



*Michael S. Adams, NCARB, AIA, CSI, PP, CVS-Life
Principal*

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Introduction

Michael Adams has more than 40 years experience as an architect, planner, and interior designer including 26 years in partnering, claims analysis, and dispute resolution, and 30 years in value analysis/engineering. His experience includes construction management, managing and facilitating value studies, design and planning charrettes, teaching in VE seminars and workshops; facilitating special meetings; and documenting meeting outcomes. His project experience varies widely: convention centers, rail terminals, laboratory facilities, public housing, administration facilities, hospitals and clinics and various substantial civil works, including transportation-related structures and systems.

While Medical Facilities Planner for Columbia University College of Physicians and Surgeons, Mr. Adams directed planning, programming, design (including interior design), and/or construction inspection of numerous teaching and research laboratories. During 1973-1974 Mr. Adams' planning group also participated in detailed programming for CUCP&S' Augustus Long Building, including a medical library, teaching laboratories, and major cancer research laboratories. Mr. Adams was Architect-of-Record for the Certified Historic Rehabilitation of Collins and Pancoast Hall (circa 1887) in Merchantville, New Jersey in 1984.

Mr. Adams is a Trained Mediator (in accordance with provisions of Texas Alternative Dispute Resolution Procedures Act), Arbitrator, and Partnering Facilitator (Project Alignment). Mr. Adams writes extensively in the value engineering, partnering, and Choosing By Advantages (CBA) fields, has been published in the United States, Canada, Europe, and Japan, and is a guest lecturer to undergraduate and graduate students at Colorado State University's Department of Construction Management.

Awards and Recognition

- Best Paper of the Year: **Facets of FAST**, 1997, SAVE International
- National Bureau of Standards, Funded Research, Hospital Fire Safety, 1975
- William Kinne Fellows Traveling Fellowship, Delos X Symposium, Athens, Greece and other European Travel, 1972 (guest of Dr. Margaret Mead, Columbia University)
- Hirons Prize, First Mention, National Institute for Architectural Education, 1963

Education

Master of Science in Architecture (Health Services Planning and Design),
1972, Columbia University, New York, NY

Bachelor of Architecture, 1965, Rice University, Houston, TX

Bachelor of Arts, 1964, Rice University, Houston, TX

Registrations/ Certifications

Certified Architect: National Council of Architectural Registration Boards
(NCARB), (File 14, 260)

Registered Architect:

- New York (012203-1)
- New Jersey (21A100648600)
- Pennsylvania (RA-006989-B)
- Texas (11397)
- Colorado (ARC-400416)

Certified Value Specialist: SAVE International, No. 920302 (Life)

Professional Planner: New Jersey (33LI00161400)

Interior Designer: Texas (124)

Choosing By Advantages Decisionmaking: The Institute for Decision
Innovations, Jim Suhr, Instructor, 2003 - 2004

- Sound Decisionmaking
- Congruent Decisionmaking
- Facilitating the CBA Process

Employment Record

Enlign Consultants
(2002-Present) Principal

Value Management Strategies, Inc.
(1999-2002) Vice President

Adams & Associates
(1990-1999) President

O'Brien-Kreitzberg & Associates
(1984-1990) Vice President
(1981-1984) Senior Consultant

Wagner-Hohns-Inglis
(1979-1981) Senior Consultant

Day & Zimmermann Associates
(1976-79) Associate/Studio Manager



***Professional
Affiliations***

MDC Systems Corp.
(1974-1976) Director, Health Services Division, and Senior Architectural Consultant

National Endowment for the Arts
(1975) Architect-in-Residence, Roosevelt, NJ

Columbia University
(1970-1974) Medical Facilities Planner, College of Physicians and Surgeons, and
(1972-1973) Lecturer, Graduate School of Architecture and Planning

Caudill Rowlett Scott
(1968-1970) Project Manager and Design Architect

U.S. Army Corps of Engineers
(1965-1968) Captain, Senior Design Officer and Installation Engineer, Republic of South Korea

American Institute of Architects (AIA), Architect Member

Construction Specifications Institute (CSI), Professional Member

International Association of Facilitators (IAF), Individual Member

SAVE International (SAVE), Senior Member

- Editor-in-Chief, Value World, 2002-2004
- National Director, Standards & Resources, 1996-97

Colorado State University Construction Management Professional Advisory Development Board (PADB), Individual Member

Round Table Group, Inc. (RTG), Washington, DC, Expert Member

Representative Experience

VALUE ANALYSIS STUDIES

Michael Adams has performed as a Value Study Team Leader for more than fifteen years for public agencies and private sector organizations including:

