration and coordination requirements alone can be daunting; the PM must address the informational needs of the tenant agency, contracting officer, internal accounting and auditing, building management, homeland security, jurisdictional authorities, other tenants impacted by work, and the entire project delivery team. The PM must also ensure projects are administered in conformance with the policies and procedures of the Federal Acquisition Regulation.

For these reasons, the services of an agency construction manager (CM) are often contracted to assist the PM in the execution of his or her many project responsibilities. The CM will

identify the extended coordination requirements and best management practices needed for each unique federal project. Most importantly, the CM is proactive, and not reactive, in providing the required services. This allows the PM to efficiently manage multiple projects in various stages of planning, procurement, design, and construction.

A Top 10 List of Federal CM Best Practices

1. Flexibility and Preparedness

A government project will spend months or years navigating the process of justification, approval, prioritization, and funding. Therefore, employ flexible staffing, and maintain a range of accessible, skilled resources. Upon receiving notice of the intent to award, begin laying the groundwork for future coordination. Once the task order is received, there should be no delay in providing all appropriate services.

2. Tenant Agency Requirements and Coordination

Federal agencies, including the U.S. military, are the likely end users of government construction projects. At the earliest opportunity, meet with the PM to establish the informational requirements and approval authority of each agency participant. Resolve to take ownership of the agency's planning, coordination, and issue resolution needs. If the agency is pleased with the performance and result of the work, the PM is likely to be as well.

At each design stage submission, persistently seek the agency's involvement. Ensure the agency's understanding and acceptance of important design elements. Verify all agency requirements have been incorporated. Ask detailed questions, and try to leverage the agency's past experiences, both good and bad. For example, verify telecommunication requirements for each employee; define a commissioning plan during the design stage that addresses unique business operations; be familiar with the current federal ADA guidelines and identify any individual accessibility needs; gain a thorough understanding of all building and agency security requirements.

3. Federal Design Standards

There are many design standards that affect federal projects. Ensure that the standards specified in the construction documents are comprehensive, consistent, and applicable. Verify

"The biggest thing is honest communications so that government personnel can make the decisions needed. I would also say leave your ego at home, don't take any of the issues personally."

...Government Project Manager

that all project team members are familiar them. Note that most agencies have one or more agency-specific standards, so perform the necessary due diligence. Be wary of ambiguities generated by similar standards. Pay special attention to the applicable standards regulating life safety, security, sustainability, hazardous materials, and indoor air quality. Engage senior professionals for their oversight. From pre-design through project closeout, work very closely with the government's technical teams and review authorities to ensure compliance with all federal standards.

4. Bid Reviews

The contractor is responsible for the scope as defined by the contract documents, but an inaccurate or incomplete bid proposal opens the door to disputes nonetheless. Allocate sufficient time for the bidding process and encourage bid-time RFIs. Require a detailed, line-item bid proposal. Verify large quantity discrepancies and missed scope items. Record the discussions in writing. Require unit pricing for appropriate elements of construction, especially when the final quantities of those elements are difficult to determine, or may change. Do not wait for a change proposal to begin this negotiation, and do not rely on the unit pricing of the original bid.

5. Change Management

Efficient change management is indispensable. Budget limitations, agency schedule requirements, and the large number of project stakeholders make timely and decisive change management an absolutely essential component of federal CM services.

Efficient change management requires the CM be attentive and proactive. In denying a change proposal, assist the PM by providing the contractor with an explanation as to why the proposal was not accepted, and cite the relevant contract document(s). All contractor references to "owner

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change”, “constructive acceleration”, “weather delay”, “unforeseen conditions”, or “our reserved right to claim” should be researched and addressed in writing. If allowed to take root, these issues will grow just as quickly, and assuredly, as weeds in a garden left untended.

In the case of an amicable, bilateral

change, all cost and time impacts should be fully documented, and integrated into the project plan, prior to proceeding with the associated work.

When a unilateral change directive seems to be the only option, it is imperative that the CM perform an independent assessment of costs and schedule impacts.

