Building Connections | Fall 2011

CONSTRUCTABILITY REVIEWS:

Pre-Construction Planning For Project Cost Savings

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Rising CM conference, Washington DC

November 6-8, 2011
CMAA National Conference & Trade Show, Washington DC

November 15, 2011
Free Lunches, Unicorns and CM Agents Not at Risk, Atlanta

December 8th, 2011
Red & Green Scene Holiday Celebration, Atlanta

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CMAA-SAC President's Address

Trevor Pitt
2011-2012 President, CMAA-SAC

Fellow Members and Colleagues,

Capitalizing on the success of last year, CMAA SAC is off and running as it begins the 2011 - 2012 year. In addition to continuing our informative breakfast programs, training opportunities and networking events, the chapter has renewed its focus on promoting the role of the construction manager on today's project.

The board and senior leadership recently participated in a strategic planning retreat that focused on how the chapter can establish itself as a strong advocate of CM services and the specific goals needed to lead us towards that vision. Each of you will hear more about that effort and we look forward to receiving input from all of CMAA SAC's stakeholders on what it means to be a value added, profitable CM.

Although this is a year for looking forward, the past gives us much to capitalize on. Over the past few years, the chapter has seen tremendous growth. The Board is committed to continuing that growth, but more importantly, the Board strongly urges all of its current members to find some way to contribute to the ongoing commitment of this chapter to the quality of CM practice. There is too much talent and experience among our own ranks to fail to take advantage of it.

Efforts are underway this year to measure the extent to which our members engage in our chapter and contribute. We have the potential to become the **best chapter** CMAA has to offer members anywhere in the country!

The board has developed a number of initiatives to make it easier for our members to get involved. Just a few things to look for in the coming months are:

- CCM Certification Drive, we will take the guesswork out of certification and guide you through it, supporting you every step of the way with past CCM's

- A membership survey to make certain we continue to plan the kinds of events and support sessions that will impact our members
- Technical Education Sessions to help keep your CCM Certification current

- Monthly Breakfast Meetings acting as a forum for our members and guests to network and be educated on current industry events and trends

- Quarterly Owner Socials to meet potential clients in a low key setting

Of course all this information can be found on our website....check it often and save it as one of your favorites....you can also follow us on Facebook and Linked In. I hope to see you at our October Breakfast meeting and throughout the next year at all the exciting events we have planned.

Trevor Pitt
Project Manager, Whiting-Turner Contracting Company
2011-2012 President, CMAA-SAC

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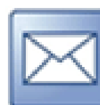
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Project Achievement Awards Banquet

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

2011 PROJECT ACHIEVEMENT AWARDS (TROPHIES)

Infrastructure
Constructed value less than $10M
Old Peachtree Trunk Stabilization: Ruby Collins Inc.

Constructed value greater than $10M, less than $50M
Historic Fort Ward - Phase 1 Project: Jacobs

Constructed value greater than $50M, less than $100M
J.B. Messerly Water Pollution Control Plant: Parsons

Building
New Construction Constructed value less than $10M
Mount Pisgah Athletic Complex:
New South Construction Company

Constructed value greater than $10M, less than $30M
Georgia Military College New Prep School Building:
Skanska

Constructed value greater than $30M, less than $50M
Kennesaw State University Health Sciences Building:
Whiting-Turner

Constructed value greater than $50M, less than $100M
Emory Rollins School of Public Health Expansion:
Whiting-Turner

Constructed value greater than $100M
Georgia Aquarium – Dolphin Expansion: Heery International

Renovation/Modernization
Constructed value less than $20M
Martin Luther King, Jr. Federal Building - Interiors: Beck

Constructed value greater than $20M
Westin Peachtree Plaza Reglazing: Skanska

Program Management
Georgia Aquarium – Dolphin Expansion:
Heery International

OVERALL WINNERS (A TIE)

Georgia Aquarium – Dolphin Expansion: Heery International
&
Kennesaw State University Health Sciences Building: Whiting-Turner

