



**Exponent**<sup>®</sup>  
Engineering & Scientific Consulting

## Adam Lackey

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### Professional Profile

Mr. Lackey advises clients on a range of topics including project controls (schedule and costs), change management, risk planning and management, and process improvement. He has 10 years of experience in commercial construction, working as both a general contractor and a subcontractor.

Mr. Lackey's area of expertise includes operations, safety, quality control and assurance, and pre-construction activities. More Specifically, Mr. Lackey's operations experience relates to project management, logistics, baseline schedule preparation and maintenance, recovery and acceleration schedule preparation and maintenance, and change management. His experience in preconstruction activities includes conceptual budgeting, scope development, estimating, vendor selection, contract negotiation, contract management, and value engineering.

In addition to his experience, Mr. Lackey also has a positive reputation within the construction industry for his dispute resolution and problem solving skills.

Prior to joining Exponent, Mr. Lackey worked for two commercial construction companies, both of which are perennial ENR top twenty firms. He has filled roles as a field engineer/surveyor, estimator, project manager, and superintendent, while working on a variety of projects, ranging from office tenant fit-outs to the construction of professional sports arenas. During his career in the field, Mr. Lackey proved to be highly adaptable to change and was used in many capacities on a diverse array of project types.

### Academic Credentials & Professional Honors

B.S., Apparel, Housing, & Resource Management, Virginia Polytechnic Institute and State Univ, 2006

### Licenses and Certifications

Certified Construction Manager (CCM) (VA)

### Prior Experience

Structure Tone, Inc.; Superintendent/Project Manager

Clark Construction Group, LLC; Assistant Superintendent/Preconstruction Specialist

Clark Concrete Contractors, LLC; Assistant Superintendent/Project Engineer (Project Management)/Field Engineer (Surveyor)

## Professional Affiliations

Member of CMAA (Construction Management Association of America)

Member of AACE-I (Association for the Advancement of Cost Engineering International)

## Publications

June 2020 (Technical Paper, co-author) "PS-3372 Schedule Effectiveness versus Specification Compliance, Which Should Prevail?"; AACE-I Technical Paper

June 2021 (Presentation) - PS-3372 Schedule Effectiveness versus Specification Compliance, Which Should Prevail?"; AACE-I Conference and Expo; Virtual

September 2021 (Presentation) - "The Calm Before and After the Storm: Anticipating, Mitigating, and Responding to Natural Disasters"; CMAA National Conference; Philadelphia, PA

March 2022 (Presentation) - "The Calm Before and After the Storm: Anticipating, Mitigating, and Responding to Natural Disasters"; AACE-I Northeast Symposium; Tysons, VA

October 2022 (Presentation) - "Schedule Effectiveness versus Specification Compliance, Which Should Prevail?"; CMAA National Conference; San Diego, CA

## Project Experience

### Interior Fit-Out

Mr. Lackey was a superintendent on a 450,000 SF interior fit out project, considered "Trophy" office space, for the new headquarters of an international law firm. The architectural design of the space utilized lots of imported materials and specialty finishes with long lead times, adding to the complexity of the build-out. Mr. Lackey was responsible for the coordination and construction of 165,000 SF of office space, a 50,000 SF conference center, and punch list management of the entire project. During construction, Mr. Lackey's duties included maintaining the project schedule, ensuring the productivity of the trades through intense coordination, and ensuring the quality of the work put in place. Based on the complexity of the architectural design, Mr. Lackey often needed to perform existing conditions surveys in order to identify potential conflicts and develop effective solutions with both the design team and subcontractors. Existing condition conflict resolution would often necessitate alternative sequencing of activities in the project schedule or the preparation of recovery schedules.

Mr. Lackey acted both project manager and superintendent on a 12,000 SF demolition and renovation of interior office space for a non-profit organization in an occupied building. Mr. Lackey prepared and maintained the project schedule, developed existing conditions reports, worked with the client and vendors to provide value engineering options, performed change management, and developed the project safety plan.

### High-Rise Buildings

As a field engineer, Mr. Lackey worked on a concrete framed, mixed use project containing two towers atop a three story podium with three levels of below grade parking. Mr. Lackey's role included ensuring productivity of concrete operations by providing control lines, benchmarks, and layout for both structural and architectural elements of the building. Mr. Lackey also was required to coordinate with other trades to ensure MEP rough-in work was complete, embeds/anchors/weld plates for elevator and building envelope elements were in place, and concrete reinforcing elements were installed correctly.