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Benefits of an Agency CM By: Joseph Couch, CCM, DBIA Project Manager, General Services Administration

When asked what it is we look for in a construction management firm and what it is we hope to gain through our partnership one word came immediately to my mind. Proactive. There is a stark difference between the CM who proactively steps into the relationship to take control of the reins and drive the project and the CM who represents just another contract to be managed. We need self starting individuals who understand their role, take it seriously and allow us sufficient comfort to let go and focus on other matters. We need the CM to act as the catalyst for keeping the project moving and on track. We need the CM to identify the next steps and assign responsibility. While score keeping and documentation is fundamental, what we really need is for the CM to “own” the project and to do so proactively.

Through my experience with agency CM I have discovered and have come to expect several benefits I’m not sure I could now do without. Perspective is perhaps one of the most important. I have found that having, on my team, a member of the private sector helps to melt away the bureaucratic policies and politics to shed new common sense light on project issues. This unique perspective provides for the identification of challenges or opportunities that may have otherwise passed with no attention. It also facilitates a more comprehensive and diverse discussion of issues and solutions.

I have also found great value in being able to use my Agent CM as a “one stop shop” for professional engineering and estimating services. The ability to go to just one place for assistance rather than a variety of, sometimes conflicting, individuals has reduced time spent managing my team and allowed more focus on the client.

Lastly, considering the number of projects we are annually responsible for, it can become difficult to provide each with the same critical amount of attention necessary for thorough documentation and proper execution. A good CM will help provide consistency on each project from beginning to end and from one project to the next. Acting alone, I’d have to confess that items can, too often, fall through the cracks. With the assistance of a CM, each aspect of the project is properly handled and all project stakeholders can feel more confident as a result.

Through our relationships with various construction management firms we have been able to manage our increased work load more effectively and achieve a higher level of customer satisfaction, which is our primary goal.

In short, Agency Construction Management achieves its greatest level of benefit to me when consistency, competency and proactive ownership can be used to describe its character.

As soon as is feasible, an equitable adjustment should be proposed and negotiated. It must be demonstrated that the government has made a competent, timely, and good faith effort to compensate the contractor, regardless of the outcome of the negotiations.

Project delays, even those associated with claims avoidance, can incur a degree of frustration on the side of the tenant agency. A courtesy communication, which summarizes the issues, risks, and potential costs of a contract dispute, will help the agency to understand and support the PM's position. The agency will appreciate the open communication, and recognize the effort to ultimately save the government both time and money.

6. Controls, Communication and Productivity

Provide frequent updates of all project controls and logs (RFIs, submittals, schedules, inspections, tests, changes, issues, deficiencies, etc.). This promotes team communication and the creation of a results-oriented work environment. A practical approach is to treat the controls as records of mutual understanding, by recognizing the contributions and productive comments of all team members. This requires regular, collaborative meetings be held to discuss the underlying causes of performance issues and resolve them as a team. The goal is to develop a sense of mutual accountability.

Project leaders should directly receive these reports, and share in the responsibility to propose solutions and track commitments. Every missed due date is a let-down for the entire team, and requires both an explanation and a plan of action. Ensuring target performance and claims avoidance by leveraging project controls, team communication, and a productive work environment, are arguably among the CM's most valuable contributions.

7. Project Documentation and PM Status Updates

The PM may not have the resources to timestamp and log all project communications and transmittals, nor confirm compliance with contract documents. At the outset, obtain the PM's requirements, and take responsibility for fully documenting the project. Be sure to include the content and format of the final record sets to be submitted by all project team members, including the CM.

Given that the PM is managing multiple projects in various stages and locations, he or she can't respond immediately to every email or phone call. Never let that get in the way of providing frequent status updates, or communicating project issues as they arise. If a timely response is needed, be sure to clearly describe and prioritize what is required, along with appropriate recommendations. Rest assured, the PM will be grateful for both the timely communication, and the comprehensive project record.

"Project issues arise daily. It is of great benefit to me to have frequent face to face formal updates. Emails can often be more time consuming, and may miss key nuances needed to properly prioritize and address the issues. "

...Government Project Manager

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8. Risk Management

Every project has a unique set of risks associated with time, quality, cost and scope. Federal projects have additional risks associated with the regulations, requirements, and obligations of federal contracting. Proactively identify and evaluate as many project risks as possible. Remember, what may be obvious to one person, may be news to another. Many risks can be addressed to some degree, and all risks should be identified within one or more of the various work plans (safety, security, QA/QC, schedule, procurement, coordination, etc.)