HONOR AWARDS (FRAMES)

Building
New Construction Constructed value less than $10M
Cobb County Department of Transportation regional transportation management center: Atkins

Constructed value greater than $10M, less than $30M
Georgia Gwinnett College Library: The Potts Company

Constructed value greater than $30M, less than $50M
Augusta-Richmond County Judicial Center: The Potts Company

Constructed value greater than $50M, less than $100M
Emory University - Longstreet - Means Housing:
New South Construction Company

Constructed value greater than $100M
Atlanta Airport Marriott Gateway Center: Hill International

Renovation/Modernization
Constructed value less than $20M
Georgia Institute of Technology, Hinman Research Building Renovation: Beck

Constructed value greater than $20M
John C. Godbold Federal Building: Beck

Program Management
Augusta Richmond County Judicial Center: Heery International

CONSTRUCTABILITY REVIEWS:

Pre-Construction Planning For Project Cost Savings

by: C.G. "Sonny" Jester, Vice President, Claims & Consulting Group (Americas), Hill International, Inc.

Webster's Dictionary defines "Constructability" as... wait a minute... it DOESN'T define that term. In fact, a general search of accepted dictionaries reveals that as far as this main stream media goes, the term "Constructability" does not exist. Most commentators accept this absence.

"The terms 'constructability' and 'buildability' will not be found in any standard dictionary. They are terms which are specific to the construction industry and have meaning only to those operating within the confines of the industry." Construction Management: New Directions, Edition 2; McGeorge, W. D., Palmer, Angela, London, Kerry (Wiley-Blackwell,2002), pg. 53.

Yet, every construction professional with significant experience has likely heard the term, and maybe even used it. Most of those who have heard it, have an understanding in their minds what it means, at least in an industry-specific context. So, what is Constructability, what is a Constructability Review, and, equally important, do you need one?

In the early 1980's, the Construction Industry Research and Information Association, using the comparable term "Buildability," defined the concept as the extent to which the design of the structure facilitated ease of construction, subject

Distilled to its essence, the process of Constructability is the integration of construction considerations into the planning and design processes of a project.

to the overall program requirements for the project. This approach focused on the necessary interface between design and construction.

A bit later, the Construction Industry Institute, approaching the concept from the perspective of improving cost effectiveness and total quality management for the U.S. construction industry, defined "Constructability" as "a system for achieving optimum integration of construction knowledge and experience in planning, engineering, procurement and field operations in the building process and balancing the various project and environmental constraints to achieve overall objectives".

Distilled to its essence, the process of Constructability is the integration of construction considerations into the planning and design processes of a project. To be effective, these considerations should be addressed early in the planning and design process, and revisited at predetermined points through the design evolution and development.

The Constructability Review is not a "one person" undertaking. To be of real value, it must include multiple perspectives, especially as to the interaction of the drawings and specifications prepared by the design team with the means and methods anticipated by the construction manager or general contractor. Design team input should include engineering issues as well as architectural. While input from the project specific staff is vital, it is often advisable to include a "fresh set of eyes" in the form of senior professionals not assigned to the project.

The Constructability Review process must be established and scheduled early in the development; however, it is imperative that it be "tailored to each design phase." **Design Professional and Construction Manager Law**, Edited by Hess, Stephen A., Bales, Jerome V., Folk, P. Douglas, and Holt, L. Tyrone, (American Bar Association Forum on the Construction Industry; ABA Publishing, 2007), pg. 300. In other words, the review conducted at the Schematic Phase may focus on site, materials and utility location while the review at the Design Development Phase may look at systems, foundation/ structure, building envelope and MEP components.

The Constructability Review is designed to catch and correct difficulties which may arise either from design or means and methods challenges, but most likely from the interplay of the two aspects of the project. If not caught before construction begins, the expectations of the parties can be negatively impacted. Such a delay might mean that control of the project costs, particularly the hard costs of construction, will be lost.

