



# Cactus Comments

November, 2006

## PRESIDENT'S PAGE

*George Wadding*  
Star Roofing

### DON'T MISS THE MEMBER-REQUESTED NOVEMBER PROGRAM

The November program may well turn out to be a lively interchange about warranties. This is a poorly understood aspect of construction and certainly deserves more review and consideration than it generally gets. As a subcontractor Star has to deal with it on several levels and it can become a very troublesome aspect of the specification section.

That one, usually short, paragraph in the specification causes considerable consternation in the bidding process, in the field construction, and in the close-out paperwork. Before choosing a product, the specifier should review the warranty to understand just what is available and whether the terms (carefully written by the manufacturers' counsel) meet the expectations. Additionally, the entire firm should understand that the warranty must follow the manufacturers' requirements and the drawings detailed accordingly.

Much discussion (sometimes a bit heated) takes place in the field over the issues that arise because the drawings do not convey to the Contractor and all the Subs the work that will be required to secure the warranty.

### 50<sup>TH</sup> ANNIVERSARY COMING IN 2007

I'm already getting excited about the upcoming 50<sup>th</sup> Anniversary Celebration being planned by Past-President Gene Trust and his committee. This is a June program you must plan to attend or you'll regret it afterward. Mark your calendar now!

### LOTS OF WORK TAKING PLACE BEHIND THE SCENES

At last count, we have ten candidates registered to take certification exams locally on November 18: 8 CDT, 1 CCS, 1 CCPR.

We will have at least 6 educational seminars this fiscal year on a broad range of topics.

Several chapter members are working on the Institute study of expanding the Section format to include a Part 4.

The release of the Technical Committee's Photovoltaic Study is imminent. It follows on the Moisture Control Study released last year. This is the kind of work the Phoenix Chapter was noted for in past years.

## **Warranties**

Warranties or guarantees...tomato, tomahto; potato, potahto - let's call the whole thing off.

That's the position CSI Phoenix member Steve Andros will take when he squares off with another CSI Phoenix member, Steve Wadding, to argue the pros and cons of construction warranties.

Here's a brief description of the program in Steve Andros' own words (take special note of the effective use of the ellipse [...]):

"Warranties, guarantees...whatever...are promises that are made to induce a sale. That is...if I (as the manufacturer) will promise that this "stuff" (thingy, pucky, whatever) doesn't perform the function that it is supposed to for at LEAST some period of time, I'll do "something." Of course, you...as the purchaser...can't walk on my stuff...or look at it funny...or sneeze on it...or do anything that might cause it to "malfunction." And...YOU...as the purchaser...have better kept the paperwork that I supposedly gave you when I left the job..."

“...my point is this. Architects (and owners...and some contractors...and some construction managers) put an AWFUL LOT of value on warranties. They want warranties that will let them sleep well at night. The problem is that they sometimes are deluding themselves. And...manufacturers seem to be happy to let the buyer be deluded. (I don't know if they still teach about caveat emptor in school or not.)

“So...[we'll] look at the warranty issue from two different perspectives. One that SUPPORTS the concept of “THE WARRANTY”...and another that tries to dismantle the false sense of protection created by THE WARRANTY.

“The goal of the presentation is to give the audience some insights into what warranties are...and what warranties are NOT. But...to try and do it in an entertaining manner.”

I can't wait...

Date November 8, 2006

Place Holiday Inn, Tempe / ASU  
915 E. Apache Blvd.  
Tempe, Arizona

Time 5:30 p.m. Social Hour

6:30 p.m. Dinner

7:30 p.m. Presentation

## Member Bios

Alan Minker CSI, CDT  
GAF Materials Corporation  
(602) 432-5267  
aminker@gaf.com

GAF is a \$2.5 billion company that supplies the construction industry with low (built up, single-ply's and modified) and steep slope (shingles) roofing, stone, siding, wall coatings, skylights, insulation and other supplies needed for the building industry. Alan's responsibilities encompass many aspects of the construction process including working with architects, owners, general contractors and roofing consultants to ensure that the proper GAF low slope products are being specified for the correct building design and usage. Also, following through with our select roofing contractors to make sure the finished installed roofing systems are of the highest quality for the owners of the facility. Alan territory is the state of Arizona.