Provide a consolidated risk assessment report that includes pivotal event, status, likelihood, impact, and possible mitigation. Risk status and likelihood should be updated over time, and new risks added as they are identified. Assist the PM in allocating risks to the entities that are best capable of monitoring the pivotal events, minimizing their likelihood, and mitigating the negative consequences. Risk management has become a valuable project tool, and an important capability to be found in the CM's array of services.

9. Electronic Project Management

The government is moving rapidly to electronic project management (ePM). Utilize ePM for project communications and transmittals to the extent possible; leverage ePM for the definition and implementation of workflow procedures for document reviews and approvals. Until government contractors are up to speed, expect to provide encouragement and support in their effort to use the system. Proper use of an ePM platform will result in an accurate, efficient, secure, and real-time project record that is accessible by the entire project team.

10. Process Improvement

Establish continuous feedback mechanisms designed to encourage early issue identification and process improvement. For example, during the preconstruction conference, take the time to author a roles and responsibilities project charter. In addition to increasing accountability and individual focus, a project charter will open lines of communication and reduce the anxiety associated with mistakes in protocol. Hold a special workshop at the project midpoint to allow team members to voice their concerns, resolve persistent issues, and express positive ideas. Require senior team members attend and actively participate. After project closeout, request all stakeholder groups perform a candid accounting of the project's successes, and failures, with recommendations for improvement.

Consolidate the results of these process improvement best practices, and prepare a "lessons learned" submission as part of the final project debriefing. The PM will be performing a similar exercise, and will be thankful for the support, as well as the CM's commitment to improving federal project delivery.

In working together, the PM and CM become an efficient and complementary management team, dedicated to the needs of the project.

Michael Rejent is a Lead Consultant with McDonough Bolyard Peck in the firm's Atlanta office. He can be reached at 866-716-6301, or via email at mrejent@mbpce.com.

University Outreach Initiatives

Three CM Scholarships Established

CMAA-SAC chapter is pleased to update our members with exciting news regarding our University Outreach initiatives.

On February 18, 2010 the CMAA Southern Polytechnic State University (SPSU) Student Chapter hosted Mr. Brian Whelan, Region 4 director of Project Management for Design and Construction for General Services Administration (GSA). Mr. Whelan gave the students a thorough presentation on the GSA and enlightened students on career opportunities, summer hires, and internships in construction management available with GSA.

On March 2, 2010 former CMAA-SAC University Outreach Chair, Assaf Newmark and CMAA-SAC Board President Crystal Carter of ATC Associates journeyed to Georgia Southern University (GSU) on a snowy afternoon where they introduced the Student Construction Guild to CMAA. The presentation was met with exuberance by the students and the CMAA-SAC is looking forward to working further with the GSU Construction Guild to establish a CMAA GSU Student Chapter.

Most prominently however among the latest student outreach achievements is the board's establishment of **three construction management (CM) scholarships the chapter intends to award at its upcoming Project Achievement Awards Banquet on June 15th**. This achievement follows the vision and initiative of board president Crystal Carter and elevates CMAA-SAC to a distinguished status among a handful of venerated CMAA regional chapters. Undergraduate and graduate students majoring in CM are eligible to apply.

The board continues to encourage our professional members to reach-out to students at the breakfast meetings who are eagerly searching for internships, part-time and full-time entry level positions and to forge meaningful relationships with the next generation of construction management professionals.

Learn more about the Scholarships by visiting our website: www.cmaasac.org

6th Annual Golf Tournament

May 17, 2010

Please join the Construction Management Association of America's (CMAA) South Atlantic Chapter, Society for Marketing Professional Services (SMPS) Atlanta Chapter and American Institute of Architects (AIA) Atlanta Chapter for one of the best industry events of the year!



Bear's Best Atlanta Golf Course (Suwanee, GA)

Individual golfers: \$120 per player
 Foursomes: \$400 (Best Value)
 Networking Guests: \$45 (Awards Reception)
 Sponsorship Opportunities Available!

[Learn More & Register](#)

Project Achievement Awards

Submissions Due: May 3rd

The annual South Atlantic Chapter Construction Management Project Achievement Awards program recognizes outstanding achievement in the practice of construction management. The awards program is designed to recognize and promote professionalism and excellence in the management of the construction process. Awards will be given to CM practitioners for projects and programs that reflect this mission.

