AIA 2019 Documents: Understanding the Changing Roles of the Construction Manager

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Questions related to specific products and services may be addressed at the conclusion of this presentation.

# Speakers



#### Pat J. O'Connor

Attorney at Law

- Partner at Faegre Baker Daniels, LLP office in Minneapolis
- Represents contractors, owners, design professionals, and product suppliers
- Fellow of the American College of Construction Lawyers
- Co-Chair of the BIMForum's Legal Subforum

# Speakers

## ALLIIANCE

#### Tom Hysell, FAIA

#### **Architect**

- Principal at Alliiance in Minneapolis
- Licensed architect in 12 states with 30+ years in practice
- Projects include
  - Spokane International Airport
  - Target Center Renovation
  - TCF Bank Stadium
  - Minneapolis Central Library
- 2014 President of AIA Minnesota
- Member of the AIA Documents Committee 2017-

## Learning objectives

Upon completion of this session, participants will be able to:

- 1. Discuss the relationships between the Owner, Construction Manager as Constructor (CMc), Construction Manager as Adviser (CMa), Architect, and Contractors, in both preconstruction and construction phase services.
- 2. Discover how project agreements can help achieve a successful project, ensure the health and safety of inhabitants, and provide protection to the public at large by defining the responsibilities, authority, scope of services, liability and expectations of all parties, particularly when the construction manager is an additional participant in the preconstruction phase.

# Learning objectives

Upon completion of this session, participants will be able to:

- 3. Explore the expanded scope of services for the construction manager and the new Insurance and Bonds Exhibit.
- 4. Describe the new Sustainable Projects Exhibit, which incorporates the role of the construction manager into a sustainable design and construction project, to promote the health, safety and welfare of the building inhabitants.

#### **AIA Contract Documents**

# Overview

# History

- Standard form documents since 1888 (131 years)
- Evolved to reflect practices in the construction industry
- Substantial volume of interpretive case law (AIA Legal Citator)
- Now, nearly 200 agreements and forms



# Objectives

- The industry standard
- Fair & balanced
- Balancing competing interests
- Put risk where it is best managed



# Drafting process

Always seeking improvement!

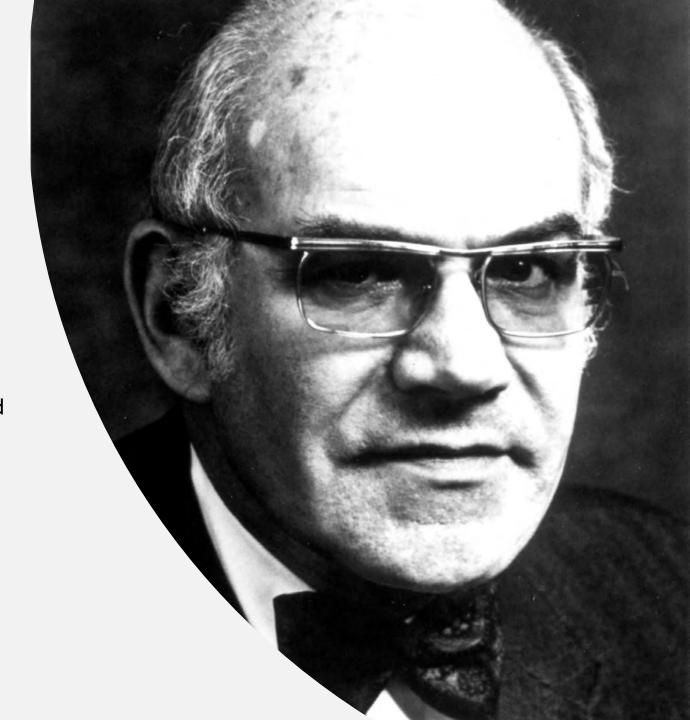
The process begins with collecting, and analyzing input form a wide array of sources.

An iterative process of drafting, reviewing and revising leads to the final version that is approved by the Committee.



# The Documents Committee

- The Committee was chaired by Bernard B. Rothschild, FAIA, FCSI from 1969 to 1971 (a.k.a. Rocky).
- He also chaired committees for CSI that developed the CSI Format for Building Specifications, now MasterFormat™, and the Supplementary General Conditions that ultimately became AIA Document A511, now A503.