The initial investment in such a review, while adding to the project's overall costs, has the potential to generate savings far greater than the expenditure. The risk of problems with the design belong to the Owner under most delivery methods, though this risk is generally shifted to the GC in a design-build scenario. But even in such a delivery model, the Owner must communicate its intent and requirements.

The Constructability Review provides a mechanism whereby the Owner can be protected against the risk of increased costs due to conflicts between the design and construction considerations. At least one study has suggested that an

investment of between 2% and 5% of total project costs to such pre-construction planning increase the prospects of an on time/on budget delivery, and can result in a 3 to 1 return in construction savings over planning dollars. ***Starting Smart: Key Practices for Developing Scopes of Work for Facility Projects***, G. Edward Gibson & Michael P. Pappas, Jr., in Conjunction with the Federal Facilities Council, Standing Committee on Organizational Performance and Management (Federal Facilities Council Technical Report #146, National Academies Press, 2003).

The benefit of such services, in the early days of the development, has been recognized by recent iterations of the AIA documents. While not expressly referring to Constructability, Exhibit B to AIA B-143-2004 (Contract Between Owner and Consultant) allows the selection of the following services:

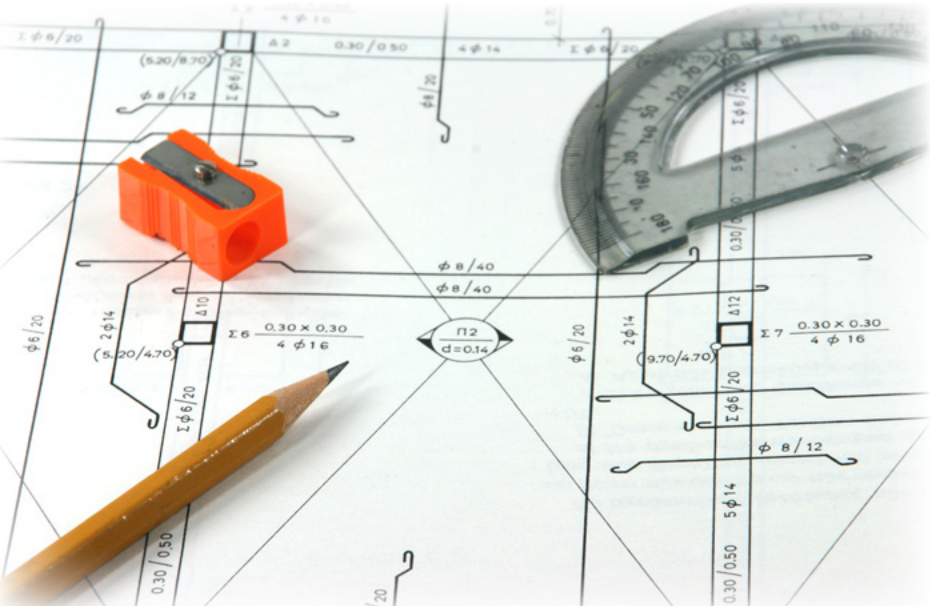
B.2.1 General Administration:
Manage and coordinate the Architect's services and those provided by the Architect's consultants, consult with the Design-Builder, review applicable criteria provided by the Design-Builder, communicate with members of the Project team and issue progress reports pertaining to the Architect's services.

B.2.2 Multi-Discipline Coordination:
Coordinate services provided by the Architect and the Architect's consultants with those services provided by the Owner, the Owner's consultants, the Design-Builder and the Design-Builder's consultants and contractors.

B.2.4 Materials, Systems and Equipment Evaluation:
Assist the Design-Builder, with the evaluation of alternative materials, building systems and equipment, together with other considerations based on the Project Criteria, other criteria, the Project budget and aesthetics in developing the design for the Project.