To be eligible, projects, programs, or program phases must be completed during the period starting **June 19, 2009 and ending May 2, 2010**. This competition is open to all Construction Management Association of America (CMAA) members and non-members. Multiple entries from one firm are accepted.

[Learn More](#)

CMAA-SAC Owners' Social

February 4, 2010: A Huge Success!

CMAA-SAC Quarterly Owners' Social was held Thursday, February 4, 2010, at Aja Restaurant & Bar, from 5:00-7:30PM

More than 100 members of the A/E/C industry were in attendance, including 10 owners. These owners represented multiple market sectors: healthcare, government, industrial, and higher education.

The CMAA-SAC Owners' Social provided a platform for industry colleagues to network with decision-makers in a comfortable, casual environment.

CMAA-SAC received a lot of positive feedback from participants indicating that they liked the format of the Owners' Social and that they were able to make a lot of good connections during the event. Several of our owner representatives thanked us for providing them the opportunity to meet so many people from the industry in a non-business environment. Each owner representative asked to be invited back to the next Owners' Social.

Overall, we were thrilled to have such a great response to our first Owners' Social event. Even though there was inclement weather, we were able to set the bar high with more than 100 people in attendance. Originally, we anticipated 50-75 people for our first event, but our expectations were exceeded when our numbers continued to climb to 108.

The owners who joined us for the Social were key decision-makers responsible for the selection of CM services. Each had a very favorable response to the format of the event and was appreciative of the opportunity to socialize with industry colleagues and friends.

Many, including our owners, indicated that a lot of new introductions and connections were made throughout the evening. We did what we set out to do...which was to provide our members the opportunity to meet some new people from the A/E/C industry and to network with decision-makers in a casual setting.

CMAA-SAC's Website: Fun Facts

www.cmaasac.org

The CMAA-SAC website continues to be an excellent resource for our members and industry colleagues.

It receives over 1,000 hits a month and visitors are taking their time to look through the wealth of information it provides. The average time a visitor spends on the website is over 2 minutes.



The website is updated regularly with the most current chapter and industry event information as well as resources available through CMAA.

We encourage our members and industry colleagues to use it as a tool and resource.

Interesting Website Analytics:

1,379 page views in March

1,388 page views in April

Average time visitors spend on site: 2.5 mins

18 web visitors from China, 3 from Spain

Spotlight: McDonough Bolyard Peck, Inc.

McDonough Bolyard Peck, Inc. (MBP) is a multi-disciplined construction consulting firm experienced in assisting clients in managing the construction process from initial budget, through design and construction, to successful project closeout.

Winston E. Arnow U.S. Courthouse Renovation Pensacola, Florida

After three years and close to \$15.5M in renovations, flags are flying once again over the Winston E. Arnow U.S. Courthouse in Pensacola, FL. The building was opened to the public on Monday, April 26th. It had been closed since the new leased courthouse opened over 12 years ago.

McDonough Bolyard Peck, Inc. (MBP) was responsible for providing project and program management services for the U.S. General Services Administration including: schedule review, constructibility and design validation, change order and claims management, and contract administration on the design-build, four-phase, disaster response project.



Winston E. Arnow U.S. Courthouse

The purpose of the project was to restore, hurricane-proof, and modernize the historic courthouse constructed in 1949. The 65,000 SF, four-story building was originally scheduled for major renovations when it incurred damage from two hurricanes - Ivan and Katrina. Under the Bush Administration, the courthouse received special appropriation emergency funds for federal buildings in the Gulf Region.

U.S. Federal Courthouse, Roof Replacement Bryson City, NC

McDonough Bolyard Peck, Inc. (MBP) is providing design and construction phase services for the U.S. General Services Administration. The design phase responsibilities include: coordination with the owner, contractor, building management, and subcontractor regarding owner requirements; performing 35%, 75%, and 100% design reviews; review of submittals and specifications; and CPM schedule development and review.

The construction phase responsibilities include: schedule review; inspection services; coordination with engineering consultant providing site inspections and reports; RFI reviews; change order reviews and independent cost estimates; coordination and review services in the development of an operations and maintenance manual; request for pay-application reviews; meetings and progress reports; owner invoice reviews; internal labor and non-labor cost control; and final acceptance inspection.