# **Participants**

- Market Research
- Industry Stakeholders
- AIA/Member Resources

- Liaisons/Subject Matter Experts
- Documents Committee



#### 2019

# Construction Manager Documents

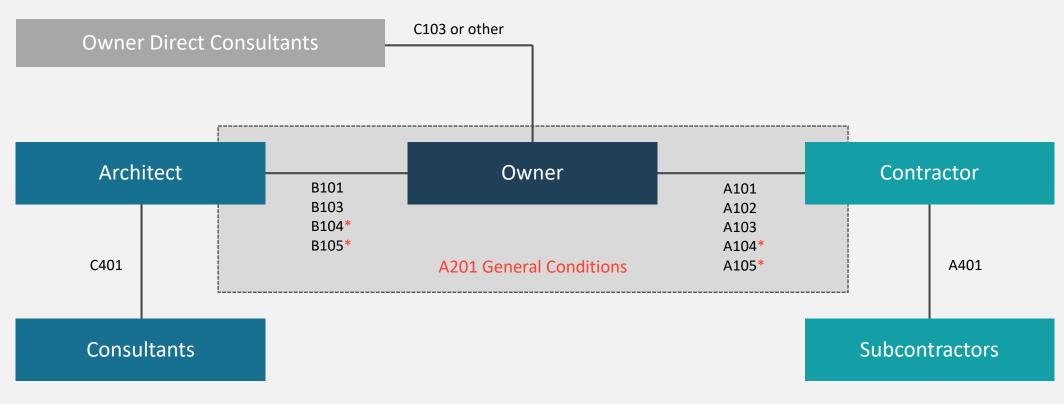
**CM** Documents

# Construction Manager (CM) delivery options:

- Construction Manager as <u>Adviser</u> (CM<u>a</u>)
- Construction Manager as Constructor (CMc)



#### Conventional Design-Bid-Build



AlA Documents: A101®, Owner/Contractor Agreement—Stipulated Sum; A102™, O/C Agreement—Cost of the Work Plus a Fee, with GMP; A103™, O/C Agreement—Cost of the Work Plus a Fee, No GMP; A104™, Abbreviated O/C Agreement; A201®, General Conditions of the Contract for Construction; A310™, Bid Bond; A312™, Performance Bond/ Payment Bond; A401™, Contractor/Subcontractor Agreement; A105™, Standard Short Form of Agreement Between Owner and Contractor; B101™, Owner/Architect Agreement; B103™, O/A Agreement-Complex Project; B104™, Abbreviated O/A Agreement; B105™, Standard Short Form of Agreement Between Owner and Architect; C103™, Owner/Consultant Agreement; and C401™, Architect/Consultant Agreement.

#### **AIA Contract Documents**

<sup>\*</sup>A104/A105 and B104/B105 are intended to be used for smaller projects or projects of limited scope. A104 and A105 combine the Owner-Contractor agreement with abbreviated General Conditions.

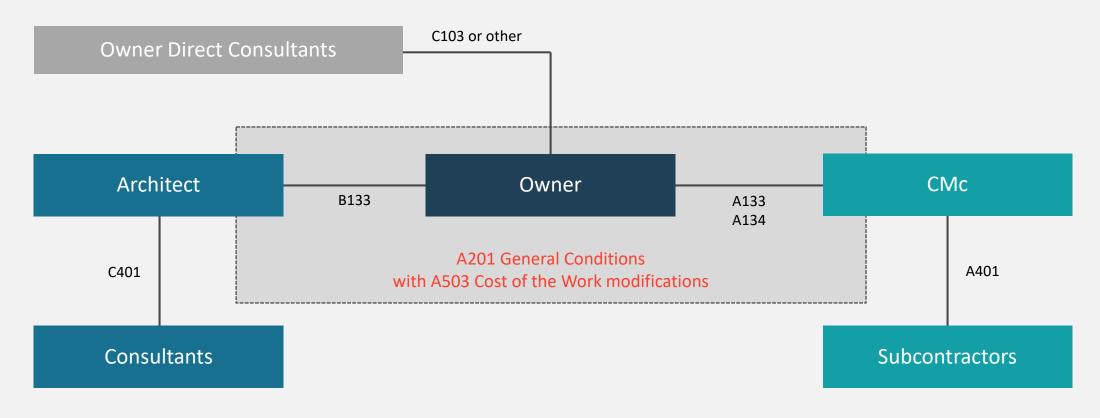
#### Key Attributes:

- For use when the Owner's project is divided into separate phases of, and with separate contracts for, design (Architect) and construction (Contractor).
- Suitable for conventional project delivery (design-bid-build/stipulated sum).
- Owner retains Architect.
- Architect and his/her Consultants prepare drawings and specifications.
- Architect assists Owner in obtaining bids/cost proposals, and then Owner awards contract for construction.
- Contractor and Surety obligated to Owner for bid and, if required, performance and payment bonds.
- Contractor and subcontractors provide the Work.



