

THE MEMPHIS

PERSPECTIVE

February Edition

WWW.CSIMEMPHIS.ORG

2011



This Month: RAMJACK

Ram Jack is a Helical and Driven Steel Pile Manufacturer and Distributor

Also: * By-Laws Changes—Membership Classifications * U of M CSI-S PDS Poster Contest *

* Construction Administration –What It Is and Why We Need It *

* Dempsie B. Morrison Scholarship * Products Display Show * Can You Find It? *

* Student Affiliate News * Monthly Calendar *

All About...

THE INSTITUTE

The Construction Specifications Institute
110 South Union Street, Suite 100
Alexandria, VA 22314
www.csinet.org

Founded in 1948, the Construction Specifications Institute is a not-for-profit technical organization dedicated to the advancement of construction technology through communication, research, education and service. CSI serves the interests of architects, engineers, specifiers, contractors, product manufacturers and others in the construction industry.

THE MAGAZINE

The Memphis PerSPECTive is published ten times a year by the Memphis Chapter of the Construction Specifications Institute. Appearance of products or services, name or editorial copy does not constitute an endorsement by the Memphis Chapter of CSI nor any of its members.

Circulation of *The Memphis PerSPECTive* includes over 275 people consisting of members of the Memphis Chapter of CSI, members of the Memphis AIA Chapter, CSI Regional editors, the CSI Institute and other interested persons nationwide. To be included on future mailings, forward your name and address and a check for \$25.00 to the following address:

The Memphis PerSPECTive
P.O. Box 172349
Memphis, TN 38187-2349

You may also access a complimentary copy of *The Memphis PerSPECTive* online at www.csimemphis.org.

MEMBERSHIP

Architects, engineers, contractors, and manufacturers—14,000 members strong—are in touch with one another through their Construction Specifications Institute membership. CSI provides contacts in the construction industry as well as provides you up-to-date information to help you do your job efficiently and effectively. Yearly Institute membership fee for Professional, Industry, or Associate is \$240 plus \$40 Memphis Chapter fee = \$280; Institute membership fee for Intermediate is \$115 plus \$40 Memphis Chapter fee = \$155.00; and Institute membership fee for students is \$27 plus \$10 Memphis Chapter = \$37.

Membership Info. - Nikole Daniels (901) 261-1505
Email: ndaniels@selftucker.com

For contact information on any Board Member or Committee Chair, see inside the back cover for a complete listing including phone and fax numbers as well as available email addresses.

SUBMITTING ARTICLES

Readers are encouraged to submit articles of interest within the construction industry for publishing. Articles on individual projects whether currently in design, under construction, or recently completed are encouraged.

Any article and its related images must be submitted **before the 20th of the month preceding publication** in order to meet production deadlines. Any printed articles, photos or program inserts should be forwarded to:

The Memphis PerSPECTive
Attn: Duke Walker
612 North 5th Street
Memphis, TN 38107
or
dukeonbass@att.net

Articles and images should be submitted in electronic format via digital media or email.

Microsoft Word documents are strongly preferred for articles, minus tabs and any other formatting. All images must include a date and caption. If printed photographs are submitted, please include SASE

Magazine Info. Contact - Duke Walker 901-355-6208

Email: Dukeonbass@att.net

MAGAZINE ADVERTISING

The advertising rates for 10 issues of *The Memphis PerSPECTive* in printed version and as published on the CSI Memphis Chapter website (www.csimemphis.org) are as follows:

	5 Issues	10 Issues
One-Eighth Page	\$125	\$215
One-Fourth Page	\$245	\$430
One-Third Page	\$330	\$575
One-Half Page	\$490	\$860
Full Page	\$900	\$1,600

Get your company's name in front of a variety of industry professionals—check out our magazine's circulation.

Advertising Info. Contact - Jay Sweeney (901) 260-967
Email: jsweeney@trojungbrannen.com

Tabletop Displays at Monthly Meetings

At each monthly meeting, the Chapter encourages Industry Members to provide a table display of their product and/or services for inspection and education of those attending the meeting. After the meal and prior to the program, the displayer will be given five minutes to address the group. The table display is also encouraged to be represented during the social hour and after the program for any questions by the attendees.

The presentation fee for this time is \$25.00.

Table Top Info. - Danny Clark 901-774-8150
Email: ndidanny@bellsouth.net



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CSI MEMPHIS FEBRUARY MEETING

Ram Jack Systems - Helical and Driven Steel Pile Manufacturer and Distributor

Make your reservation now for the February 24th CSI Memphis Chapter Dinner Meeting. The meeting location will be at the Racquet Club on Sanderlin Ave. The social period starts at 5:30 PM, dinner at 6:00 PM and program at 7:00 PM. Ramjack will be the topic of discussion, presented by Michael Seebeck. Come and listen to the speaker and enjoy the presentation about foundation support.

Make your reservation by emailing Pam Davidson at pdavson@allenhoshall.com or call Pam at 261-4671. All reservations should be made by February 22nd at 5:00 PM. **Please RSVP and remember no shows with reservations will be billed**

Please visit csimemphis.org for information on all chapter activities



Thank you for your continued support and dedication to CSI and the Memphis Chapter. We look forward to seeing you for the meeting.

PS Remember to wear your pin!

Schedule at a Glance:

February 2011

February

Feb. 9, 2011 U. of Memphis Student Chapter meeting; 12 Noon -1:00 PM; Jones Hall, Rm 407
 Feb. 16 - PDS Committee meeting, 11:30 AM-1:00PM; Perkins Restaurant, Poplar at Highland
 Feb. 24th Chapter Dinner Program, starting at 5:30PM at the Racquet Club-Program on Foundation Systems
 Feb. 24-26th CSI Academies
 February 28 Monday at 6:00 PM—ITT Tech student chapter meeting, ITT Tech. Room

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9 	10	11	12
13	14	15	16 	17	18	19
20	21	22	23	24	25	26

March

March 15th Products Display Show at the ArgiCenter

27	28 					
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PRESIDENT'S MESSAGE

You could say I am at a loss for words this month. I sit here and try to put words on paper; but because I have so many thoughts concerning our Chapter and CSI as a whole I do not know where to start. Do you ever get the feeling that there is something wrong, but cannot put your finger on it? Why am I not motivated to write this message with a positive approach? Is not February the month we celebrate our Past Presidents and their service to our Chapter? Should I write about our great educational opportunities and great Chapter programs?

Are the above questions disconnected? The answer is 'not at all'. There is something wrong. We are not seeing enough of you at our functions. We are not seeing the interest in our educational programs. We, all as a whole, are not as motivated as we should be. The excuse is our economy. A lot of us are still being threatened with a loss of a job. Some of us are looking for work. We are pulling back from our normal associated business activities to save money. I had a friend that, twelve months ago, decided to mothball his business and move to his house that he owned in Florida. He did not want to throw good money after bad just to keep his business running. My friend was very lucky that he saved for that rainy day. He will be back when he deems the time right, but what about the rest of us?

What can the rest of us do who must work in this environment with the lowest margins we have seen in decades? We need to lean on each other, and one way is thru your CSI Chapter and membership. We know it is hard, but maintain your dues and continue to be a paid up member. You know what CSI can do for you or at least you should. Just think about the large group of contacts that membership offers. This is not only a group of names, but also people with the same interest and goals as you. By networking within this group you have a great advantage to find a new job or expand on your education that will make you more valuable to your current employer. Sign up for a CSI-CDT, CCPR, CCCA, or CCS class and take the test. There are so many ways to get that education with CSI (webcast, webinars, your local Chapter's classes, form mutual study groups). Get that certification and help yourself to succeed. By being a member, the reduced fees for study material and test fees are lower and save money for your tight budgets.

Our program in February is going to be on foundations given by RamJack. Please come and learn more about the new types of foundations that are now available for your problem projects. The new engineering technology is moving forward very fast and some of these tech



*Charles F. Cooper, CSI, CCCA
President-The CSI Memphis Chapter*

niques could be right for your project and help with the budget. Also each February we honor our Past Presidents of CSI Memphis. Come and meet some of these former leaders and hear some of their stories about their service as President.

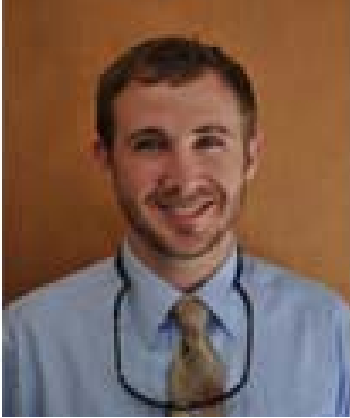
Okay, I tried not to get to disconnected but failed. I told you that there were a lot of thoughts bouncing around in my head. I am optimistic that our Chapter will continue to thrive and grow even in this horrid economy. We must all pull together and help one another. I now feel motivated to attend that next Chapter meeting. I know there will be something I will learn that will benefit me. What about you? Don't you feel the same?