These services are equally important in projects not utilizing the Design-Build delivery system. The goal is to maximize efficiency through the timely exchange of information between design and construction components of the project team. This exchange in turn should lead to lessened conflict between those critical members of the team, to the overall benefit of the project. This lessened conflict should be reflected in a diminished number of RFIs and ASDs, and in fewer "hostile" change order requests.

Constructability Reviews are, in a real sense, the application to the construction industry of the old axiom that one should not be "penny wise, and pound foolish." The investment in such assessments, early and as often as appropriate for the particular project, promote communication and harmony in the project team, and time and cost savings to the Owner. Everyone involved in the project, and the Project itself, benefit from this process. ●



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GEORGIA MECHANICS LIEN STATUTE: RECENT DECISION SHOWS IMPORTANCE OF FOLLOWING THE LETTER OF THE LAW

by: Mark C. de St. Aubin, Partner, Smith Gambrell & Russell, LLP at mdestaubin@sgrlaw.com

In June 2011, the Georgia Court of Appeals issued a sobering reminder of the importance and necessity of following the lien laws with precision. Construction managers, contractors, subcontractors and suppliers that go unpaid and seek to assert a right to a lien against the real property upon which the project was built should pay close attention to the requirements of the state's lien statute.

Georgia's lien statute prescribes certain language and specific procedures that unpaid contracting parties must strictly adhere to in protecting their right to claim a lien on project property. For example, a contracting party has 90 days within which to file a "claim of lien" that puts the property owner, among others, on notice that it has not been paid. Generally speaking, the lien statute contains a form to be used when filing the claim of lien document, and there are references in the statute that this form be "substantially followed." An unpaid supplier, however, learned the heard way that the notice provisions for the claim of lien form must be followed exactly, not substantially.

In the case of *Handy Andy of Eastman, Inc. v. Evans,* Handy Andy, a material supply company, was never paid for certain materials it supplied to the project by the general contractor who had a contract for construction with the owner. Handy Andy timely filed its claim of lien, sending a copy of the claim of lien to the property owner, thereby giving notice of Handy Andy's intent to follow the process intended to lead to a grant of a special lien against the owner's property.

The Georgia lien statute requires that the claim of lien contains the following notice language in at least 12-point bold font: "This claim of lien expires and is void *395 days* from the date of filing of the claim of lien. If no notice of commencement of *lien action* is filed in that time ..." (emphasis added) O.C.G.A. § 44-14-367. A lien action must be filed within 365 days of the date the claim of lien was filed. A notice of commencement of action must be filed within 30 days of the date a lien action is filed. The lien filed by Handy Andy contained notice language that was different from the language required by Georgia lien statutes, but only slightly different. First, the *Handy Andy* claim of lien stated that the lien expired in "365" days, not "395" days. Second, the *Handy Andy* lien stated that the lien expired "if no commencement of lien is filed" and did not state if no notice of commencement of "*lien action*" is filed within the prescribed time.

Handy Andy argued that its deviations from the statutory language were meaningless, resulted in no prejudice to the property owner, and resulted from inadvertent mistakes or "typos." Handy Andy emphasized that it was the party that had not been paid, despite the fact it delivered all the materials to the project contractually required of it. The court, however, was not persuaded by any issues of fairness, at least as put forth by Handy Andy, and held that the lien claim was invalid, causing Handy Andy to lose any right to pursue a lien against the project property.

The case serves as an important reminder regarding the court's view of the lien laws: The lien statute provides a unique remedy for unpaid parties to a construction project, one to which these parties would not be allowed without an express right granted by the legislature. Unpaid subcontractors, suppliers, sub-subcontractors do not have in almost all cases a right to payment from the owner. Nevertheless, the lien laws entitle such parties to an interest in the property of the project owner in the event they go unpaid by the party with whom the subcontractors or suppliers actually contracted. Accordingly, the court requires close, and in some case strict, compliance with the lien laws if parties seek to benefit from those laws.