#### CMc

#### Construction Manager as Constructor



AlA Documents: A133™, Owner/Construction Manager as Constructor Agreement, where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price; A134™, Owner/Construction Manager as Constructor Agreement, where the basis of payment is the Cost of the Work Plus a Fee without a Guaranteed Maximum Price; A201®, General Conditions of the Contract for Construction; A401™, Contractor/Subcontractor Agreement; B133™, Owner/Architect Agreement, Construction Manager as Constructor Edition; and C401™, Architect/Consultant Agreement.

#### **AIA Contract Documents**

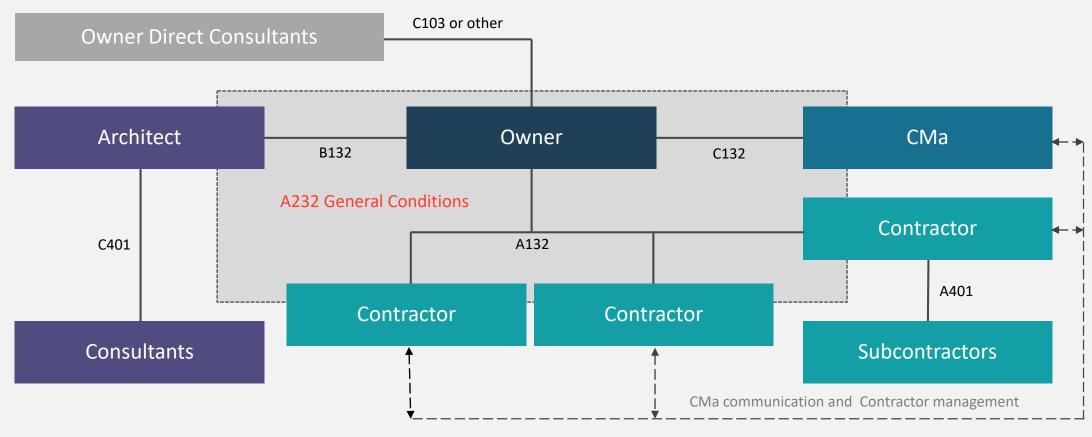
#### Key Attributes:

- Single party (CMc) provides construction management advice in preconstruction phase and then completes construction. CMc has responsibility and control over construction work via direct contract(s) with Subcontractor(s).
- Construction phase services are paid on the basis of Cost of Work plus a fee either with (A133) or without (A134) a Guaranteed Maximum Price. Both are based upon the Cost of the Work ("...costs necessarily incurred by the Construction Manager in the proper performance of the Work.") as defined in Article 7, Compensation.



#### CMa

#### Construction Manager as Adviser



AlA Documents: A132™, Owner/Contractor Agreement, CMa Edition; A232™, General Conditions of the Contract for Construction, CMa Edition; A401™, Contractor/Subcontractor Agreement; B132™, Owner/Architect Agreement, CMa Edition; C132™, Owner/Construction Manager as Advisor Agreement; and C401™, Architect/Consultant Agreement. While less likely, agreements with Contractors also could be GMP, pure cost of the work, limited design/build, or any other delivery option.

#### Key Attributes:

- CMa provides the same coordination, management, and information flow between multiple direct-to-Owner contractors that the general contractor normally provides between the subcontractors in traditional delivery and CMc.
- Owner retains an Architect and a CMa who acts as an adviser to the Owner during the preconstruction phase and Construction Manager of the Contractors during the construction phase.
- Contractor(s) and Subcontractors are responsible for construction.
- CMa gives Owner construction management advice throughout the preconstruction and construction phases, providing expertise in planning, managing, and coordinating the project from start to finish.