*Charles F. Cooper, CSI, CCCA
President-The CSI Memphis Chapter*





STUDENT AFFILIATE NEWS: U of M



*Dustin Collins
CSI-Memphis Student
Affiliate Chapter President
The University of Memphis*

Greetings to you from the University of Memphis!

Is the break really over this quickly? We are all here and accounted for (with a couple of new additions) and are excited to begin a new semester. We hope that all of you get the chance to vote on your favorite entry in the Product Display Show poster competition posted on CSI's web page. We put a lot of effort

into our submissions and are proud to be given this opportunity to participate in this way. Our chapter held its first official meeting on the 19th and had the opportunity to discuss our Products Display Show booth design. With Colby Mitchell at the helm we started pitching ideas. We are all really excited about our prospects. It is always a pleasure to get a group of creative minds together in a room to brainstorm and collaborate on a project. The only problem is that when there are that many good ideas bouncing around it can be hard to know when to dismiss. I believe many of us would have been content in discussing and sketching all day. Nevertheless, we are on a good path and we cant wait to see how this endeavor continues to develop.

In this new semester it is important for us to set goals for our chapter early on so that we will be able to continue on track. One of our foremost concerns is that of our participation in the Products Display Show. Another of our chief collective goals is to be more proactive in helping to raise funds for the Dempsie Morrison Scholarship Fund. With the current state of the economy it is more important than ever that we help in promoting this noble cause. We currently have several projects in the works that will help in showing potential donors the incredible impact that this award has made in many of our students lives and to show where their money is really going by showcasing some of the amazing projects that our students are doing here.

It promises to be a very busy semester for us here and we can't wait what develops. Thank you for your ongoing support and we hope that in this new year we can help make your CSI experience as rewarding as all of you do for us.

Dustin Collins

DEMPSIE B. MORRISON SCHOLARSHIP FUND CAMPAIGN 2011

The Memphis CSI chapter honors the memory of Dempsie B. Morrison, Jr., FCSI, with this scholarship and provides the opportunity for CSI Student Affiliates at the University of Memphis to receive their architectural education free for a year.

The contributions collected by the Memphis CSI Chapter are matched by the University of Memphis, allowing two Architectural students per year to receive this valuable scholarship.

As the cost of tuition at the University of Memphis continues to increase every year, we need the support of our membership and the entire construction community.

Individual and/or company contributions will be acknowledged on the CSI Memphis website, in every publication of the Memphis PerSPECtive, and on the CSI Scholarship board, visible and recognized at every official meeting and gathering of the CSI Memphis Chapter.

Contributions to the Dempsie B. Morrison Scholarship Fund are tax deductible.

The 2011 Contribution Form lists the current levels of participation. For more information on the Dempsie B. Morrison Scholarship, please visit the chapter website at www.csimemphis.org.

Please send your check and completed 2011 Contribution Form to:

**Dempsie B. Morrison Scholarship Fund
Farrell-Calhoun Paint
221 E. Carolina Ave.
Memphis, TN 38126**

Your generosity is greatly appreciated. Thank you for your support!

*Julie Varnado/Ken Malone
Farrell-Calhoun Paint/KTM Associates, Inc.
Scholarship Committee*

Please find the scholarship form on page 22, and Thank You ahead of time!

MEMBER CLASSIFICATION BY-LAW CHANGE

An Opinion

The proposed bylaws change reflects **who we are** as an organization. CSI has always welcomed and provided benefits for all members of the design and construction community. Over the years, surveys have indicated that many CSI members belong to other organizations and hold licenses specific to their occupations. Individuals choose to participate in CSI because of our networking opportunities, education offerings, and our focus on standardizing design and construction communication.

The title "Professional" is not limited to a single occupation. Webster defines professional as:

1. *a* : of, relating to, or characteristic of a profession
b : engaged in one of the learned professions *c* (1) : characterized by or conforming to the technical or ethical standards of a profession (2) : exhibiting a courteous, conscientious, and generally businesslike manner in the workplace *Merriam-Webster*

The term "learned" is a key word within the definition. The definition of the root word "learn" does not limit that learning to a particular field or occupation; nor does it limit the learning method.

It clearly states, study, instruction, or experience.

1. *Learn*: *a* (1) : to gain knowledge or understanding of or skill in by study, instruction, or experience <*learn a trade*> *Merriam-Webster*

Those who have gained the body of knowledge and experience needed to execute the tasks required by their profession and interact productively with others are indeed professionals.

The Task Team assigned to this change has provided occupation groupings that reflect our membership. Because networking is such a vital part of the CSI experience, these groupings could be also be used to enhance networking at CSI meetings and events. For example, using color-coded stick on labels indicating a members group number, would help product show exhibitors recognize designers and contractors.

Some have expressed concern about maintaining balanced leadership. Provided comprehensive information regarding the goals and challenges facing the Institute, the Nominating Committee, and the membership, should have the ability to select and elect leaders possessing the needed skill sets and capabilities for leadership. Unlike years ago, we live in a web-based world. Today, no matter what our occupation, we have access a tremendous amount of information. The ability to make

knowledge-based decisions, set priorities, monitor our financial and human resources, and communicate effectively, are the attributes we should look for in our leaders, regardless of their occupations.

The proposed change also recognizes "Emerging Professionals". Having joined CSI when no such identification existed, I am grateful to CSI members who provided mentoring and experiences that enhanced my professional development. I see the change as an opportunity identify these members and provide the support they need to firmly establish themselves in our industry.

What we have in common is far more important than any classification. I will be voting in favor of this amendment because I believe it recognizes the value of every CSI Member and will lead to more effective use of our diversity.

Copyright - Edith Washington FCSI, CCS

ANSWERS TO FREQUENTLY ASKED QUESTIONS ABOUT THE MEMBERSHIP CLASSIFICATION BYLAWS CHANGE

To find detailed information regarding the proposed membership classification changes go to CSI.net.org and follow this path from the CSI home page:

Click "Community" tab, click "CSI Members"
Click "CSI Annual Election" (menu on right)
Click "Bylaws Amendment" (menu on right)
See "Resources" at the bottom of the page for:

"Bylaws Amendment - FAQ's."





MEMBER CLASSIFICATION BY-LAW CHANGE

Another Opinion

CSI as an organization was founded by a group of specification writers in 1948 with five priority goals: better specification writing, simpler specifications, standardization of building codes, standardization of specifications for public works by the government for all levels, and study of new materials and other processes developed during WWII. CSI began with only two member classifications: active and associate. However, the first bylaws realigned the member classifications to reflect five categories: active, associate, junior, student, and honorary. The first CSI Board consisted of 9 members, three officers and six directors. All were active specification writers.

The founders recognized that the technical resources provided by non-specifiers were essential to achieve the stated goals of the newly formed Institute. Associate members were those members who were recognized for their valuable contribution to the betterment of specifications.

In 1959 the Memphis Chapter was chartered with a total of 10 active members and 27 associate members. The active members were either registered architects and engineers or those who worked under their direct supervision. The 10 active members must have attracted the 27 associate members

A 1961 quote by an Glen H. Abplanalp, FCSI, Honorary Member reflects the necessity for diversity "[CSI] is the only organization that truly brings together the design professional, the supplier and contractor into a common fellowship to resolve common differences and strengthen the industry." This quote also reflects the old adage of "one for all and all for one." This principal of unity from diversity has been the fundamental bedrock principal found in the organizations' bylaws since it founding.

The late wife of Dr. Billy Graham was once quoted as saying that "If Billy and I were alike one of us would not be needed". If design professionals, material suppliers, and contractors all become alike two of the three will no longer be needed.

Unless these distinctions are ensured, I am fearful the design professionals who are held to a code of professional conduct or "by conforming to the technical or ethical standards of a profession." will become alienated from the other industry professionals who "exhibit a courteous, conscientious, and generally business like manner in the workplace."

For the first time in over a hundred years, serious disunity now exists within the design and construction industry. This amendment purported to promote member unity comes at a time when the current leadership of CSI seems to be fostering division.