- ◆ Bureau of Reclamation, Technical Service Center, Denver, CO
- ◆ California Department of Transportation
- ◆ Camden County Municipal Utility Authority, Camden, New Jersey
- ◆ Centre Area Transportation Authority, State College, Pennsylvania
- ◆ Choice Hotels
- ◆ City of Camden, New Jersey



- ◆ City of New York, Office of Management & Budget
- ◆ City of Randolph, New Jersey
- ◆ City of San Jose, California
- ◆ Cleveland State University
- ◆ County of Sussex, New York
- ◆ Dallas Area Rapid Transit
- ◆ Department of Veterans Affairs
- ◆ Department of Health & Human Services, Indian Health Service
- ◆ Department of State, Bureau of Overseas Building Operations
- ◆ Fort Worth (Texas) Transportation Authority
- ◆ General Services Administration
- ◆ Lawrence Livermore National Laboratories
- ◆ Lewis & Clark College, Portland, Oregon
- ◆ Los Angeles Community College District
- ◆ Merck Pharmaceuticals
- ◆ Metropolitan Transportation Authority, Houston, Texas
- ◆ Nevada Department of Transportation
- ◆ New Jersey Transit
- ◆ New York City Transit Authority
- ◆ Philadelphia Housing Authority
- ◆ Port Authority of Allegheny County, Pennsylvania
- ◆ Port Authority of New York & New Jersey
- ◆ Sandia National Laboratories
- ◆ Southeastern Pennsylvania Transportation Authority
- ◆ State of California, Department of General Services
- ◆ Sun Metro, El Paso, Texas
- ◆ U. S. Army Corps of Engineers (multiple districts)
- ◆ U. S. Naval Facilities Engineering Command, Southern, Southwest, and Pacific Divisions

Specific value studies involving Mr. Adams as team leader or team member include the following.

DISPUTE AVOIDANCE/RESOLUTION

California Department of Transportation

- SR 217 Goleta Old Town Renewal Project, Santa Barbara, CA

MANAGEMENT PROCESSES/PROCEDURES

City of New York

- Child Support Enforcement Procedures

California Department of Transportation

- Tort Claims Procedures, District 7, Los Angeles, CA [Certificate of Special Recognition, Caltrans Quality Team Award, 2000]
- Cooperative Agreements Procedures, Headquarters, Sacramento, CA
- Labor Compliance Procedures, District 4, Oakland, CA



CORPORATE/PUBLIC FACILITIES

Department of State, Bureau of Overseas Building Operations

- Consulate, Ciudad Juarez, Mexico

Indian Health Service

- Rocky Mountain Laboratory, Facility Upgrade, Hamilton, MT
- Comprehensive Health Care Facility, Ft. Defiance, AZ (40% Design Phase)
- Comprehensive Health Care Facility, Ft. Defiance, AZ (Concept Design Phase)
- Hopi Health Care Center, Polacca, AZ
- Sac and Fox Settlement School, Tama, IA

General Services Administration

- Federal Building and Courthouse Annex, Trenton, NJ
- Veterans Administration Annex, Austin, TX (Design Development Phase)*
- Veterans Administration Annex, Austin, TX (Concept Design Phase)

State of California, Department of General Services

- Los Angeles Regional Transportation Management Center (LARTMC), Los Angeles, CA

County of Sussex, NY

- Sussex County Courthouse, NY

City of Randolph, NJ

- Municipal Building Expansion, Randolph, NJ

Department of Veterans Affairs

- Veterans Administration Hospital, Dallas, TX

City of Camden, NJ

- Camden Prison

City of San Jose, CA

- San Jose Convention Center

City of New York

- Prototype Transitional Housing

Philadelphia Housing Authority

- High-rise Housing Rehabilitation

Cleveland State University

- Cleveland State Univ. Convocation Center



Lewis & Clark College

- Student Housing Project

Sandia National Laboratories

- LIGA Technologies Facility

Lawrence Livermore National Laboratories

- Sensitive Compartmented Information Facility

Choice Hotels

- Renovated Corporate Offices and Scheduling Facility

Los Angeles Community College District (LACCD) Los Angeles Valley College Campus

- On-call value engineering services in connection with \$1.245 billion bond issue: Library and Gymnasium (to date)