#### Other terminology

CMc – Construction Manager as Constructor

- CM at Risk also CM@R or CMAR or CMR
- CM/GC Construction Manager/General Contractor
- GC/CM General Contractor/Construction Manager

CM<u>a</u> – Construction Manager as <u>A</u>dviser

- CM Agent
- Agency CM

**Construction Management Documents** 

### **Drafting Goals**

- Updated every ten years
- Based on same drafting principles already discussed
- Conform to A201®–2017 concepts



### Industry Feedback

 Major construction management firms and construction companies

CMAA and CSI

 Attorneys representing owners, lenders, contractors, and design professionals; members of ABA Forum on Construction Law

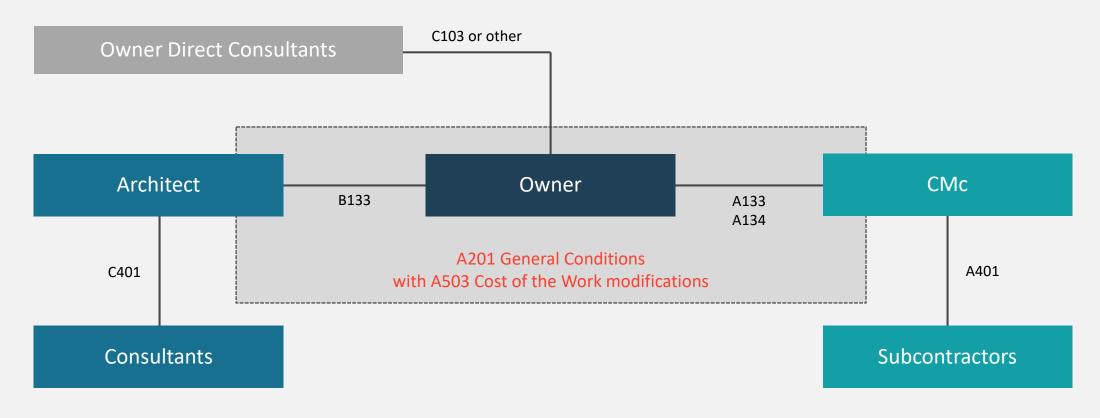


#### **CMc Documents**

# Construction Manager as Constructor

#### CMc

#### Construction Manager as Constructor



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#### **AIA Contract Documents**

#### 2019 Documents

- A133–2019 O/CMc, Cost of the Work Plus a Fee with a Guaranteed Maximum Price
- A134–2019, O/CMc, Cost of the Work Plus a Fee without a Guaranteed Maximum Price
- B133-2019, O/A Agreement for CMc
- E234-2019, Sustainable Projects Exhibit for CMc
- A503-2017/2019, Guide for Supplementary Conditions ...



### Advantages

- Early collaboration during preconstruction phase
- Selection of Contractor may be based on qualifications and price (best value)
- Faster project delivery is possible
- Provides flexibility to handle changes during design phase
- Good for large or complex schedule-driven projects
- More control selecting subcontractors (prequalification)



#### CMc

#### **Preconstruction Phase**

#### Owner retains Architect

 Architect and its consultants develop design and prepare drawings and specifications

#### Owner retains CMc

 CMc advises and provides cost estimating and other preconstruction services, including scheduling, constructability review, and selection of subcontractors and suppliers



#### **Construction Phase**

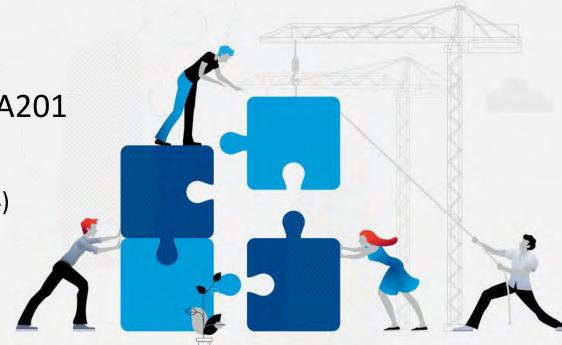
- CMc awards the work to subcontractors and suppliers
- CMc enters into contracts with subcontractors

CMc issues purchase orders to suppliers

CMc assumes role of Contractor under A201

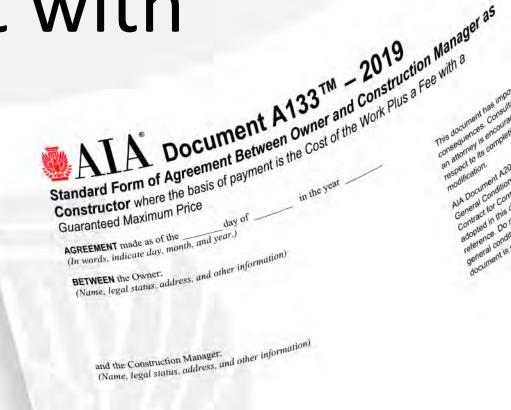
Cost of the work plus fee with GMP (A133)

Cost of the work plus fee without GMP (A134)



# A133-2019 Updates

# O/CMc Agreement with a GMP



#### Structural Revisions

- Addition of Article 1, Initial Information
   Provides information needed by CMc to perform services and Work, particularly Preconstruction Phase services.
- Some articles moved and titles changed to better parallel other O/C Agreements, e.g., A102 and A103.