Alan feels fortunate enough over the past 13 years to have had the opportunity to work on many exciting projects in Arizona, including the new Convention Center for the city of Phoenix, the Central Library, Scottsdale Museum of Art, and the PETSMART Distribution facility and stores. But the project that currently stands out for me is the roof system Progressive Roofing installed on the Arizona Cardinals Football Stadium in Glendale.

Alan has been a member of the Phoenix Chapter of CSI since April of 1994. Since being a member for 13 years, CSI has not only helped Alan with his professional goals of advanced certifications, but he has made many personal friends throughout the Phoenix, Tucson, and Las Vegas Chapters.

Alan grew up in a small town in Saratoga, CA in the Santa Cruz Mountain foothills. He attended college at San Jose State University (Go Spartans!). When Alan is not working, he enjoys spending time with his family backpacking, fishing and alpine skiing. He also enjoys running marathons and home-brewing with my club, Brewmeisters Anonymous. Alan has been married to his wonderful bride Lisa for 14 years and have 2 children, Katie 10 and Nick 7. He is an Eagle Scout of Troop 535 and have won awards for my homebrew in Santa Clara, Santa Cruz, Napa CA and Maricopa and Coconino county in AZ

The Phoenix Chapter CSI has been a pleasant one for Alan, and experiencing members' passion for construction has always inspired him to do his very best for the chapter. Alan has learned much from the individuals and firms he's worked with through CSI, and would like to thank everyone for trusting him with their roofing concerns over the past 13 exciting years.

Nicholas Sachleben, AIA, CSI  
Delorme & Associates  
480-609-0699  
[nicholass@delormeassoc.com](mailto:nicholass@delormeassoc.com)

Delorme & Associates is an architectural firm specializing in Commercial, Multi-Family, Residential, and Tenant Improvements. Currently Nickolas oversees all projects and serves as a wonderful mentor for the young designers in the office.

Nicholas joined CSI in 1993 and his membership has been a very critical tool for his learning about different types of construction and has provided access to many contacts in the construction field.

Nicholas grew up in a small town of Berlin, NJ and attended Drexel University in Philadelphia, PA. Outside of work, Nick enjoys hiking, hunting, and skiing. One of his favorite trips was to the islands of Hawaii.

It is a pleasure to have Nicholas Sachleben as a member of the CSI Phoenix Chapter.

## November 2006 Anniversaries

1984

**Richard H. Schick, CSI**  
Ellerman, Schick & Brun, Inc.

1985

**Barry R. Barcus, CSI, AIA**  
Barry R. Barcus, Architect, Inc.

1989

**Michael L. Haake, CSI, CCS, AIA**  
DWL Architects and Planners Inc.

1995

**Douglas E. Smith, CSI, AIA**  
Todd & Associates

1999

**Tommy L. Shackelford, CSI, CDT**

2000

**Robert (Bob) Bell, CSI**  
ISEC Inc.

2000

**Bonnie Glueckert, CSI**  
Seneca Architectural Building Products

2000

**Jennifer Rehse, CSI**  
Superlite Block

2001

**Sandy Nelson, CSI**  
Ingersoll-Rand Security & Safety

2002

**Olga C. Kotha, CSI, CDT**  
DMJMH+N

2003

**Anthony A. Jeffers, CSI, CDT**  
Sahara, Inc.

2003

**Greg Neundorfer, CSI**  
W.R. Meadows of Arizona

2003

**Thomas G. Wagner, CSI**  
Spellman Hardwoods Inc.

2004

**Brian McClure, CSI**

2004

**Rick Olsen, CSI**  
The Hallgren Company of Arizona

2005

**Richard Hunter, CSI**  
Hunter Sales Group

2005

**Pat Maxwell, CSI**  
Builders Guild

2005

**Doug Richardson, CSI**  
Siplast

# FILLER

Robert E. Sears, RA, CSI, CCS, CCCA  
Random Thoughts From The Past

*What follows is a more or less random compilation of thoughts which have appeared at various times over the years in the column I used to write regularly for Cactus Comments. This particular column this month is what I commonly refer to as "filler." Perhaps the following paragraphs are peripherally related to one another, perhaps not. Call it stream of consciousness, if you like. Whatever the case, I thought perhaps some of it might be worth revisiting.*