PRIVATE INDUSTRY

- Research and Development Facility, Houston, TX
- Petrochemical Process Plant, Southern U.S.
- Utilities and General Facilities, Kuwait
- Petrochemical Complex (Team Leader and Training Instructor – Module I VA Training Workshop and Team Study)
- Petrochemical Process Plant, Kuwait
- Pharmaceutical Lab/Office Complex, Northeast U.S.
- SmithKline Beckman Laboratories, Upper Merion, PA
- Two Bell Atlantic Plaza, Arlington, VA
- Function/FAST/Cost Study, Sundance Spas, Orange County, CA
- Alto Cachapoal Hydroelectric Plant, Chile
- Tintaya Oxide Project, Peru
- Project Aqua Hydroelectric Project, Waitaki River, Christchurch, New Zealand
- Energy Reliability Council of Texas (ERCOT), Austin Facility Expansion, TX

HIGHWAY AND TRANSIT PROJECTS

California Department of Transportation

- Overhead Sign Structures, San Diego, CA
- SR 7 Expressway On-Farm Systems Cures, District 11, Imperial County, CA
- SR 299 Road Widening, District 2, Modoc County, CA
- Arbor Vitae Street Interchanges, District 7, Los Angeles, CA
- I-15/SR 56 Interchange, District 11, San Diego, CA
- I-205 Widening, District 10, Stockton, CA
- SR 91 Pavement Rehabilitation, District 7, Los Angeles, CA
- Lincoln Bypass, District 3, Placer County, CA
- Ventura 23, District 7, Los Angeles, CA
- 710 Rehabilitation, District 7, Los Angeles, CA
- Ventura 118 Rehabilitation, District 7, Los Angeles, CA



- I-405 Corridor Study, District 7, Los Angeles, CA
- SR 198 Widening, District 6, Fresno, CA
- SR 99, District 3, Sacramento, CA
- SR 46 in Kern County, District 6, Fresno, CA
- I-10 Mixed Flow Lane, District 8, San Bernardino, CA
- 880 Broadway/Jackson Street Interchange, District 4, Oakland, CA

Nevada Department of Transportation

- Boulder City Bypass, Phase 2

Southeastern Pennsylvania Transportation Authority

- 30th Street Station, Philadelphia, PA
- Norristown Transportation Center, Philadelphia, PA
- Broad Street Subway Station Improvements, Philadelphia, PA
- Line Section 1, Frankford Elevated Reconstruction Program, Philadelphia, PA
- Margaret-Orthodox Station, SEPTA, Philadelphia, PA

New York City Transit Authority

- Station Planning and Design Guidelines

Port Authority of Allegheny County, PA

- Bus Garage, Oil/Water Treatment Facility

Metropolitan Transportation Authority

- West Belt Park and Ride, Houston, TX

Centre Area Transportation Authority

- Administrative, Maintenance and Vehicle Storage Facility, State College, PA

Ft. Worth Transportation Authority

- Intermodal Transportation Center, Fort Worth, TX
- Downtown Rail Corridor, Fort Worth, TX*

Sun Metro, El Paso, Texas

- Union Plaza Streetscape, El Paso, TX
- Oregon Street Transit/Pedestrian Mall, El Paso, TX (50% design)
- Oregon Street Transit/Pedestrian Mall, El Paso, TX (Concept)

Port Authority of New York and New Jersey

- Hudson River Ferry Terminals, Hoboken, NJ and New York, NY

New Jersey Transit

- Hilton Bus Facility, Maplewood, NJ



Dallas Area Rapid Transit

- Line Section G-3, Dallas, TX

City of Camden

- Camden Transportation Terminal, Camden, NJ

MILITARY FACILITIES

Southwestern Division, Naval Facilities Engineering Command

- P-700A Berthing Wharf Phase II, NAS North Island, Coronado, CA

Pacific Division, Naval Facilities Engineering Command

- Training/Navy Administration Facility Function Analysis Concept Development (FACD) Study, Kaneohe Bay, HI*
- Naval Support Facility, Diego Garcia, Indian Ocean

Southern Division, Naval Facilities Engineering Command

- Engineering Analysis Facility, Corpus Christi, TX
- Corrosion Control Facility, Corpus Christi, TX
- Ocean Acoustics Research Lab (OARL), Stennis Space Center, MS

U. S. Army Corps of Engineers

- Mississippi Army Ammunition Plant, Bay St. Louis, MS
- Salt River Bridge, Ft. Knox, KY
- Base Civil Engineers Complex, Pease AFB, NH
- Ammunition Pier/Trestle, Naval Weapons Station, Colts Neck, NJ
- Tank Firing Range Upgrade, Fort Dix, NJ
- Fire Fighting Training Facility, Newport, RI
- Launch Revitalization Complex, White Sands, NM
- Ground-Based Midcourse Defense System, Initial Defense Operations Capabilities, Interim Power and Backup Power Plant, Ft. Greely, AK

WATER/WASTEWATER FACILITIES

City of San Antonio, Texas

- Dos Rios Wastewater Treatment Plant, San Antonio, TX

Camden County Municipal Utility Authority

- Revision to WWTP Configuration, Delaware District 2, Camden, NJ

CHOOSING BY ADVANTAGES INSTRUCTION / FACILITATION WORK

- National Forestry Service, April 9-11, 2003, Portland Oregon; instruction with Jim Suhr and Margaret Suhr.