This is evidenced by the latest release of ConsensusDocs in which the owners (COAA) and contractors (AGC) have gone into direct competition with the document programs of both the architects (AIA) and engineers (EJCDC). With the recent endorsement of ConsensusDocs by CSI, a formal alliance now exists between CSI and the owners and contractors against the architect and engineers. This endorsement by CSI comes shortly after the acquisition of BSD by CSI. With BSD being the electronic provider of ConsensusDocs, it appears that CSI seeks to profit from this disunity.

Since its founding, CSI has evolved from an organization devoted from specifications, to construction documents and now to that of communicating construction information leaving a void in contract documentation which had been successfully filled by CSI for over 40 years.

I believe the proposed bylaws amendment fails to:

Recognize the difference between professionals who are held to a legally recognized standard of conduct and professionals those who conduct themselves professionally,

Ensure the very diversity That has become the hallmark of CSI since its founding will remain, and

Provide a title of "professional" to current industry members not desiring to be confused with those who carry the legal liability of legally recognized professionals

If this amendment passes it may very well have the unintended results of causing an exodus of registered professional from CSI. If this occurs, it will also be like turning off power to an electro-magnet. When the attraction of the design professionals is eliminated there will be no attraction for other constructor professionals, and product professionals.

Although I applaud the work of the task team in attempting to resolve this issue, diversity and the important contributions by all members must be ensured by the bylaws - not left to the discretion of an appointed nominating committee.

The bylaws must continue to reflect and ensure that unity from diversity is maintained. It is my opinion that the proposed amendment will not accomplish this desired end.

For the above stated reasons, I will vote **against** this proposed amendment with the hope that before this issue is again brought to the membership a proposed change will ensure unity from diversity.

Tommy Smith, CSI, Registered Architect

JANUARY CHAPTER PROGRAM REPORT

Program title: Openings with Emphasis on Egress & Security Access Controls

Presenters: Mr. Ronn Perkins (consultant and specification writer representing Ingersoll Rand Security Technologies) and Mrs. Helen Rose of Pemko were the copresenters for the program.

Synopsis: The program was well attended even though the snow was falling fast and furious outside. We had close to 24 in attendance. The audience was asked to participate in the program by asking a series of prepared questions.

Ronn received five questions and Helen received five questions. They both did a great job identifying what made up fire rated door assemblies and egress doors. New regulations, codes and guidelines by the Door and Hardware Institute were also discussed for these applications. Inspections and certification was also explored. Security electronic access controls to fire rated door assemblies and egress doors was also discussed. Coordination between trades and how door assemblies and security electronic access door hardware should be specified was expounded upon.

The audience had additional follow up questions concerning most of the subject matter above. However, as usual with a program where everyone was involved in the program process, we ran out of time. A suggestion was made to have another program on perhaps more detailed explanation on how to write the specifications for fire rated assemblies, integrated assemblies, electronic hardware and mechanical hardware. I am sure the program committee will take this into consideration.

Overall, the program was well received and may have been one of the best programs in awhile. It was too bad that the weather kept so many people away. The audience appreciated the interactive discussion with requests for more in future programs.



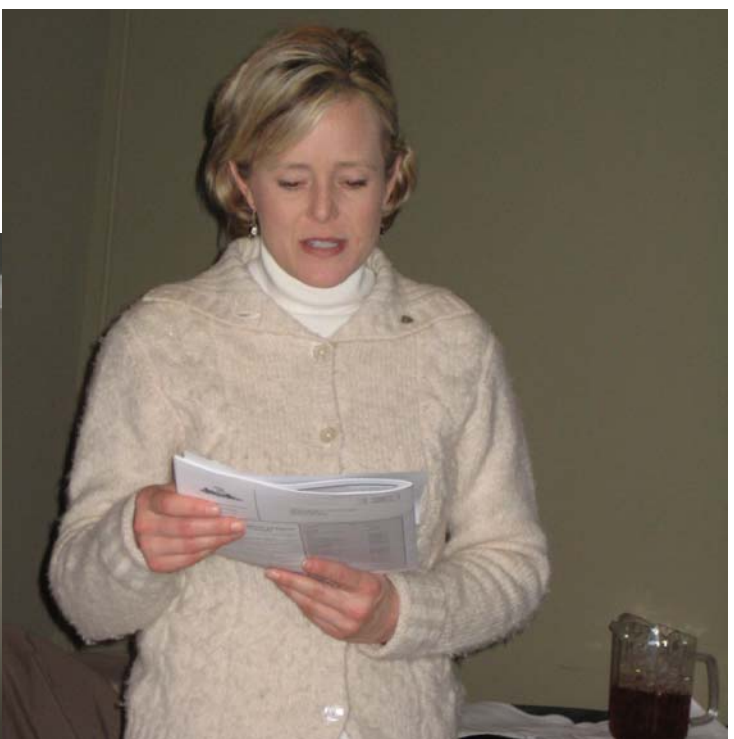
Pele Chaffins, Jim Neison



Danny Clark with Guest Michael Cordone



Byron Graves, Tommy Smith



Julie Varnado



Byron Graves, Helen Rose

It's not too late to join the class!!

2011 Construction Document Technology (CDT) Study Class

Sponsored by The Memphis Chapter of The Construction Specifications Institute

Location: Pickering Firm

Address: 6775 Lenox Center Court, Suite 300 Memphis

Dates: Every Saturday from Jan. 8, 2011 til March 26, 2011

Time: 9:00 - 11:00 a.m.

Contact Persons for Further Information:

Edith Washington, FCSI, CCS - Chairman - 901-377-5584

Harvey Wilmoth, PE, CSI, CDT Co-Chairman - 901-726-0810

Certification Examination Registration: Go to www.csinet.org.

	CSI Member		Non-Member	
	Early Bird	Final	Early Bird	Final
Non-Students	\$235	\$295	\$370	\$430
Students	\$105	\$105	\$105	\$105

Note: Early Bird ends Jan 28, '11 - Final registration ends Feb.26, '11

All candidates will need to have the book entitled "Project Resource Manual" (PRM). The Chapter has books **at greatly reduced cost** for persons attending the class.

CSI CERTIFICATION EXAM DATES: March 28 - April 9, 2011

For exam descriptions and registration cost go to: www.csinet.org.

MEMPHIS TESTING SITE: U of M Prometric Testing Ctr.
The examination is computerized.



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for more information



Chapter Membership Report: January '11

New Members:

Huy Nguyen, U of M Student 1/19/11
Carl Smith, Freedom Sales 1/11/11

Membership Totals:

10	Associate
39	Industry
5	Industry Emeritus
3	Intermediate
39	Professional
9	Professional Emeritus
1	Professional Lifetime
3	Professional Retired
31	Student
140	TOTAL

Nikole H. Daniels, CSI, CCCA, Membership Chair
Carey Ward, Membership Co-Chair

CONSTRUCTION ADMINISTRATION: What it is and why we need it

By Hans Dietrich Faulhaber, AIA, CSI / TRO JIB

This article is related to the activities, duties and responsibilities of the construction contract administrator. This is not intended to be a comprehensive guide to construction administration but an overview of the activities, duties and responsibilities required to effectively manage the construction administration phase of an architectural project.

Introduction

Construction Administration is the management of the construction process by the architect or staff assigned to the project and defined in the project specific contract (typically an AIA contract) between the architect and project owner. To define the phase more precisely, Construction Administration is the process of overseeing the construction necessary to ensure conformance with the contract documents and standards. Construction Administration should begin when the contract documents are in the design development stage and conclude one year after Substantial Completion. Most activities for the Construction Administration phase decrease substantially after the building is occupied and final payment has been made by the owner.

Construction Administration occurs in either the field or home office with tangible files such as payment applications, change requests, change orders, constructive change directives, field reports, bulletin logs, RFI logs, bidding information, owner correspondence, contractor correspondence, job meeting notes, and shop drawings along with submittals, samples and other components. All reviewed submittals should adhere to the contract requirements for submission typically found in either the General Conditions or in the appropriate specification section in the Project Manual. Construction Administration includes on site construction progress monitoring which is to be performed at appropriate intervals of the construction process for the given project.

The Construction Administrator needs to be a diligent record keeper and maintain a vigilant perspective on the projects in their purview. As stated in articles later, the Construction Administrator needs to be able to determine which project team member is the best person to respond to the contractor's needs or questions and do so in an efficient manner, or in other words be an efficient and knowledgeable delegator. The demeanor of the Construction Administrator needs to be such that they can maintain their composure in very difficult situations, be firm when rendering decisions and above all be fair in rendering those decisions.

Finally the Construction Administrator should have copies of all the relevant project contracts either in his possession or readily available for reference. The contracts are essentially a roadmap to what the duties and responsibilities are for the given project and without it the Construction Administrator will not know where he is going or what is expected in terms of performance.