The courts' view was manifest in the *Handy Andy* decision. Although Handy Andy's deviations from the language contained in the statute were slight, those semantic missteps occurred in that part of its lien claim intended to provide notice of the lien's validity. The courts require strict compliance with respect to the notice requirements that must be included on the lien. Moreover, Handy Andy's lien form failed to provide accurate information about the lien's validity and the procedural steps necessary to protect the validity of the lien. The courts will grant contracting parties on a construction project a lien against the owner's property since the legislature has specifically created that legal right. However, the court's are also very sensitive to the fact that project owner's would also not face such liability but for the legislature's creation of this right, so keep in mind that any language affecting the owner's interest should strictly follow the requirements of these statutes. ●

CMAA - Upcoming Programs & Industry Events

Don't Miss these excellent Programs & Events!

Online Registration Open

Sponsored by:
Pieper O'Brien Herr Architects

October 18, 2011 – Design on a Dime

7:00 am - 9:00 am | The Buckhead Club

Members: $35, Non-Members: $50, Student Members: $10

Design firms are being asked to provide owners with more design for less money, now more than ever. Join CMAA for this exciting panel discussion with leading Atlanta designers as they share how their firms have changed and creatively dealt with restricted budgets and owners demanding more for less.

Moderator:
Keith Douglas, Sr. Vice President, Whiting-Turner Contracting Company
Panelists:
Tony Aeck, Principal ,Lord Aeck Sargent Architecture
Jeff Pieper, Principal, Pieper O'Brien Herr Architects
John Classe Jr., PE, Vice President, Atkins North America, Inc.

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November 15, 2011 – Free Lunches, Unicorns and CM Agents Not at Risk

7:00 am - 9:00 am | The Buckhead Club

Members: $35, Non-Members: $50, Student Members: $10

Using a mock mediation format and a "real world" hypothetical, the purpose of the program is to highlight the risks present on every project for a CM Agent Not at Risk. Like unicorns and free lunches, the concept of a CM Agent with little or no risk does not exist. So, what are your risks as a CM agent, and what can you do to protect your firm, while at the same time, providing your owner clients real value. This entertaining and educational presentation will engage you and your colleagues in thinking about a proper definition of and role for a CM Agent.

Moderator:
Mark de St. Aubin, Smith Gambrell & Russell, LLP
Panelists:
Scott Cahalan, Smith Gambrell & Russell, LLP
Anthony Lehman, DLA Piper
TBD – Carlock Copeland & Stair, LLP

December 8, 2011 - Red & Green Scene

6:00 pm - 11:00 pm | Opera (1150 Peachtree St. NE, Atlanta)

Early Bird (ends 11/7): $40 Regular: $45, Couples Tickets (2): $75, Group of 10 Tickets: $350

Seeking Sponsors | Registration Open | Learn More

AIA Atlanta, ASHRAE, CMAA, CSI, IIDA Georgia and USGBC Georgia invite you to attend a Holiday Celebration and Fundraiser supporting Toys for Tots.

The Red and Green Scene Holiday Party is an annual Architectural and Design industry collaborative holiday social networking event which benefits not only a chosen charitable organization, but also raises funds to benefit a select community pro bono project, as well as providing funds for the professional advancement of members of the key participating industry organizations.

CMAA National News

CMAA 2011 National Conference & Trade Show November 6th - 8th, 2011 | Washington DC

CMAA brings its flagship annual event to the nation's capital, delivering the essential knowledge and tools relating to the theme of Building on the Cornerstones of Professional Practice.

The 2011 event program has something for everyone, from the fourth-year CM major and the professor to the CCM and seasoned executive. Attendees will benefit from more than 40 high-impact education sessions from industry insiders, a memorable keynote, unlimited networking, a first-class exhibit hall full of the latest services and technologies and other valuable activities and events.

This year's education program will share wisdom and best practices for the many roles carried out on a daily basis... CM as leader, team builder, innovator and manager.

The headline attraction this year will be a performance by political satire troupe The Capitol Steps. Celebrating 30 years of putting the "mock" in democracy, this group of former Hill staffers puts a unique spin on the latest political headlines.