- Choosing By Advantages: The Cornerstone Principles of Sound Decisionmaking, co-instructor with Jim Suhr and Julie Suhr Nelson, 8 hour course conducted at SAVE International Conference, Scottsdale, AZ, June 8, 2003, Montreal, Canada, July 12, 2004, and June 25, 2005, San Diego, CA.
- Lower Yellowstone Fish Passage Alternatives Value Planning Study, Bureau of Reclamation, Technical Service Center, Denver, CO, June-July, 2005.

PROJECT MANAGEMENT / CLAIMS WORK

- Atlantic County (NJ) Improvement Authority - dispute mediation, existing Convention Center; contract administration, new Convention Center/Rail Terminal; claim analysis/preparation condominium project.
- Attorney General, SC - claim analysis/preparation, Trident Vo-Tech, Charleston.
- Ballinger - claim analysis, laboratory facility, Pennsylvania
- CIGNA - claim analysis, public housing, Kingston, Jamaica
- Department of General Services, PA - contract administration, claim analysis/preparation, Capitol extension, Harrisburg
- Federal Bureau of Investigation - contract administration and cost estimating, two facilities in two states
- Fidelcor Business Services (Fidelity Bank, Philadelphia) - contract administration, cost estimating, and claim analysis for construction loans and applications, PA and NJ
- Fireman's Fund - analysis of claims made against insured general and subcontractors, VA and NJ
- Flour City Architectural Metals - claim analysis, NJ Justice Complex, Trenton
- Gulf Constructors International - claim analysis/preparation, Rockledge, FL hospital
- Kling-Lindquist Partnership - claim analysis, personal injury
- Los Medanos Community Hospital - claim preparation, construction of new facility, Oakland, CA
- Meyer v. Simpson – personal injury due to unprotected convenience store / automobile fuel sales
- La Jolla Pacific, Ltd. – plan reviews of single and multifamily housing in multiple states (ongoing)
- Lukens Steel - claim preparation, Administrative Resources Center, Coatsville, PA
- Medical College of Virginia - claim analysis, claim prevention, and contract administration, new hospital, Richmond, VA
- Nemours Foundation - claim analysis/preparation, mini-trial, duPont Children's Hospital, Wilmington, DE
- Progressive Insurance - program management, \$350 million corporate headquarters, Cleveland, OH
- Public Housing Authority, Philadelphia, PA - construction management, \$27 million high rise and mid-rise public housing, asbestos removal/abatement and renovations
- Ramada (Adamar of NJ) - claim analysis/preparation, construction of Tropicana Hotel Casino, Atlantic City, NJ
- Regal Chemical and Supply - claim preparation, warehouse, laboratory, administrative facilities, El Paso, TX
- Rouse and Associates - cost estimating and schedule analysis, Penn's Landing, Philadelphia, PA
- SAFECO Insurance - claim analysis, high-rise truss stone cladding, Boston, MA



- Society Hill Condominium Owners Association - investigation and claim preparation, 365 unit condominium development, Cherry Hill, NJ
- Singer - claim analysis, corporate headquarters, Stamford, CT
- SmithKline Beckman - claim analysis/preparation, Upper Merion, PA facilities; value analysis, schedule analysis, cost estimating, two facilities in two states
- SSVK/DMJM - claim analysis, rail transportation maintenance facility, Kearny, NJ
- Travelers Insurance Company - claim analysis, shopping mall, Beaumont, TX
- Trump - personal injury claims analysis, Atlantic City, NJ
- United States Postal Service - claims evaluation, change order review, GMF/VMF facilities
- William Penn School District and Authority (PA) - claim preparation, two school buildings, Philadelphia
- Wolftrap Foundation for the Performing Arts - claim analysis/preparation, reconstruction of theatre facility, VA.