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When I entered the profession some 45 years or so ago drawings were prepared using a pen or pencil on some flat semi-transparent medium - paper, linen, mylar, or whatever. Specifications were prepared by hand writing, cutting and pasting, or on a manual typewriter and then manually typed by a stenographer onto some medium for lithography or even more primitive method of reproduction. Yeah, I know - I've heard it before, "...back in the stone age when I was young I walked 5 miles...", etc. Okay, so I'm getting old. By today's standards the whole process was fairly lengthy. With the tools we have now, we do things in a tiny fraction of the time it used to take. And for some of us, life has become a nearly intolerable blur.

Being, as I noted above, somewhat along on the scale of time, I tend to believe that faster is not always better. We've all heard of the famous bipedal tripod: Time, Cost, Quality - choose two. In this context they are treated as legs of an equilateral triangle. I would suggest, however, that the triangle should not be treated as equilateral, but as isosceles, and that the sacrifice of time will at some point, result in sacrifices in the other two. I would suggest that there comes a point at which the foreshortening of time will result in collapse of the triangle, and my strong suspicion is that in far too many cases that critical foreshortening has been reached and perhaps exceeded. A triangle with only one or two legs is very unstable.

As some who have known me for a while are aware, I have been interested in forensic architecture for many years. One of my hobbies is and was a study of the Kansas City Hyatt Hotel collapse, because it is a nearly perfect case study of how not to do a project. In particular, it is an excellent example of what it can cost an owner to chisel on the fees paid to his design team. Because in the end that played a substantial part in the failure. The time not spent, because of insufficient fees, meant the design was inadequate. The design fees the owner saved on that project was paid out in restitution and damages by at least an order of magnitude. They didn't save anything by cutting their design costs. Cheaper is not necessarily better.

It seems to me that perhaps it's about time we started to think about time. We have so little of it and we use it so poorly. Certainly, we produce more, faster, than we once did. Certainly, the economics of that increasing productivity are apparent in economic growth. But is it just possible that we are so busy trying to gain time that we are no longer paying attention to how we are using it? Does the fact that we *can* do things faster necessarily mean we *should*? Is it possible that we might begin to think about how we might be able to work *smarter* instead of just *faster*? And if we don't, is it possible that something really serious will happen again, as it has before when there was too much concern about time? I would suggest that, if we don't get control of our time, there will be another catastrophe, a loss of property or, worse, life.

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Where have all the teachers gone? I don't know. Maybe they're still out there. Maybe they're just busy. Maybe they think they're too busy to coach the younger architects. Maybe they've gotten tired. Maybe they've gotten old. Maybe they've given up, because the rewards are too small. I don't know. But maybe there are a few still around. Maybe they'll answer the call. Heaven knows, all one has to do these days is to look at a set of documents presumably ready to go to bid to know how desperately we need them.

Unfortunately, I fear, not much of the mentoring is taking place these days. I draw that conclusion from my own recent experiences in trying to work with young and, sometimes, not so young architects who are charged with assembling and managing projects. I don't know exactly why this is true, but I have some conjectures. Most of them probably devolve to money and time. I occasionally encounter the sort of person who trained me in my younger years and, who I like to think, I became for a time in some later years. But not nearly often enough, even amongst those who do know their trade.

Sad to say, most schools that I know anything about don't spend much time with specifications. They didn't when I was in school, either. My schooling in the preparation of specifications was to obtain a copy of a section of specifications from a project that had been designed and copy it. Architecture schools do not teach such things. They teach design, I suppose. But they do not generally, in my experience at least, teach architecture. Architects learn architecture from doing it. And if a person really wants to learn architecture, I have a recommendation. Find a firm who is willing to teach a young person to write specifications, and then spend some serious time - by serious time, I mean some years - learning to do it.