The magnificent, historic Great Hall of the Library of Congress, described as "the most beautiful public building in America," will be the venue for the CMAA Foundation's annual benefit event. Share refreshments and good company beneath stained glass skylights, beams decorated in aluminum leaf, and statues, reliefs, murals and other artwork by more than 40 artists.

Click here for more details about the conference.

Rising Construction Managers Conference November 5th - 6th, 2011 | Washington DC

Soon-to-be graduates, master's candidates, young practitioners and Construction Manager In Training designees want an edge in career development and a head start in cultivating professional relationships. Construction and Program Management firms and owner organizations need access to the most qualified candidates to fill internship and entry-level positions. For the first time, CMAA will bring these two groups together for one powerful education and recruitment event: the Rising CMs Conference.

The program will deliver highly relevant, topical sessions, a career fair, and networking opportunities.

Key components of the agenda include:

- Opening/closing plenary sessions
- Educational sessions on both days, with topics ranging from career path options and resume/interview best practices to CMAA's community network and CM Practitioners Assessment Tool™ to record and track career progress
- 2½ hour career fair and Speed Networking on Saturday
- Locations for conducting job interviews during the career fair and Sunday morning.

CMAA Student Member or CMIT: $50
Non-Member Student: $75 (includes 1-year CMAA Membership)

Learn all about the Rising CM Conference!

The Grand Hyatt Washington
1000 H Street NW
Washington, DC 20001

GEORGIA SUPREME COURT DECISION EXPANDS CGL COVERAGE AVAILABLE TO PARTIES SUED FOR DEFECTIVE WORK

by: Mark C. de St. Aubin, Partner, Smith Gambrell & Russell, LLP at mdestaubin@sgrlaw.com

Construction managers and general contractors hope that the worst of the market downturn is behind them. Architecture firms are hiring again, and with some luck, GC and CM project pipelines will begin to fill towards the end of this year and the beginning of next.

Nevertheless, some "legacy" issues may yet arise from projects completed during this downturn. All of the ingredients were ripe and present for quality problems to exist on projects built over the past few years. Project funding became tighter or, in some instances, essentially dried up altogether. Many subcontracting firms reduced the size and competency levels of crews. Other subs folded, in some cases, midway through project completion. Suppliers provided materials piecemeal or at the last minute because of payment issues, resulting in materials being installed out of sequence or in a hurried fashion.

Any one of or a combination of these events on a project could lead to the work not conforming to the plans and specifications or not conforming to standards of acceptable workmanship. Owners almost always look first to fee developers, CMs, and general contractors in asserting legal claims for defective work to recover costs incurred to repair or to replace damaged property.

In March 2011, the Georgia Supreme Court rendered a decision that should make it easier for such firms to obtain a legal defense and reimbursement for legal damages from their commercial general liability ("CGL") insurance carriers. Specifically, in the case of *American Surplus Lines Insurance Co. v. Hathaway Development Company, Inc.*, the Supreme Court decided the inadvertent performance of defective work constituted an "occurrence" in some circumstances under a CGL policy.

The threshold issue in determining whether a CGL carrier has a contractual obligation to provide its insured a legal defense and indemnity, meaning reimbursement or "coverage", requires a determination that there was an "occurrence" as that term is defined in the CGL policy. An occurrence is simply defined as an accident.

Whether the performance of defective work constitutes an accident has not been an issue uniformly agreed upon in the past by different courts applying Georgia law. To put the issue in practical terms, is the failure to tape and caulk exterior wall sheathing joints an "accident," if those walls leak and damage building interiors? Now, Georgia courts have stated that the answer to that question is generally "yes".