PARTNERING WORK

- Wasatch County Water Efficiency Project (WCWEP) - Orem, UT; completion of phased construction of irrigation canals including pump stations, maintenance facilities, and supply/distribution piping; estimated cost \$40-50 million; participants included Barnard Construction Co. (and its subcontractors and suppliers), Wasatch County, Wasatch County Special Services Area 1, Wasatch County Soil Conservation District, U.S. Department of the Interior, U.S. Department of Reclamation, Mitigation Commission, Central Utah Water Conservancy District employees/Board members, and Horrocks Engineers.
- General Services Administration – Phase I renovations, Richard Bolling Federal Building, Kansas City, MO; \$20.7 million; participants included GSA, J.E. Dunn (contractor), Helix Design + Architecture (architect), and Gastinger Walker Harden (CM).
- Los Angeles Unified School District, Southeastern Area High School #2 and Southeastern Area Middle School # 2, 2003 (Project Alignment).



Selected Publications & Presentations

Group Learning Pedagogy and Value Analysis (co-authored with David E. Gunderson, Ph.D., CPC and Jennifer D. Moore, M.A.), published in the Proceedings of the Associated Schools of Construction 42nd Annual International Conference, 2006.

Stop Weighting, Rating, and Calculating: Choosing By Advantages and the Conventional VA Job Plan, published in the Proceedings of 2004 SAVE Conference, SAVE International, 2004.

The Forensic Value of Value Engineering Reports, delivered to the Forensic Engineering Technical Group of the Los Angeles Section, American Society of Civil Engineers, May 11, 2004.

Improving Value Analysis Practice With Choosing By Advantages Decisionmaking, published in Proceedings of the 2003 Tampa, FL AASHTO VE Conference, 2003.

Give Up Weighting, Rating, and Calculating and Try Choosing By Advantages, published in Interactions (SAVE International newsletter), September 2002.

Project Alignment, published in Proceedings of the 2001 San Diego, CA AASHTO VE Conference, 2001.

K-12 Value Methodology Curriculum, presented at SAVE International Conference, 2000.

Environmental Impacts on Value Analysis Studies, published in Value World (co-authored with Ginger R. Adams, CVS, FSAVE), Spring 2000.

Value Analysis Theory: The Essence of REAL Value Methodology, presented at Arizona State University as part of the Value Methodology for the Design-Build Project Program sponsored by the Alliance for Construction Excellence and SAVE International, 1999.

Optimizing Construction Partnering, published in Proceedings of 2nd Annual Construction and Engineering Leadership Conference, University of Calgary and PMI (Canada), 1999.

Value in Partnering (VIP): Part II, published in Proceedings of 1999 SAVE Conference, SAVE International, 1999.

3-Dimensional FAST, published in Proceedings of 30th National VE Conference, Society of Japanese Value Engineering, Tokyo, 1997 [also published in the Journal of Japanese Value Engineering, May 1998 and Value World, June 1998].

To Be Or Not To Be - What Is The Value?: Setting Up State DOT Value Method Programs, published in Proceedings of 1997 AASHTO Value Engineering Conference (co-authored with Ginger R. Adams, CVS), 1997.

Facets of FAST, published in Proceedings of 1997 SAVE International Conference, SAVE International, (co-authored with William F. Lenzer, PE, CVS), 1997 [Best Paper 1997 Award, SAVE International].



A Proposed Model for Value Driven Dispute Resolution Design, published in Proceedings of 1996 SAVE Conference, Society of American Value Engineers, 1996.

Current Construction Value Analysis Activity in the United States, (Keynote Address, Construction VE Forum) published in Proceedings of 28th National VE Conference, Society of Japanese Value Engineering, Tokyo, 1995.

Value Analysis Techniques in Support of Partnering: Value in Partnering (VIP), published in Proceedings of 1995 AASHTO Value Engineering Conference (co-authored with Ginger R. Adams, CVS), 1995.

Value Analysis: An Introduction to Techniques and Applications, published in Proceedings of 1995 American Hospital Association International Conference on Health Facility Planning, Design, and Construction, American Society of Hospital Engineers/American Hospital Association (co-authored with Richard A. LaRuffa, PE, CVS), 1995.

The Value Managed Mediation of Construction Disputes, published in Proceedings of 1992 SAVE Conference, Society of American Value Engineers, 1992.

Value Management and Construction Dispute Prevention, published in Proceedings of International Symposium, Architectural and Project Management, sponsored by University of Nottingham (UK) and Opleidingen Bouwcentrum Rotterdam (Netherlands), 1992.

Value Management and the Facilitated Partnering Workshop, Unpublished, 1991.