My personal belief is that wise architects and firms might do well to stop (at least those who do) treating their older, more experienced staff as additional galley slaves, or as multi-project managers spread so thin they really have not the time to manage anything

effectively. Instead I think they would profit from using that bank of knowledge and experience to train those young people coming out of school with all that energy and vision to provide the kind of architecture that really can be exciting. I cannot but believe that a well trained young architect would be of much greater value to a firm than someone who continues to stumble through the process their entire professional life without ever really understanding what he or she is doing.

\*\*\*\*\*

Some while back a columnist printed here suggested that we, as designers, cannot be responsible for, or know, all the things involved in the construction of a project. I don't necessarily dispute that as a broad concept. But I am not yet quite prepared to turn responsibility for and control of the design and construction process entirely over to the contractor.

I don't write my specs for Bubba. As a matter of fact I don't want Bubba on my project. Bubba is the one who cannot meet any tolerance I establish. Bubba is the one for whom specifications are written that permit any standard of workmanship. Perhaps I'm just getting old, but I find myself annoyed and weary by the argument that everyone besides the designer knows how the building should be put together. If someone out there would like to have Bubba on his project he is welcome. I'll send all the Bubba's in my neighborhood to work on it. I'll welcome their departure.

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Most Owners really hate change orders. Well - they hate the kind that cost *them* money. In my experience they don't so much mind the other kind. Personally, I think change orders are a pretty useful device. They help get the building built that the Owner really wants and needs. And, usually, can afford. When someone says to me, "There will be NO change orders on this project," I know we are in for a long day. At the same time, I become very impatient with contractors who read and interpret the documents in terms of what they want to see rather than what is there. Sometimes I find myself longing for the old time terminology like "reasonably inferable," "what is required by one is required by all," and so on. Of course, none of these would solve our problem of the day.

What is obviously needed is a perfect and perfectly coordinated set of documents. Personally, I'd be perfectly happy to produce such a set of documents. On the day that there is an infinite amount of time and an infinite budget for design, I'd be willing to do that. Until then, I suppose, we will have to continue to argue over the same old question, and I'll have to repeat the same old response, "Why don't you read the bloody documents?"

Any of us can warrant until the cows come home, but when a building leaks, it isn't because the warranty failed. It's because the construction failed. No piece of paper will solve that. The normal warranty furnished by a contractor or materials supplier or installer is contractual recourse against defective materials or improper installation, nothing more. The secret to getting a building that doesn't leak is not in guarantees. It is in clear, continuous and knowledgeable communication among capable, dedicated team members.

*About the author: Robert E. Sears, CSI, CCS, CCA, AIA is a consulting architect and specifier, currently employed with SASC Southwest LLC, a firm specializing in preparation of project specifications and technical consulting. He graduated in 1963 from Kansas State University, and has spent most of intervening years in various capacities as a quality control and project manager, technical architect and specifier. He was for many years a regular columnist for Cactus Comments, then foregoing drawn from some of the columns published during that time.*



### How may I serve you?

Election season is upon us, not just for public office, but for CSI offices, as well. Our elections won't take place for a couple of months, but across the country, CSI chapters are gathering to find new candidates to replace their retiring Institute directors. Despite the long history of this process, and the importance of electing members to our board of directors, I suspect most members don't know much about what their Institute directors do, or where they come from. I recall that I was a member for many years before someone explained the difference between a region director and an Institute director.

Each of CSI's ten regions has two Institute directors; each director serves a three-year term. One director from each region is a design professional; the other is an industry professional or an associate member. Each region holds elections for Institute directors in two consecutive years; there is no election in the third year.

This arrangement allows regions to elect one new Institute director at a time, thereby providing continuity that would not be possible if both directors were elected at the same time. It also provides an interesting rotation of representatives on the Institute's board of directors, with new people coming each year, and a continually evolving group of senior directors.

What does an Institute director do? According to CSI's Administrative References,

- a. Institute directors are corporate directors of the Institute whose first priority is to establish Institute policy and to manage and control the affairs of the Institute. In this capacity, they serve the interests of all members of the Institute.
- b. Institute directors are the managers and operating officers of their respective regions. They are responsible for administration of their regions and assistance to chapters within their regions. In this capacity, they serve the interest of the members of their regions.