Contract Forms and Construction Contract Administration

Industry standard and accepted construction contract forms have been developed by the American Institute of Architects (AIA) and are available for purchase from them either online or at selected AIA designated points of sale. The advantage of using these documents over custom made is they are vertically and horizontally integrated and related to one another

thereby eliminating the possibility of contractual responsibility gaps. As with any contract they outline the responsibility of each party to the contract and relate to other contracts in the "family" by reference. The AIA offers other related forms, such as pay applications and lien waivers in the same format. To ensure effective contract administration, owners, architects and contractors (and subcontractors) are advised to utilize these forms in their everyday course of business.

The procedures outlined in this guide generally if not specifically follow the principles of construction management outlined by the AIA family of contracts. Typical AIA forms that will be used for the administration of the construction contract are as follows:

- AIA B 141 Owner Architect Agreement (CM not a contractor)
- AIA B 132 Owner Architect Agreement (CM as adviser)
- AIA B 201 General Conditions of the Contract for Construction

There are other forms that the AIA produces for construction administration purposes such as the Field Report form, Document G711. However, I have found that custom in house forms not specifically referenced in the contracts are often used and are just as effective as the AIA versions.

The Construction Administration Process

Construction Administration processes and duties as required by typical general practice contracts are listed below:

- Construction Phase File maintenance
- Document Quality Management Reviews (see part 2 Document Quality Management Reviews. Typically this process and procedure is as determined in each office.)
- Review and recommendation of contractor bids or review of Construction Manager proposals and bids.
- Attend Prebid Meeting
- Attend Bid Opening
- Attend Scope Review Meetings
- Provide Recommendations to Award Contracts
- Review and monitoring of the construction schedule as prepared by General Contractor or the Construction Manager.
- Interaction with the Project Consultants
- Attendance at Project Meetings
- Management and Disposition of RFIs (Request for Interpretation)
- Management and Disposition of RFPs (Request for Proposal)
- Management of Project Modifications (Bulletins & Addenda) to the contract requirements
- On site construction Observation and Field Reporting
- Issuance of Construction Change Directives (or other like instrument.)
- Review of Pay Applications
- Review of Proposed Change Orders
- Submittal Review and Disposition
- Generating project Punch Lists (a listing of defects re-



- quiring correction)
- Generating the Certificate of Substantial Completion
- Contract Closeout and closeout document review
- One Year Warranty Inspection

A brief discussion of each of these items follows.

Construction File Maintenance

Construction files at most architectural offices are typically found in the Project Specific Folders, with a sub folder being titled Construction Administration. New file titles are added to this folder periodically or, in some cases on a project basis. At a minimum, the current folder includes the following files: Contractor Bids, Schedules, Shop Drawings-Submittals-Log, Bulletins-RFIs-ASIs, Punch Lists, Field Reports, Change Order, Pay Applications, and Closeout.

Other files such as correspondence, reports, project requirements, and budgets are filed in other Divisions of a given firm's filing system. In order to keep track of the enormous paper and electronic paper flow both the paper in house files and the computer files should share the same titles. This will also enable faster retrieval of files not having to sort through on electronic file or a couple of folders that are not name related. This method will also simplify the process should other personnel require access to you electronic files. This is not to say there can not be other sub project files: there can be and should be in order to not comingle subjects and to be able to access files quickly when needed.

Review and Recommendation of General Contractor Bids

There are basically two ways to convey pricing to an owner: bid or negotiated price. There are a number of ways to bid a project: open bid, invited or closed bid. An open bid is open to any contractor who can meet the project qualifications. This is typical for a publicly funded project.

An invited or closed bid is open only to those contractor's who the owner has invited to submit pricing. This is sometimes used by owners when they have a high comfort level with certain select contractors and may be based upon work the contractor has previously accomplished for the owner. For example, in the New England states, bids are mostly filed subcontractor bids. This means any qualified subcontractor gets to bid the project. These bids are then collected by the public agency PRIOR to the General Contractor bids. When the low General Contractor is determined by the Public Agency the selected GC then is required to use the low filed subcontractor bids for each category. The Architect has little or no input in this process.

At bid opening the administrator (or other personnel in the firm such as the Project Manager, Project Architect or Principal in Charge) will list the bids on a bid form, sometimes with a specific order for a specific reason. If this is a Construction Manager project the bids are usually listed by specification division. There will be a Schedule of Values attached to the bid if specified. The Schedule of Values conveys specific costs for specific components and allows the administrator to compare the bids received from all contractors for any monetary anomalies. The submitted schedule is compared to the Estimate of Probable Cost prepared by or for the architect (if required by the Owner Architect agreement). Any large variance of value(s) may cause a rejection of a given bid or questions to the contractor to explain the variations.

A recommendation to the owner based on the reviewed bids occurs once the review process has been accomplished. The

owner will then consider the bids, the recommendation and then make a selection based on this information.

Review and Recommendation of Construction Manager Bids

Construction Management (CM) differs from traditional Contracting in that the CM is in an advisory capacity acting as the owner's impartial agent rendering technical advice on the various aspects of the project. Depending on the particular state licensing law, CMs are typically required to be licensed just as a general contractor having basically the same license. The reason being is they are essentially acting as a general contractor: they sign subcontracts for work to be accomplished, they produce the same construction related instruments for document clarification, they process pay applications and most supply the general project staff: the project manager, the field engineer and the project superintendent. While this may appear to be general contracting, the primary difference is in the project budgeting. A CM will receive and present bids to an owner where as a general contractor will not. The CM will or should keep the owner aware of all financial issues during the course of the project. CM projects will work with budgets that are known by all parties and fixed, leading the CM to sign a contract of a guaranteed maximum price or GMP.

Any changes to the work will require the architect or engineer to document the change and the CM to obtain competitive pricing for the change. Once there is agreement on the cost, the change is integrated into the work just as any traditional change would be either by the issuance of a revised document.

The architect's role in this project delivery method is as project designer and also a project adviser. However, the advising role of the design professional relates more to the quality of the work than simply the cost of the work. This means of project delivery is more common in New England and less common in other parts of the country.

Review and Monitoring of the Construction Schedule

Typically the contractor is required to submit a preliminary construction schedule along with the bid to the owner. This timeframe for construction has likely been discussed between the owner and contractor prior to pricing the project. When the project bid or final negotiation has been submitted, a revised and more detailed project schedule of construction is submitted to the owner and architect for review and comment. After the contract has been signed, a preliminary schedule is typically required to be submitted within the first ten days. This schedule will focus on construction activities planned for the first 60 days of work with a general outline for the remainder of the work. Within 20 days after the contract is signed the formal schedule is to be submitted and reviewed. The agreed upon schedule is to be modified and published within 10 days after review and agreement.

Review of the schedule is important because the value of the project while under construction is directly related to the time it takes to complete. In general, less time and the project costs will decrease; more time and the project costs will increase. This statement does not account for any extraordinary conditions such as an accelerated schedule, or atypical weather conditions, labor disputes, accidents or subcontractor default or other unforeseen issues.

By contract obligation, the contractor will submit a construction schedule with each application for payment. This updated

schedule will be reviewed by all parties reviewing the application for payment. Comments on the schedule, if required, will be made in writing to the Owner and Contractor if the schedule change adversely affects the payment application.

Interaction with the Project Consultants

Typically building projects require a team of people to compile the necessary information to construct the building. A structural engineer for the frame, a mechanical engineer for the HVAC and plumbing, and electrical engineer for the power, lighting and communication needs, a civil engineer for the site and environmental needs such as site grading and drainage and other consultants for various needs the project may have. Typically the construction administrator is the individual assigned to the project who has been exposed to each of these disciplines and understands what the interaction and coordination issues are related to the engineering processes, and has the knowledge of who would be best to address an issue or concern and has the ability to provide timely responses to the contractor when issues arise. The construction administrator involved must have read the Consultant contract. The CA must have a firm understanding of who the responsible party is for the coordination and scope of the work to administer the contract. The assigned CA must also have a copy of the architect's contract with the owner and have a firm understanding of that document requires.

Examples of when this interaction would take place are when documentation conflicts or questions concerning the documents are conveyed to the administrator via RFI. It is the administrator's job to ascertain what the issue is and how best to expedite a response to the contractor. Efficiency in response time is paramount to avoid any perception or actual delay to the project which leads to additional time and money to be spent on the project by the owner. Finally, prompt and accurate responses are required to protect the architect from any liability for delay of the project. The construction administrator can not exceed contract allotted time for RFI and submittal review and response during the construction of the project.