Mr. Lackey was a project manager on a concrete framed office building directly adjacent to a rail right-of-way, that required special permitting and construction practices. The structure had three levels of below grade parking and 11 floors of office space above grade. Mr. Lackey's responsibilities included risk planning, permitting, schedule maintenance, change order management, shop drawing review, coordination of adjacent trades, job status reporting, vendor payment, and material/equipment tracking.

As a superintendent, Mr. Lackey worked on a large office campus project, nearly 2,000,000 SF of office space, for the United States Government. Mr. Lackey was directly responsible for the coordination and construction of a 17 story, structural steel framed office building, clad in precast concrete, with punch windows. Mr. Lackey maintained and updated the project schedule for his building, including the preparation of recovery schedules. He also was directly responsible for scheduling, coordinating, and managing the installation of more than 30 elevators across the project campus and was heavily involved in the risk planning, management, and safety aspects of the project.

### **Academic/Laboratory Buildings**

Mr. Lackey was a superintendent on a large university academic building that also housed a material testing laboratory. He was directly responsible for concrete productivity, quality control, risk-management, and coordination with adjacent trades. Mr. Lackey also assisted in the modification of the baseline schedule and preparation of an accelerated recovery schedule to make up lost time in the excavation phase. This project had six levels below grade and had active dormitories on two sides, each only set back about ten feet from the edge of the excavation. Approximately half of the excavation for the project was rock and nearly every type of SOE system was utilized on the project. The project also had a very large quality control aspect, as it included lots of exposed architectural concrete features. Many special concrete mix designs were formulated and tested in order to meet the architectural specifications, while keeping the structural integrity of each mix.

### **Museums**

Mr. Lackey worked as a superintendent on an iconic museum during the preconstruction phase and early stages of the construction. He oversaw the installation of test piles to collect seismic and noise data, as well as monitoring of the surrounding historic structures for signs of cracking, movement, or other potential signs of failure. Upon completion of the test pile activities, Mr. Lackey assisted in the preparation of the baseline schedule for overall construction for the project, scoping of the work by trade, vendor contract negotiations, determination of value engineering options, and risk planning. Mr. Lackey produced site utilization plans for the various phases of work while overseeing site preparations. Upon completion of the site preparations, Mr. Lackey's focus shifted to the management of infrastructure installation and utility relocation. His duties during this phase of construction were primarily coordination with personnel from authority having jurisdictions and utility companies, risk and safety management, existing condition reporting, change management, and determining alternate sequencing of scheduled activities due to unforeseen circumstances. Due to a high water table, a modified version of a slurry wall called a PSHG (Piles with Self Hardening Grout) wall was used for the support of excavation system. Another unique aspect of this project that Mr. Lackey coordinated the excavation with an archaeologist to document conditions and construction techniques of a 100+ year old tunnel that ran across the site, approximately 20 feet below the original grade.

### **Stadiums and Entertainment Venues**

Mr. Lackey worked as an assistant project manager and quality control manager on a design/build project constructing a Major League Ballpark. In the quality control role, he worked closely with the structural engineer, formwork installers, and concrete finishers to correct deficient conditions. Upon recognizing certain trends, he developed a quality control program for concrete column and elevated deck pours, requiring sign-offs of involved parties prior to concrete placement. In the assistant project manager role, Mr. Lackey was responsible for shop drawing review, change management, job status reporting, compliance monitoring and reporting with regard to minority business enterprise involvement and local resident requirements of the workforce.

Mr. Lackey worked on a renovation project for an NFL stadium as an estimator, project manager, and superintendent. As an estimator, he prepared and presented the client with a budget which included input from major subcontractors. The client put the project out to bid, at which time Mr. Lackey led the bid team for his company, was awarded the project, and then supervised the subcontract negotiations. Upon completion of the subcontractor buy out, Mr. Lackey followed the project into construction, where he was responsible for baseline schedule preparation and updates, risk planning, site logistics, risk management/job site safety, change management, and coordination of the work around stadium events.

## **Energy**

Mr. Lackey's positive relationship with the client of the NFL stadium renovation led to another project at the same stadium, a solar power plant. As the project superintendent, Mr. Lackey was responsible for risk planning and site logistics, while assisting in the preparation and maintenance of the baseline schedule and change management. Mr. Lackey supervised the erection of steel structures, outfitted with solar grids on top. Glass solar panels with multicolored LED lights were suspended on a tensioned cable system from the upper bowl to the main concourse level on one of the main stadium ramps. In total, this solar installation is capable of producing 1.98 megawatts of power, which more than powers the stadium on a normal day, but only provides about 20% of the power consumed on an event day.