That's simple and straightforward; except for the additional region duties in the second paragraph, it sounds like the description of the duties of any member of any board of directors. Of course, reading only a few paragraphs further we find a long list of specific duties, but still, they are typical for the job.

Looking carefully at this short description, we can draw some interesting conclusions.

- The Institute director's first responsibility is to the operation of the Institute's board of directors.
- Institute directors do not represent their regions in the same way as members of the US Senate or House of Representatives; each director serves all members of the Institute.
- Acting as officers of their regions, Institute directors serve all members of their regions.
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As is the case with any board of directors, our Institute and region directors set policy, determine the course of the organization, and manage the budget. Because of this responsibility, members should not casually serve as directors, nor should regions take lightly their responsibility to nominate qualified members. For those who are interested, there are several references that explain the duties of the position: the Administrative References (on the Institute website), which include bylaws and policies; a summary of qualifications; a biography form; and a conflict of interest/confidentiality agreement.

In my first year on the Board, budget discussions have been less than uplifting. We all know the economy was on the decline even before 9/11, and the following years were hard on CSI at all levels. Membership fell, as did convention attendance and size; it doesn't take much imagination to understand the effect on income. The CSI show, once a primary source of income, is now close to a break-even event. In response, the Board and staff have taken sometimes drastic measures to control expenses, and have been working on new sources of income.

In last month's article, I mentioned the work of several CSI task teams, and other initiatives intended to increase awareness of CSI, thereby increasing the value of CSI membership and activities. In coming articles, we'll look at ways the Board is considering to increase revenue and further reduce expenses.

*Sheldon Wolfe, RA, FCSI, CCS, CCCA  
Institute Director, North Central Region, CSI*



# PHOENIX CHAPTER CSI

presents their

## 13th ANNUAL GOLF TOURNAMENT



**BENEFIT:**

Phoenix Chapter Scholarship Fund

**LOCATION:**

VISTAL GOLF CLUB (SEE MAP)  
701 E. Thunderbird Trail, PHX 602.305.7755  
[www.vistalgolfclub.com](http://www.vistalgolfclub.com)

**DATE/TIME:**

SATURDAY APRIL 21, 2006 **7:30 AM SHOTGUN**

**FORMAT:**

SHOTGUN START, 4 PERSON SCRAMBLE  
*Field limited to 100 players. Entry DEADLINE: March 1, 2007*  
First come, first served. **Proper golf attire required.**

**FOOD:**

"RANCH COOKOUT" HAMBURGERS & CHICKEN *INCLUDED*

**PRIZES:**

1<sup>st</sup> & 2<sup>nd</sup> PLACE - MEN & WOMEN  
LONGEST DRIVE - MEN & WOMEN

Back by Popular Demand!

ONE SHOT HOLE IN ONE: **\$500.00 Cash** (MAN OR WOMAN)  
ONE SHOT CLOSEST to PIN: **\$100.00 Cash** (MAN OR WOMAN)

**MULLIGANS:**

\$1.00 each, or 6/\$5.00 at Registration Table

**ENTRY FEE:**

\$110.00 Per Player Includes Green Fees, Cart, Surprise and Awards Luncheon.  
Must be paid at Registration or before.

### BE A SPONSOR!

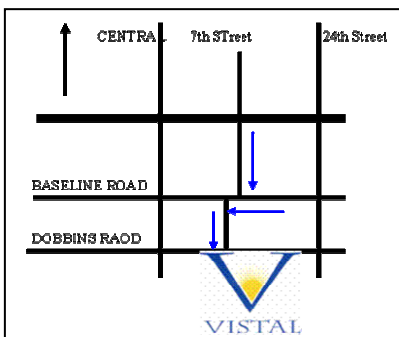
We would like to recognize last year's Sponsors:

#### \$400 GOLD

WILSONART INTERNATIONAL  
ARCADIA, INC  
NOBLE COMPANY  
DUNN-EDWARDS PAINTS  
DAS PRODUCTS  
INGERSOLL-RAND COMPANY  
PARTITIONS & ACCESSORIES  
ARMSTRONG WORLD INDUSTRIES  
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TREMCO Inc.  
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TECHNICAL RESOURCE CONSULTANTS  
ASSA ABLOY DSS  
STAR ROOFING  
PHOENIX CEMENT  
LANTON & ASSOCIATES  
SUPERLITE BLOCK

#### \$150 SILVER

NATIONAL GYPSUM  
ARIZONA MASONRY GUILD  
GE ROOF SYSTEMS  
SPRAYFOAM SOUTHWEST  
ISEC INC.  
BASF  
BIG D FLOORCOVERING  
NEOGARD  
UNITED COATINGS  
FRAZEE PAINT  
SPECTRA CONSULTING  
ROBBINS SPORT FLOORS  
WESTERN BLOCK  
INTERCERAMIC TILE & STONE



#### MAP & DIRECTIONS:

Scottsdale/East Valley or PHX: U.S. 60 W. to I-10 E. to Exit #155.  
Right turn onto westbound Baseline Rd. Left turn onto southbound 7<sup>th</sup> St.  
**NOTE THE JOG** that 7<sup>th</sup> Street takes at BASELINE. Head South on 7<sup>th</sup> from BASELINE to the Course.

Formerly known as the THUNDERBIRDS Golf Course.

# 13<sup>th</sup> Annual CSI GOLF TOURNAMENT SPONSOR & REGISTRATION FORM

On behalf of the Board of Directors of the Phoenix Chapter CSI, THANK YOU! To all of last year's sponsors, players and volunteers! We hear everyone had a good time and we consider the tournament a great success. Benefits to the Chapter/Fund was \$7,533.00! *All time Record!*

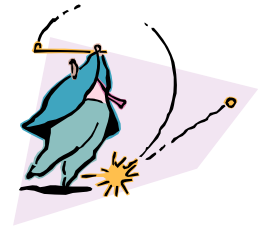
1. SILVER: \$150 - includes a hole sign, your Company Name in any advertising, and recognition at the luncheon following golf. **BONUS: Round of golf for TWO (2) players at a later date!**
2. GOLD: \$400 - includes all the above PLUS two rounds of golf. (two players) **BONUS: Round of golf for FOUR (4) at a later date.**

Special thanks to: \* Al Tarr/Noble for sleeves of golf balls, Leese Treese/Armstrong for dinners and prizes, and National Gypsum for Golf Towels.

Please review the application letter and complete the REGISTRATION form noting whether you are a **Sponsor** or **Player**. Feel free to contact CHUCK WELCH at 480-921-9906 (O) or 623-939-8848 (H) OR 602-763-4461 (C) for any assistance.



Sincerely,  
*Chuck Welch*, CSI



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## REGISTRATION FORM

NAME/S: \_\_\_\_\_

COMPANY: \_\_\_\_\_ PHONE: \_\_\_\_\_ (W) \_\_\_\_\_ (H)

ADDRESS: \_\_\_\_\_ CITY \_\_\_\_\_ ZIP \_\_\_\_\_

SILVER SPONSOR (\$150) GOLD SPONSOR (\$400) includes 2 players

REGISTRATION: SINGLE: \_\_\_\_\_ TEAM \_\_\_\_\_

ENTRY FEE: \$110.00 per Player (MAKE CHECKS TO: PHOENIX CHAPTER CSI)

ENCLOSED: \$ \_\_\_\_\_

SEND TO: CHUCK WELCH, CSI 480-921-9906=Work or 623-939-8848=Home 602-763-4461=Cell  
Wilsonart International, Inc. Chuck's FAX 623.939.4925  
5333 S. Kyrene, Suite 103 Tempe, AZ 85282

**DATE/TIME: SATURDAY APRIL 21, 2007 7:30 AM SHOTGUN**  
**LOCATION: VISTAL GOLF CLUB (7<sup>th</sup> Street/south of Baseline SEE MAP) 602.305.7755**

**USE THIS FORM FOR SPONSORSHIP AND/OR REGISTRATION**

# Time Versus Time Revisited

George R. Wadding, CSI  
Star Roofing

In April, I expressed the opinion that the principal driver in unrealistic scheduling is failure to plan ahead. I find myself compelled to modify that, at least in part. As I write this I am reflecting on information received just today from an experienced project superintendent that provides additional insight to this issue.