Attend Project Meetings

Construction projects typically have project status meetings occurring at regular intervals. These meetings are attended by the owner's representative(s), the contractor, and the architect and are typically noted in the contract with the owner. The frequency of project status meetings is usually dependant upon the size of the project.

Under no circumstances should the CA be attending meetings with the subcontractors without the General Contractor present. There is no contractual basis for this type of interaction as the contracts relate activities of the primary contractual entities and not the subcontract entities to the prime. All communication from the subcontractor to the architect should be through the General Contractor. Typically insurance underwriters and general practice contracts do not allow this sort of communication.

Meetings

The purpose of this type of meeting is to inform all parties to the project of the status of the work. There are generally three areas of importance to any construction project and are contained in the various topics on the agenda for project meetings. Those three areas are: Schedule, Budget and Critical Issues. A sampling of typical construction project meetings would be: Preconstruction Meeting (prior to commencing con-

struction), Site Mobilization Meeting (prior to contractor mobilizing on site), Progress Meetings (regular meetings as noted above), State Inspections (for medical facilities), Other meetings called for specific reasons.

Preconstruction Meeting

The project Preconstruction Meeting takes place prior to the contractor commencing with construction activities and taking possession of the site. At this meeting the contract requirements are discussed in more detail than any previous meeting. Topics for this meeting might include: Questions the contractor has regarding the documents, The Contractor's use of the site, Site security, Noise control, Dust control, Contractor's use of owner's utilities including water, power, communications and toilet facilities, Hours of operation, Receipt of any property data from the owner, Architect's clarification of the dimensioning convention, Contract documents, Design intent, Substitutions, Long lead items, Progress schedule, Submittal schedule, Shop drawings and other submittals, Delays, Jobsite record keeping and logs, Chain of communications, Architect's job visits, Pay requests, Testing and inspections, Liquidated damages, if any, Conveying the Notice to Proceed (to the contractor)

Essentially this meeting marks the beginning of the construction schedule leading to the commencement of construction activities. The formal conveyance of the Notice to Proceed denotes the formal and contractual start date of construction activities.

Project Site Mobilization Meeting

The project Site Mobilization Meeting occurs just prior to the contractor taking possession of the site in preparation to commence construction activities. Typically this meeting will occur shortly after the preconstruction meeting. The topics for this meeting may be a partial repeat of the preconstruction meeting but those topics will nevertheless be amplified and clarified and will specifically relate to the project and project site. The agenda for this meeting may include the following topics: The Contractor's use of the site, Site security, Noise control, Dust control, Contractor's use of owner's utilities including water, power, communications and toilet facilities, Traffic control, Crane placement, Staging area(s), Deliveries, Hours of operation, Other project specific topics are added as necessary and appropriate.

Construction Progress Meetings

Construction progress meetings occur at an appropriate time interval to the size of the project. Larger projects might require more frequent meetings; smaller projects might require fewer meetings. Typical industry meeting frequency is a two week interval. Other meetings resulting from the progress meeting to address specific issues can be and often are scheduled during the progress meeting.

Most often the general contractor is responsible for scheduling and running these meetings. In addition the contractor is responsible for record keeping and distribution of those records in a timely manner after the meetings conclusion. A typical agenda for a meeting of this nature may include: Work activities in progress, Schedule updates, Look ahead schedule, Submittal status, RFI status, Change Request or Bulletin status, Notification of the next meeting particulars, Discussion of pending changes, Execution of change orders, Discussion of potential delays/claims.



Additional specific subjects may be added to the agenda based on their impact to the schedule, budget or quality of the project. Healthcare projects might have additional meetings related to inspections by the state or local health departments. These meetings will typically have site specific issues to discuss and areas to inspect and occur at 50%, 80% and 100% stages of project completion. Project specific documentation is also required for healthcare projects.

It should be noted that this meeting can be the architect's or the contractor's to schedule and hold. If it is the architect's then he is responsible for documenting the meeting, publishing minutes and distributing the minutes. Regardless of who generates the minutes, they should be carefully reviewed and comments provided to the author on any exceptions taken to their contents.

Other Meetings

There are other meetings required in the construction documents such as pre-installation meetings and still others that are not specifically listed but may be required in order to coordinate the work of the contract. For example meetings such as utility shut down coordination meetings are required in some instances. This type of meeting is where the contractor will work in concert with the owner or facilities manager to ensure other campus buildings are not directly affected by the shut down or if they are the occupants are aware of the process. This way other owner operations are not affected adversely by the work of the contract. another example would be a coordination meeting for a specific item that may be supplied by the owner and installed by the contractor. Having an understanding of when the item is to be delivered and what its specific parameters are will enable the contractor to schedule the proper personnel and equipment and determine a more definitive schedule for installation. Finally there are instances where the owner will hire another contractor to perform a part of the work. As an example, an artist who is supplying stained glass in a church, chapel or hospital would require time and possibly personnel or equipment to accomplish the work of their independent contract with the owner. This work requires close coordination between the contractor, owner and speciality contractor.

Meeting Record Keeping

Typically the contractor or CM is responsible for taking and issuing minutes of each meeting although this can vary between offices. Agendas for future meetings are typically issued a given number of days prior to the meeting. This allows the participants to add to or subtract from the agenda as appropriate to the meeting's focus.

The minutes will be formatted similar to the agenda with reports on all of the agenda topics being listed. All attending parties should be copied on the distribution of the meeting minutes. Those in attendance will then review the minutes checking for accuracy and request corrections where appropriate. The contractor will issue revised minutes when appropriate.

Project diaries are often kept to have a written record of events annotated on a daily basis, including meetings. This is an invaluable tool that will allow the construction administrator immediate access to the events of a particular day. Often it is not what event happens, but what happens after the event has happened that is most important and often critical. A diary will assist the construction administrator in piecing together

those events that occurred prior to, during and after a critical event. The diary will also serve as a cross check to the contractor's meeting minutes.

RFIs (Request for Interpretation)

RFIs were formally known as Requests for Information. The nomenclature was changed when it was realized that a "request for information" implied a lack of information on the drawings. Unscrupulous Contractors have used RFI's to deride the A/E even though many of them were not valid and only written to portray the A/E documents in a negative manner. This practice has been changing lately with the advent of partnering. If an RFI causes a material change to the contract it will then turn into a Change Order Request (COR) and will ultimately require drawing revisions to the project scope and, if applicable alter the project cost and completion time by a formal Change Order.

To effectively track and respond to the RFI in a timely manner, it is recommended that a log be kept noting when the RFI was received, who it was forwarded to on which to act and when it was returned to the contractor for information and / or implementation. Typically a contractor will list the time the response is required on the RFI form. Because the flow of information for a construction project can have a direct impact on the construction schedule, close attention should be paid to responding to RFIs as quickly as possible.

AIA form Document G716 is typically used by contractors for issuing RFIs to architects, although custom forms are also commonly used.

RFPs (Request for Proposal)

An RFP is a Request for Proposal. This instrument is typically generated by the owner, administrating architect or a consultant and then issued by the administrator to the contractor to have a given component, assembly or material priced for consideration of it being integrated into the work. Simply because an RFP was issued does not necessarily mean it will be ultimately accepted by the owner even garner a positive recommendation from the architect. Note that not all architectural offices use this instrument; some use the Bulletin for this purpose. However, that instrument does not instruct the contractor to do more than price a contemplated change, similar to the RFP.

Addenda

Addenda are changes made to the documents prior to the execution of a construction contract between the owner and contractor. This is the instrument the architect uses to convey changes in the work prior to the consummation of a construction contract.

Addenda issues are typically released in specification format, Section 009XX; the number of the addenda issue is noted in the "XX" section and are typically sequential. The addenda will list the date of issue, the project, the project number, the owner and a listing of changes included in the addenda. The architect and will give notification to the bidders to include the addenda in their bid price as well as list receipt of the addenda in the appropriate place on the bid form. The addenda will then list changes to the Project Manual by specification section and then changes to the drawings by sheet. There will also be differentiation of revised sheets and first issue sheets.

Bulletins and Changes to the Documents During Construction

A Bulletin is the instrument some firms use to modify the work of the contract after the contract between the owner and con-

tractor has been signed. The modification could be owner, agency, contractor or designer driven. Generally speaking a Bulletin could result from an RFI or RFP to modify, amplify or clarify the work of the contract and may or may not include additional cost. Given that typical Bulletins indicate the delineated changes are "contemplated", the Bulletin issue is very similar if not exactly like an RFP. A Bulletin is the formal documentation of a contemplated change prior to integration into the contract.