The scope of this project consists of the replacement of an existing roof with a vegetated system on the courthouse. The goals of the vegetated roof are to provide improvement of storm water management and water quality, reduction of heat island effect, and the improvement of the building's energy conservation. The new roofing system consists of a two-ply SBS modified bitumen membrane and a pre-vegetated mat with a water retention and water drainage system.

GEORGIA'S GREEN BUILDING PROGRAM FOR NEWLY CONSTRUCTED AND RENOVATED STATE-OWNED AND LEASED BUILDINGS

by Mark C. de St. Aubin, Partner, Smith Gambrell & Russell, LLP

Formally titled the Energy Efficiency and Sustainable Construction Act of 2008 (the “Act”), Georgia’s new green building statute for state owned and leased buildings creates standards (the “Standards”) for use by design professionals, state agencies, and others involved in the design and construction of new state projects and major renovations to existing state buildings. The Standards promulgated by the Act combine certain mandatory requirements with a variety of non mandatory incentives that allow project participants to reach varying levels of green bragging rights, marked by the application of one, two, three or four “Peaches.”

The Act becomes effective on July 1, 2010, and applies to design agreements for major facility projects entered into on or after such date. According to the language of the Standards, the execution of the design agreements for major facilities marks the triggering event to determine whether a particular project must comply with the mandatory requirements contained within the Standards.

The Act covers the following types of projects:

1. New construction exceeding 10,000 square feet;
2. Renovation projects greater than 50% of the replacement value of the facility¹
3. Any change in occupancy²
4. A roof replacement project exceeding 10,000 square feet; and
5. A commercial interior fit out exceeding 10,000 square feet.

Pursuant to the mandatory requirements of the Act, covered projects must now be certified to confirm that the projects’ systems for HVAC and water and energy conservation are “installed and working properly to ensure the project performs according to its overall environmental design intent and operational objectives.” Certification can be rendered by a “professional engineer, design professional or a commissioning agent.”

At first glance, the certifications requirement appears to present a certain risk for design professionals and engineers, which typically cannot purchase insurance coverage for any liability deriving from a warranty. However, those responsible for crafting the standards were careful to define certify to mean “an expression of the Consultant’s professional opinion to the best of their information, knowledge and belief; and does not constitute a warranty or guarantee by the Consultant.”

The Act also requires that “projects shall be designed, constructed or modeled to achieve a 15 percent reduction in water use when compared to water use based on plumbing fixture selection in accordance with the Energy Policy Act of 1992.” Specifically recommended for meeting the water use reduction requirements are high efficiency fixtures and fittings. In addition, the Standards provide the agency and the project participants with a user friendly work sheet to demonstrate that the required fifteen percent reduction has been met.

The Standards contain a rating system that facilitates an incentive program. Once the project participants meet the requirements of The Act, the team can then earn points to confer upon the building from one up to four Peaches demonstrating increasing levels of achievement in the areas of systems commissioning, water use reduction, use of Georgia materials and energy modeling and life cycle cost analysis.

Finally, the Act requires that Georgia based materials and products are used in the actual construction of the facility. Not less than ten percent of all building materials used in a project must be harvested, extracted or manufactured in Georgia, provided such products are commercially available in the state. Contractors have a critical role to play in ensuring compliance with this requirement by tracking the materials costs and providing documentation, including among other forms of documentation product data sheets, to demonstrate compliance with this requirement.

The Standards contain a rating system that facilitates an incentive program. Once the project participants meet the requirements of The Act, the team can then earn points to confer upon the building from one up to four Peaches demonstrating increasing levels of achievement in the areas of systems commissioning, water use reduction, use of Georgia materials and energy modeling and life cycle cost analysis. The drafters of the Standards are to be commended for putting together an easy to understand program of requirements and incentives. All of the worksheets, recommendations and even specific strategies for meeting (and exceeding) the requirements of the Act can be found in the Standards.

Like all pieces of legislation, there are legitimate criticisms to be levied against the Act. Some will argue that it is not green enough. Others may claim that the lack of a third party verification process, such as the one used for LEED certification, will allow projects to be certified with inconsistent results. Finally, the scope of the green goals addressed by the Standards may not be broad enough, being limited to energy and water efficiency and the use of Georgia materials, which will look to some like the result of a solid lobbying effort on the part of Georgia's agriculture, carpet, timber and other building materials industries.