He is currently constructing a store for a well-known retailer and has been responsible for a number of such projects for a different prestigious retailer whose facilities are typically 2 stories and upscale. Up until the last few projects, he told me, the schedule was always about 18 months; the last one was 13 months. That, he says is becoming the norm.

This project schedule budgets less than half the time I estimated for roofing the project. It is built on workmen working 7 continuous days each week. Anyone who has ever been responsible for supervision of skilled labor, done any time and motion studies, or has an ounce of common sense knows that: 1. It is not possible for human beings to continue such a regimen for more than a week or two at most; 2. Expecting more than about 9 -10 hours of actual production in a work day does not comprehend the reality that without conscious thought on the part of the workmen, energy will be managed so that the work accomplished for the additional time after those 10 hours will result in 10 hours of production not 11 or 12, so that the additional premium time will serve only to inflate the cost of the work without a corresponding increase in value received; and, tragically, 3. Fatigue is a significant factor in work accidents.

Admittedly I am speculating, but it seems to me that retailers in particular, have no concept for construction issues. Perhaps they have grown so accustomed to a 7\24\363 society employing trained, not experienced skilled, labor that they believe the issue is hiring more help (clearly they have no idea what is going on in Arizona and Nevada), paying overtime (see paragraph above), or they just don't care about worker safety (though no one is going to admit to that, and after all it's the subcontractors' responsibility). Any one who has sought service in most retail stores lately understands the difference between "trained" and "experienced skilled".

My admonition of April bears repeating:

*I encourage everyone to adopt a new posture that delivery of good service is more important than caving in to what many times is an attempt to get what the person asking knows is not possible but is hoping for some concession just to look good to the next person up the chain of command.*

*If the task requires a week, we need to ask for a week. As busy as everyone is today, no one is going to want to dump the effort (and expense) and spend the time to start again with another provider. Be realistic, be firm, make a commitment, then deliver.*

I intend to ask Pre-construction Services for this General Contractor to take us off his solicitation list for this particular retail customer. I have better uses for my time than to provide estimates on jobs that will only lead to timing issues when it is time to contract and execute. Perhaps, if enough subcontractors adopt a similar realistic attitude, the owner will see the economic foolishness of continuing the current path (I'm not going to hold my breath).

## MEETING MINUTES - Board of Directors July 27, 2006

### Treasurer's Report:

Proposed budget for next fiscal year has been drafted. Net income for previous year is \$11,407.

### Committee Reports

The Membership goal is 230 members, currently at 203, including 4 new. Retention rate is 89.1%.

Education committee is looking for new topics for classes.

September program will be panel discussion focused on Project Scheduling.

Paypal is being researched as a vehicle for credit card payments.

## **MEETING MINUTES - Board of Directors August 9, 2006**

### Treasurer's Report:

Proposed budget for next fiscal year was accepted.

### Committee Reports

There will be a follow-up with certification class participants to determine interest in taking exam.

Program schedule cards have been produced and are ready for distribution.

There were 80 responses to alternate meeting survey. Results indicate a change to a central Phoenix location would be supported by members. Survey will be published in newsletter.

## **MEETING MINUTES - Board of Directors September 12, 2006**

### Treasurer's Report:

All activity this month within expected budget. Audit of books has been completed, with no discrepancies noted.

### Committee Reports

Alan Minker was approved to head membership committee. 3 new members this month, total members 201, 84.2% retention rate.

A chairman will be recruited for the Certification committee.

Several Education programs are planned for this year - (1) "Understanding Specs for the Non-Specifier" , (2) CDT Exam Prep, (3) Construction Contract Administration school, (4) Spec School, (5) Product Rep Academy, (6) Master Format class. Also planning to set a CDT exam date in early 2007.

Due to member requests, a few hard copies of newsletter will be available at meetings. Paypal is operational for guest payments.

7 people have registered for the I-Cube competition. Awards will be announced in November.