Bulletin issues typically contain a front sheet that numbers and describes the bulletin; a data sheet that lists the drawings included in the bulletin and what actual contract documents are affected and the documents themselves. These documents are integrated into the contract document set as revised drawings replacing the previously issued sheet(s). The format for these modifications can be either 8.5" x 11" as a "sketch" or the full size sheet be reissued. Bulletins are tracked in the bulletin status template which indicates date of issue, who requested the change, current pricing, billable or non billable (very important for accounting purposes), and change order number. This form is completed by the CA on a predetermined project basis.

In very general terms the addenda instrument and the bulletin instrument do not vary in content. They do vary in the time-frame in which they are issued in the construction process and how these changes are integrated into the documents. The major difference is addenda are part of the contract from contract consummation where the bulletin becomes part of the contract upon execution of a change order and can potentially alter the contract time or sum or both.

Construction Observation

Architects do not "inspect", they observe. The difference, though subtle and often mistakenly interchanged, is inspection implies a very thorough and exhaustive observation, detailed in scope and complete in all aspects of the activity. Observation implies a cursory review of the item, component, assembly or project and does not imply a thorough and exhaustive inspection. The main reason for this difference is contractual responsibility. It is the contractor's contractual responsibility to construct the building and be aware of all detailed aspects of each and every component as is the nature of the construction business. The contractor is responsible for the means and methods and safety of the construction process. Architects do not and can not be expected to know all of the very detailed intricacies or other detailed aspects of construction. Consequently when an administrator goes to the field, he or she is observing and not inspecting.

This is not to say the quality of the project shall suffer due to the cursory nature of the on site visit. On the contrary, the administrator endeavors to ensure the owner's interests and the architect's design is constructed as required by the project plans and specifications! All components have industry standard levels of quality. Those levels are expected to be met at the lowest level of any construction project.

Field Reports

Once the observation is complete, a Field Observation Report is issued delineating all aspects of the observation. The Field Observation Report notes the estimated project percentage of completion either as a whole or by component. The Field Observation Report also notes if the components, assemblies or project components that have been observed are in general compliance with the contract documents and if not will list

deficiencies. Generally, though not always, the contractor will annotate the report as a response indicating what measures have been taken to eliminate deficiencies. The AIA documents have a standard Construction Site Visit form.

Construction Change Directive

This is an architectural instrument designed to order changes in the work when the owner and contractor have not fully agreed upon the proposed change in terms of contract time or price.

Once the contractor receives a Construction Change Directive, the contractor is then required to perform the work in dispute. The contractor will then advise the owner and architect of agreement with the proposed method of adjusting the contract time and price. Once there is agreement and the contractor executes the Construction Change Directive, the modifications then become a Change Order. Should the contractor disagree, the work is still performed with the architect determining the method and amount of the change based on actual costs with adjustments for overhead and profit. Should the contractor disagree further, the option is some form of dispute resolution as outlined in the contract between the owner and contractor. This instrument is used on a typical contractor bid project. CM projects do not use this instrument.

The Construction Change Directive can be a proprietary in-house office form or an AIA Document G714.

Architect's Supplementary Instructions

This is an architectural instrument designed to order changes in the work when the owner and contractor have agreed there will be no change in construction cost or schedule. The ASI is typically a minor change in the work with the issuance of this instrument as the formal integration into the contract for informational purposes. The ASI can be a proprietary in-house office form or an AIA Document G710.

Pay Applications

Contractors are typically paid once a month, although there are variations. Payment is accomplished when the contractor submits an Application for Payment to the architect for that previous month's work. The schedule of values established when the price was submitted to the owner is used as a measure of work completed as a percentage. The percentage of completed work is translated to the scheduled value of the particular component, assembly or project, the sum of which establishes the value of the payment for that particular month. The administrator reviews the application for payment, verifying the contractor has not exceeded the scheduled value or the pertinent percentage of completion. In a Construction Manager Guaranteed Maximum Price contract the line items may in fact exceed 100%. It is the bottom line number that has to be watched in this type of contract. Generally the contractor will know if they are behind and have not drawn against a given component, assembly or project for a specific reason. However, if the contractor gets ahead on billing, that is if the drawn funds requested exceed the scheduled value, the contractor's incentive then becomes diminished and the quality of work could potentially suffer. As a consequence a contractor should never be allowed to draw ahead of the scheduled value of the work based on the percentage of completion. The contractor is typically required to attach certain documentation to the Application for Payment. One is a waiver of liens from major subcontractors. This is to protect the owner from claims at a later date due to monetary inaction on the part of the General Contractor. Another attachment is an updated



construction schedule. This allows the evaluation of the progress of construction and is a valuable planning tool. Finally the Contractor may be required to attach progress photos of the project or various aspects of the project.

The architect typically attaches a letter outlining the architect's observations relative to the approval of a Pay Application. It is advised that the architect's counsel review this letter before it becomes standard practice to issue it. Once the letter and accompanying Pay Application are sent to the owner, the application is funded, i.e. the contractor is paid for the work of that particular Application for Payment. The aforementioned certification letter must be sent with every pay application. Typically there are very specific requirements prescribed by the architect's insurance carrier where the pay application has to be submitted as described in the General Conditions of each project specifications. For example, the Contractor can NOT submit payment on an application that is not specified. It is recommended the contractor use the industry standard AIA Application for Payment and Schedule of Values. All of the contractually related requirements will be listed and there will be no time wasted in the review and approval of the familiar document.

The timing of the review and processing of the Pay Application is critical to the contractor's on going project cash flow. Therefore it is critical that the CA carefully review and process the Pay Application in a timely manner, preferably in shorter time frame that is allowed by the Contract Documents. Under no circumstances should the Pay Application be allowed to linger in the office.

Standard AIA Applications for Payment are typically used for projects unless the Owner has custom forms that are required to be used for the project. The standard AIA Application for Payment form is Document G702.

Proposed Change Orders

A Proposed Change Order (PCO) is a contemplated modification to the contract, submitted by the contractor. Typically this instrument will include a description of the modification and back up from all of the affected subcontractors with a recap sheet delineating all of the proposed costs including complete labor and material costs and contractually agreed upon mark ups. The PCO is submitted with the proposed pricing that once approved by the owner and CA is then turned into a Change Order.

Proposed change orders can be precipitated by RFIs, RFPs, or other means. Typically architects will generate Project Manuals including the forms to be used by the contractor and their subcontractors for PCOs. The owner, contractor and architect sign this instrument to integrate the modifications into the contract. Typically for a Construction Manager or General Contractor contract the Change Orders are prepared by the CM or GC.

Change Orders

A Change Order (CO) is an owner accepted modification to the contract submitted by the contractor increasing or decreasing the contract sum and /or time, for a particular component, assembly or project. Typically this instrument will include a description of the modification and back up from all of the affected subcontractors with a recap sheet delineating all of the accepted costs.

In order to effectively tract the monetary status of a given project, it is recommended a log be kept of the executed change

orders against the original contract value. This will allow an instant understanding of where the project stands financially and can be of assistance to the owner in determining future actions to be taken for or against contemplated changes versus budget.

Standard AIA Change Order forms are typically used for projects unless the Owner has custom forms that are required to be used for the project. The standard AIA Change Order form is Document G701.

Submittal Review

The construction administrator will either perform the submittal review or direct it to the proper entity to perform the review and provide a disposition.

In the last three issues of the Memphis PerSPECTive, I elaborated on the submittal process. Rather than restate the information contained in those articles, I direct the reader to the csimemphis.org website where the back issues can be found.

Punch Lists

A punch list is a listing of the defects found in the construction and transmitted to the contractor for repair, rework or replacement. Before the construction administrator performs punch listing, the contractor is obligated to perform their own inspection and create their own punch list which is submitted to the construction administrator along with a formal request for the punch listing activity to commence. A punch list will list all visual defects observed during the punch listing activity and will typically list the following types of defects:

- primarily finish defects,
 - defective painting or
 - defective wallpaper installation
 - defective flooring installation
 - defective ceiling installation
- Incomplete items or systems or items remaining to be installed
- Other items as appropriate to the level of completion or incompleteness
- Engineering observations and lists noting defects related to their scope

If the project areas are not ready for punch listing as scheduled, the CA will notify the owner and contractor in writing. If too many outstanding items appear on the listing, the punch list activity may be deferred until the project has reached a more acceptable level of completion for the punch list activity to commence. The list will then be formally processed and distributed to the pertinent parties for action. Once the punch list items have been corrected or eliminated the contractor will notify the architect of this disposition and request a final walk through.