No one can argue, however, that Georgia has taken a step in the right direction as it joins the growing number of states that require some form of sustainable design and construction practice. There will be terms and provisions that require interpretation by a lawyer, but on the whole, the Act is user friendly. It would be wise to read the Standards thoroughly if your firm may become involved in a state project covered by the Act, the design phase of which starts on or after July 1, 2010.

ReCap

The Act covers the following types of projects:

1. New construction exceeding 10,000 square feet
2. Renovation projects greater than 50% of the replacement value of the facility ¹
3. Any change in occupancy ²
4. A roof replacement project exceeding 10,000 square feet; and
5. A commercial interior fit out exceeding 10,000 square feet.

¹ Replacement value is to be determined by the Department of Administrative Services Risk Management Division.

² Change in occupancy does not mean a change in the occupant of the space or facility; rather, it means a change in the level or purpose of activity within a building that requires a change in the application of the requirements of the state's minimum standard building code.



Josh Rowan, PE, LEED AP, PgMP, PMP, CCM, receives Council of Outstanding Young Engineering Alumni Award



**Josh Rowan, PE, LEED AP, PgMP, PMP, CCM
Associate Vice President
PBS&J**

As an Associate Vice President and Senior Group Manager for PBS&J's construction management operations in the eastern United States, Josh Rowan is responsible for technical project management as well as overall operational management.

Mr. Rowan has over 15 years of experience in program management and has been strongly instrumental in building the construction program management team in the Atlanta office. In 2008, he received PBS&J's Robert P. Schuh Leadership award for his efforts in initiating and growing a market focused construction management program.

Mr. Rowan is proud Georgia Tech alumnus and the recipient of the prestigious Outstanding Young Alumni Award. He is a past president of the CMAA South Atlantic Chapter and a current board member of the Construction Management Certification Institute (CMCI). He also serves as the president of the board at Covenant Christian School in Smyrna.

Apart from his recognized contributions to his profession and industry, Mr. Rowan has a deep sense of commitment to his community. He is a deputy sheriff in the Sherriff's Department in Cobb County and volunteers regularly at various Cobb community events.

Josh received the Council of Outstanding Young Engineering Alumni Award recently. We sat down with him to discuss this well deserved achievement.

Question 1

What role did your education and experiences at Georgia Tech play in your personal development and early career choices?

A. The path I took to get to Georgia Tech was a wild ride. Due to demand, I was told that I would not be accepted as a mechanical engineering student. In literally a matter of seconds, I chose civil engineering as my major and was accepted into Tech. While at Tech, I learned how to handle large volumes of work and to solve complex problems by thoroughly understanding fundamental engineering principles. Georgia Tech played a monumental role in my ability to think creatively as well as to understand the "bigger picture" of a project.

Question 2

Recipients for this award are noted as being on the "fast track". Can you name any defining moments or pivotal decisions that, in looking back, were highly advantageous regarding your career thus far?

A. In general, my approach has been to volunteer for the projects that no one else seems to want. These can be technically complex as well as politically challenging. The experience gained through a "trial by fire" is essential. Also, I have never wasted an opportunity for mentoring. During my career, I have had numerous mentors who have counseled me.

I think of people like Charles Cotter and Ines Triay at Los Alamos National Laboratory, who trusted me enough to work on many high profile projects, such as the Yucca Mountain Site Characterization Project; Louie Pittman at Pittman Construction, who gave me the opportunity to lead large, complex projects and taught me how to manage the risk associated with these projects; and Skip Homan at PBS&J who has helped me to better understand how to manage large organizations as well as the importance of continually improving efficiency in our respective business processes.

An Interview with Josh Rowan, Recipient of Council of Outstanding Young Engineering Alumni Award

Question 3

Having established yourself as a leader in our industry, please name a few key improvements to the way we do business as whole, that we should also be considering and promoting?

A. Never forget your “cause” – the reason why your organization exists in the first place. Too often organizations can get distracted by the need to increase revenue or even by personal agendas within the organization.

I would continue to encourage the members and especially the board of the South Atlantic Chapter to continue to provide the A/E/C industry with valuable leadership and technical guidance while not forgetting about the need to be leaders in our communities as well. Many professional organizations have gotten off track and have simply become outlets for networking. Stay committed to your mission – your cause for being in existence – and actively support your local community.

Question 4

You have been a member of the CMAA for almost seven years and have contributed much in the way of leadership to our local South Atlantic Chapter. Please describe how membership has helped you personally as well as professionally.