In the *Hathaway* case, a plumbing subcontractor had performed various types of defective work for its general contractor client, Hathaway Development, on separate projects including: (1) installation of a four inch pipe instead of the six inch pipe specified; (2) improper installation of a dishwasher supply line; and (3) improper installation of a pipe that separated under hydrostatic pressure. The Supreme Court of Georgia held that "an occurrence can arise where faulty workmanship causes unforeseen or unexpected damage to other property." The Court rejected "out of hand" that such faulty work could not be deemed an occurrence on the basis the defective work was performed intentionally. The work was deliberately performed, but that work being defective and causing damage was not intended. That effect was an accident.

Why is it important to GC, CM and developer firms that the court found defective work constituted an occurrence under the terms of a CGL policy? Again, CGL policy coverage is triggered when there is an "occurrence." Once an "occurrence" happens, the burden shifts to the insurer to determine if an exclusion exists under the terms of the policy that would deny coverage to the insured CM, GC or developer firm.

And among the various exclusions that can result

GEORGIA COURTS MAKE CGL INSURANCE CRITICAL COMPONENT TO RESOLUTION OF DEFECTIVE WORK LAWSUITS

in taking away the coverage triggered by an occurrence is the "Your Work" exclusion. The "Your Work" exclusion denies coverage for defective work performed by the insured itself. So, if a GC firm self performed concrete work and it is determined the concrete work was defectively performed by that firm, the exclusion applies to deny the coverage initially granted by the inadvertent performance of defective work. The rationale being that a firm can control its own work, and as a result, the insurance company will not cover a risk that can be effectively managed and controlled by the insured.

But most, if not all, of the actual work is furnished or installed by the various subcontractors performing work on the project, not by the GC or CM. The standard form policy language includes a subcontractor's work as part of the general contractor's work, making the subcontractor's work subject to the "Your Work" exclusion. However, the policy language also contains an exception to the "Your Work" exclusion for the subcontractor's work. If the defective work was performed by a subcontractor the "Your Work" exclusion does not apply. No applicable exclusion means *coverage exists* for the GC or CM for the property damage done and, in my view, for the cost to repair that portion of the defective work. The rationale for the subcontractor exception to the "Your Work" exclusion being that subs are independent contractors and the same measure of control that can be brought to the GC or CM firms' work cannot be applied to the work of subs.

Courts in other states, including Florida, Tennessee, and Texas, among others, have reached the same conclusion that the Georgia Supreme Court reached in the *Hathaway* case, when interpreting the same or similar policy terms. Other courts, however, have reached the opposite conclusion.

Reviewing the language in insurance policies or even following the winding logic of these policies can leave the reader cross eyed; so, a brief summary is in order: The inadvertent performance of defective work that results in damage to property or personal injury triggers coverage under a CM, GC or developer's policy; the "Your Work" exclusion is then applied to take the coverage away; however, if the work was performed by a subcontractor, then the exception to the exclusion negates the effect of the exclusion, reinstating the coverage. For all CMs, GCs and developers, if you receive a claim from an owner asserting defective work and an intention to seek recovery of damages (regardless of which entity performed the work, meaning your firm or a sub), send notice of the claim to your CGL carrier(s).

For years, risk managers and lawyers have understood the general rule of thumb to be that the cost to repair the defective work itself, regardless of which party performed the work, was not covered under the terms of the standard CGL policy. Only the damage caused to other property by the defective work was covered. The determination reached by the Supreme Court in the *Hathaway* decision *should* lead to a more expansive application of coverage for defective work claims, covering both the damage done to other work by the defective work and the cost to repair the defective work itself, provided the defective work was performed by a subcontractor. ●

Contact us to sponsor upcoming issues of the CMAA-SAC Quarterly Newsletter

About this publication

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

We also welcome your hard-won stories of project successes and satisfied owners, as well as your trials and tribulations and resulting lessons learned. This publication is meant to assist all of us in our mutual goal of advancing excellence in construction management throughout our chapter region that includes Alabama, Georgia, South Carolina and Tennessee. This newsletter cannot achieve its objective of "Building Connections" without your valuable and appreciated contributions.

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

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