Certificate of Substantial Completion

A project achieves Substantial Completion when it reaches the point to where it can be used or otherwise occupied for the intended purpose or for which it was created. At this time a Certificate of Substantial Completion, AIA Document G-704, is executed by the architect, owner and contractor. In most municipalities, this document is a requirement by local and state authorities having jurisdiction over the project, before they will sign off on the project and execute a permanent Use and Occupancy Permit.

Project Close Out

Project Close Out begins when the project has reached Substantial Completion and occupancy has occurred or is immi-

ment. The construction administrative activities that occur during this phase of the project are generally reviewing close out documentation required by the contract documents. This will take the form of Operation and Maintenance manuals for the various components of the project and technical reports required of various systems to ascertain if the given system is performing to specification or not. This will also include the review and verification of product warranties to confirm the warranties meet the requirements of the contract documents. Other issues relating to the project start up are also addressed such as assisting the contractor in trouble shooting systems with which the contractor might be having trouble or other difficulties. If there are extra stock requirements in the contract, those components or materials will be verified as having been delivered to the owner for their use. Most architectural firms have a typical project closeout form to use for this purpose.

One Year Warranty Inspection

Once the project has been occupied for one year following the date of Substantial Completion, the architect returns to the project, meets with the owner and contractor in order to develop a final listing of defects requiring contractor correction. This is a "final punch list" of sorts. This list is formally conveyed to the contractor and owner and the contract is formally closed at that point. If at this time, there are still outstanding punch list items that are not closed, the owner may elect to have the work done by their own forces. If so, then the items will have a dollar value assigned agreeable to all parties. The CA will assist in this process.

Conclusion

Construction contract administration is a vital part of architectural project delivery. The construction administrator has many records to keep up with and maintain; many meetings to attend; and many duties to fulfill. The construction administrator has to have a more than fundamental knowledge of construction in order to be effective in his or her position. Finally, the construction administrator requires a temperament that will allow him to get along with all of the various parties involved in the project in good times and not so good times as well as to promote a successful conclusion to the project of which all can be proud.



CAN YOU FIND IT?

'GA214-96'

In each issue of The Memphis PerSPEctive magazine there will be a hidden word or phrase. The first person to 'find it' will receive their dinner meal free. The rules are as follows. You must email me the word or phrase (ccooper@smithdoyle.com). The first person to answer correctly in my email basket will be deemed the winner. You must attend the Chapter dinner meeting. You must present the word or phrase before the group and briefly identify the word or phrase (the meaning/significance) in five minutes or less. The word or phrase will come from The Construction Specifier. The word or phrase will include the month, year and page location number. **Let's have fun with this! Check out this magazine very carefully! Good hunting and e-mail me ASAP!**

I am respectfully requesting that a sponsor step up for each meal and help us defray the cost of the free meal. Contact me at the email address above if you wish to sponsor 'Can you find it' at least once per year. All we need is 9 sponsors at \$20 each. You will be recognized in The Memphis PerSPEctive the following month with the name of the winner.

Can You Find It? The Answer

Well there was not a winner in January. The word for January was "certified eucalyptus" as found in the Construction Specifier on page 24 in the March 2010 issue. Certified eucalyptus is a viable alternate to traditional hardwoods. Plantation grown, third-party certified eucalyptus is a fast growing, rapidly replenished tropical hardwood, reaching maturity in an average of 15 years. Please check out this interesting article for more information.

Better luck in the next issue for 'Can You Find It?'. I will have the editor place the word or phrase in a conspicuous location. As a hint for February the word/phrase will be "GA214-96" but you must still find it in the PerSPEctive magazine then locate the word or phrase in the Construction Specifier on page 43 of the December 2009 issue. Remember the first person to find this word (in the PerSPEctive) and emails me the location will win a free chapter dinner. The only catch is that you have to present this word or phrase to the audience and describe or identify what the word or phrase means. Good hunting.

*Charles F Cooper, CSI, CCCA
President CSI Memphis Chapter*



Products Display Show 2011

REGISTRATION FORM

TUESDAY, MARCH 15, 2011—MEMPHIS, TN—4:30pm-8:30pm

COMPANY NAME _____

BOOTH SIGN NAME _____

ADDRESS _____

CITY _____

STATE _____ ZIP _____

CONTACT NAME _____

PHONE _____

FAX _____

CSI MEMBER NO. _____

CONTACT E-MAIL _____

COMPANY WEB ADDRESS _____

BOOTH FEES:

CSI MEMBERS \$475.00 NON-MEMBERS \$575.00
EARLY PAYMENTS BY 12/31/2010 DEDUCT \$25.00
OR MULTIPLE BOOTHS DEDUCT 10% FROM BOOTH
FEES

BOOTH DETAILS:

EACH 10'x10' BOOTH SUPPLIED WITH ONE
DRAPED TABLE (ADD \$40.00 EA. ADDITIONAL
TABLE), DUPLEX ELECTRICAL OUTLET (IF NEEDED,
ADD \$30 EA., YES_____ NO_____), TWO CHAIRS,
TWO NAME BADGES, AND ONE BOOTH SIGN

BOOTH PREFERENCE (ON FIRST-RESERVED BASIS):

1. _____ 2. _____ 3. _____

TOTAL NUMBER OF BOOTHS NEEDED: _____

TOTAL NUMBER OF TABLES NEEDED: _____

**BADGES NAMES (SUPPLIED 2 PER BOOTH, ADD \$5.00
EA. ADDITIONAL):**

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

FOR ADDITIONAL
INFORMATION CONTACT

Ron Roberts
P 901.497.5506 F 901.850.1367
ronr5929@yahoo.com

MAKE CHECKS PAYABLE TO:
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MAIL TO: CSI PRODUCTS SHOW SALES
1758 NORTH REID HOOKER ROAD
EADS, TN 38028

No. Company	No. Company	No. Company	No. Company
01 PUB TABLE	33 Raneys Truss	65	97 Dillard Door & Security
02 BAR	34 Christie Cut Stone Co.	66 <u>U. S. Daylighting</u>	98
03 PUB TABLE	35	67 Townsend Door & Hardware Co.	99 Gates Lumber Company
04	36	68 USG	100 Gates Lumber Company
05 South East Associates	37 Benjamin Moore & Co.	69 Pillar Group	101 Smith-Doyle Contractors
06 Ingersoll Rand Security Technologies	38 Dupont Tyvek	70 Montgomery Martin Contractors	102 Euclid Chemical Company
07	39	71 Warthan Associates	103 N/A
08 Southern Architectural Sales	40 <u>Armstrong World Industries</u>	72 Bishop Architectural	104 N/A
09 Southern Architectural Sales	41 Clear Advantage Lighting	73 Georgia Pacific/Henry Products	105 N/A
10 Parasol Awnings	42 BPI / Building Plastics, Inc.	74 Wade Lundy & Associates	
11	43 BPI / Building Plastics, Inc.	75 General Shale Brick	
12	44 Brandon Company	76 EAT	
13	45 Brandon Company	77 EAT	
14 EAT	46 EAT	78 Perkins-Everitt Lighting	
15 PUB TABLE	47 EAT	79 Ram Jack Foundation Solutions	
16 BAR	48	80 Hilli	
17 PUB TABLE	49 Farrell-Calhoun Paints	81 <u>TAMKO Building Products, Inc.</u>	
18 EAT	50 Translucent Design	82 Hagerman & Company	
19 EAT	51	83	
20 InPro Corporation	52 Sika Saramfil	84 Spectrum Lighting	
21 CertainTeed Corp.	53 Sherwin Williams Paint Company	85	
22 Dow Chemical	54 PPG Industries	86 Rulon Company	
23 EAT	55 GAF Materials	87 Delta Door & Hardware	
24 EAT	56 Marvin Windows & Doors	88 Memphis Shelby County Office of Code Enforcement	
25 Valentine Coatings	57 Moran Sales	89	
26 National Guard Products	58 Serious Materials	90	
27	59	91	
28 EAT	60 Johns Manville	92	
29 EAT	61 Solar Defense Glass Tinting	93 Better Business Bureau of Mid-South	125 BAR
30	62 <u>Acme Brick</u>	94 International Interior Design Association - Memphis City Center	CSI CSI Memphis
31 M. W. Escue Company	63 Chicago Metallic	95 Memphis USGBC Regional Chapter	U of M University of Memphis Architectural Students
32 Applied Technology Group	64 Sealant & Waterproofing Supply	96 National Association of Women In Construction	