A. CMAA has affected both my personal and professional development in a HUGE way. CMAA has directly influenced my development in many ways. Here are a few examples:

- **Professional development:** The construction management knowledge I gained through the process of preparing for the CCM greatly enhanced my existing knowledge and experience.
- **Internal recognition/promotion:** Many companies (including PBS&J) have offered financial rewards for obtaining the CCM or have made the CCM a prerequisite for promotion.
- **Competitive advantage:** Many clients, especially federal agencies, are stressing the importance of possessing the CCM. This is an advantage that cannot be ignored.
- **Professional networking & leadership development:** Obtaining the CCM was the first step in introducing me to new leadership opportunities within the industry. First, I was served as the chairman of the education committee on the local CMAA chapter. Second, after 4 years on the board, I served as the chapter president

for CMAA. Today, I am currently a member of the Construction Management Certification Institute’s Board of Governors. The professional network that I have built through this organization is tremendous, and it all started with the South Atlantic Chapter.

- **Continuing Education:** The requirements to maintain the CCM are unique. As a result of these requirements, I have become more active in teaching CM related training courses, making presentations at industry conferences, and writing articles for construction related publications. In this respect, the continuing education requirements have given me the opportunity to dramatically improve my communication skills.

Question 5

What general advice would you give to young professionals in our industry, hoping to establish their own path to leadership and personal excellence?

A. As a result of the student outreach program within the South Atlantic Chapter, I had the opportunity to answer this very question for students at Georgia Tech, Georgia Southern, and Southern Poly. **My answer is very simple – C.R.A.P.**

The first step to establishing your path to excellence is to learn how to (C)ommunicate. Technical skills are simply not enough to be a successful construction manager. Constantly be working to improve your writing and public speaking skills. They will have a greater impact on career advancement than most people realize.

The second step is to (R)ead. Simply stated, one must never stop learning. Read technical journals. Read novels. Read your company’s SEC filings. Read every publication at the CMAA bookstore. Reading will not only increase your knowledge, but it will improve your (c)ommunication skills.

The third step is to have a good (A)ttitude. No one wants to work with a person with a bad attitude. The only thing that will determine whether you succeed or fail is your attitude. Be positive, creative, and fearless!!

The final step is to (P)ersevere. Our industry can place you on difficult projects with difficult people. The path to success is not an easy one. It takes hard work and dedication. There will be tough times, but they will pass. (P)ersevere!!

continued >

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About the Outstanding Young Engineering Alumni Award

The Outstanding Young Engineering Alumni Award recipients will become members of the Council of Outstanding Young Engineering Alumni; membership is reserved for alumni of Georgia Tech's College of Engineering who have distinguished themselves through professional practice and/or service to the Institute, profession, or society at large.

Recipients will be on the "fast track" and will be viewed to be strong candidates for the Distinguished Engineering Alumni Award at some future date. They will have made early career contributions that cause them to be considered as future leaders in their profession or field.

It is expected that the recipients will have made a number of specific engineering achievements, held positions of significant leadership, made rapid advancement within their organizations and/or been recognized for early professional achievements by others within their profession, field, or organization. Candidacy is established by having been enrolled in the College of Engineering as an undergraduate or a graduate student. Candidates must be under 40 years of age at the time of the nomination deadline. It is expected that no more than 15 individuals will be selected for the Council annually.

About this publication

CMAA South Atlantic Chapter is proud to bring you this quarterly publication. Our goal is to provide you with leading edge best practices and real world experiences to assist you in your day-to-day professional construction management and related activities. We shall keep you informed regarding local chapter affairs and upcoming events, as well as CMAA national news, events and publications.

We also welcome your hard-won stories of project successes and satisfied owners, as well as your trials and tribulations and resulting lessons learned. This publication is meant to assist all of us in our mutual goal of advancing excellence in construction management throughout our chapter region that includes Alabama, Georgia, South Carolina and Tennessee. This newsletter

cannot achieve its objective of "Building Connections" without your valuable and appreciated contributions.

Please contact our chapter's Communications Chair, Mark de St. Aubin with Smith Gambrell & Russell, LLP at mdestaubin@sgrlaw.com with your feedback, ideas and submissions for upcoming issues.

A special thanks goes out to the CMAA-SAC's Communication Committee:

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