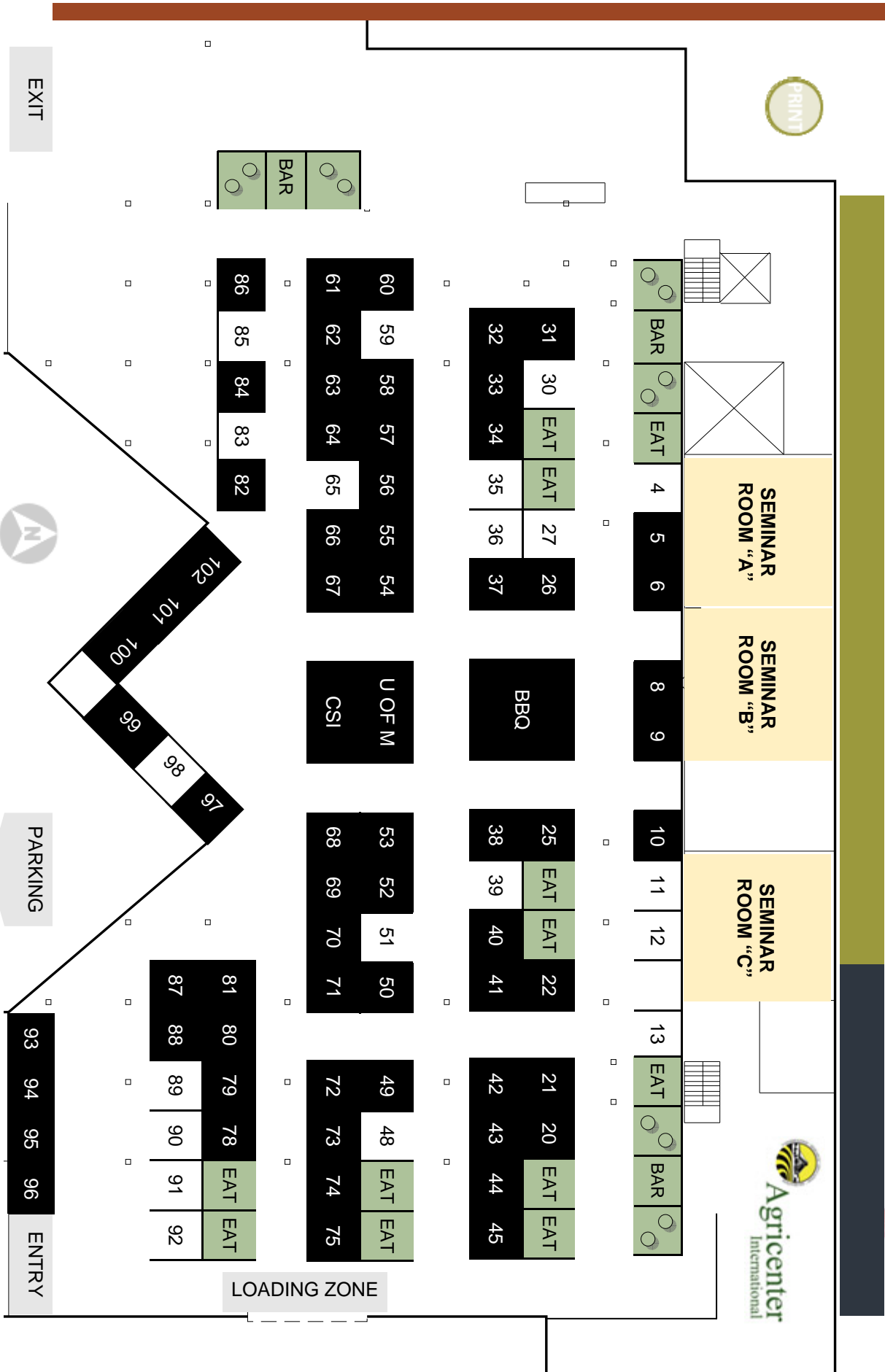


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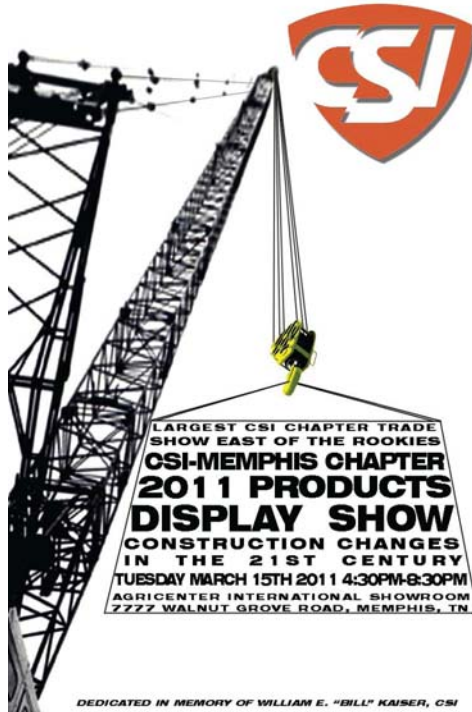
2011 PDS STUDENT POSTER CONTEST

All members are to vote online via e-mail to Scott Guidry (scott_guidry@comcast.net), selecting which poster (1-6) they think is the best. If the member does not have computer access, they may vote by calling Scott (901-507-4412). All current members are encouraged to vote on the poster of their choice. Votes will be tabulated, with the poll closed at 5:00 PM, Wednesday, Feb. 16, and the winner will be announced at the February Chapter meeting (Feb. 24, 2011). The designer of the winning poster will receive the \$300.00 award at this meeting. **Note: Student members cannot vote.**"

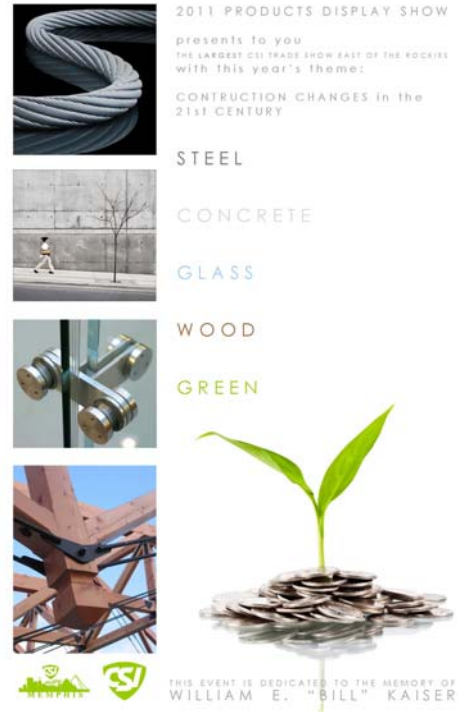
1



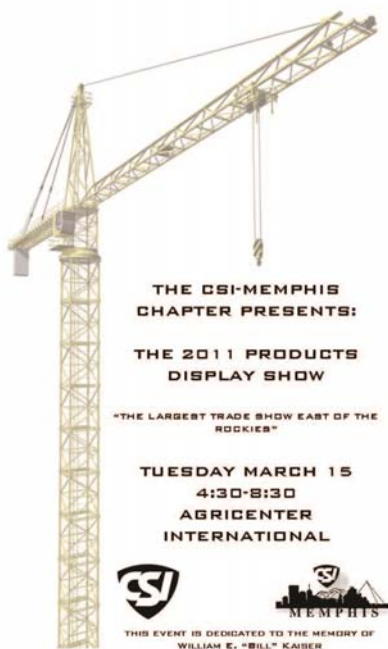
2



3



4



5



6





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Gulf States Region Conference

Gulf States Region Conference - Mobile, AL
Dates: April 29-30, 2011

This year's Gulf States Region Conference will be hosted by the Mobile Chapter in downtown Mobile, Alabama. The conference will be held at the Renaissance Hotel. Please mark these dates on your calendar and begin planning for this event! Details related to associated costs should be available soon and will be posted promptly in the next edition of the PerSPECtive as well as announced at the next chapter meeting.

Let's be on time this year, and be early for this event! Please let Bryan Wardlaw know of your plans on attending as soon as possible. The Memphis Chapter is also in the process of looking into renting a passenger van for this weekend to aid with associated travel costs.

Start making your plans to attend today!

*Bryan C. Wardlaw, CSI
Conference & Convention Committee Chairman*

PROGRAM PRESENTER BIO FOR FEBRUARY 24, 2010

Michael Seebeck is Regional Development Manager for Ram Jack of Tennessee. Mr. Seebeck has 3 ½ years of experience in estimating, designing and installing helical piles and hydraulically driven steel underpinning piles. Mr. Seebeck has designed foundation underpinning systems for both residential and commercial projects throughout the Mid South.

Additionally, Mr. Seebeck serves on several committees within Apartment Association of Greater Memphis and as member of the Deep Foundation Institute (DFI).



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