#### BIM and Other Digital Data

 Following 2017 Agreements, requires the parties to agree on protocols governing the use and transmission of digital data, using E203, G201, and G202 to establish those protocols.

 With respect to BIM, agreements further provide that any use of, or reliance on, information contained in a Model, without first having established the protocols, is at the using or relying party's own risk and without liability to any other project participant.



#### **Preconstruction Phase**

- Construction managers described wide variety of potential services.
- Updated to allow parties more flexibility in crafting scope for preconstruction services.
  - New fill-point added to describe additional preconstruction services or to attach an exhibit.
- Greater role for CMc in providing advice and recommendations to Owner and Architect – e.g., on proposed site use and improvements, constructability, schedules, selection of materials, building systems, and equipment.

#### **Scope Revisions**

#### **Preconstruction Phase**

- CMc assists in establishment of BIM and digital data protocols.
- CMc consults with the Architect regarding design delegation services to be provided by CMc in Construction Phase.
- CMc provides a preconstruction services staffing plan.



#### Other revisions

#### **Preconstruction Phase**

• Added a standard of care for preconstruction services:

"The Construction Manager shall exercise reasonable care in performing its Preconstruction Services."

• Added insurance requirements for CMc during Preconstruction Phase.



### Commencement of Construction

### **Construction Phase**

Considered feedback on Work starting before execution of GMP:

- Added new provision that Construction Phase commences upon execution of GMP Amendment or "prior to acceptance of the Guaranteed Maximum Price proposal, by written agreement of the parties."
- Not prescriptive about contents of the written agreement, except scope and insurance/bond requirements. Parties can craft other provisions, such as compensation, retention, etc.

### Other revisions

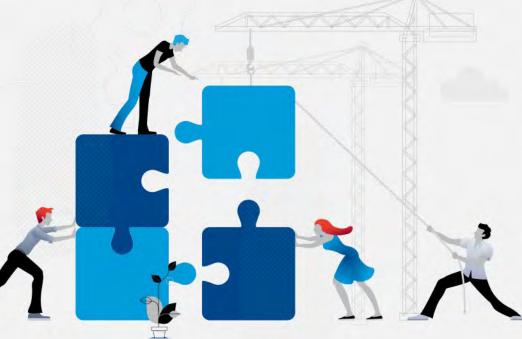
### **Construction Phase**

### Key 2017 revisions:

- New termination fee provision
- New fill points for liquidated damages and incentives
- More streamlined project communications
- New retainage section

Generally conform with A102-2017 and A201-2017 revisions:

 For detailed look at 2017 revisions, please visit www.aiacontracts.org/learn



### Exhibit A

### **GMP** Amendment

Expanded section on establishing date of Substantial Completion:

- Follows A102-2017 revisions
- Fill-points for Substantial Completion of entire Work or portions of the Work

### Exhibit B

### Insurance and Bonds Exhibit

- Follows exhibit developed for 2017 O/C agreements
- Provides Construction Phase insurance requirements
- Most, but not all, of the A201-2007 Insurance and Bonds requirements (Article 11) are moved to the Exhibit:
  - Owner's Required Insurance: Property
  - CMc's Required Insurance: Commercial General Liability,
     Automobile liability, Worker's compensation, Employer's liability
  - Optional Coverage check boxes
  - Additional Insureds
  - Performance & Payment Bonds



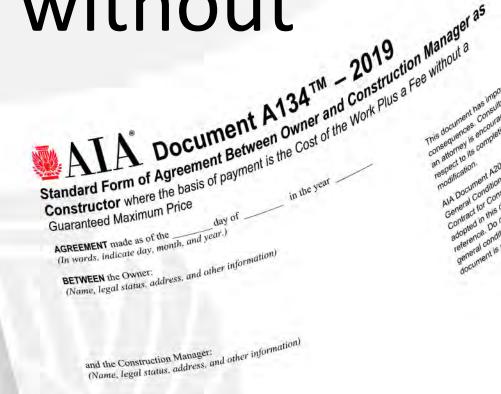
### What insurance requirements remain in the General Conditions?

- Obligation to purchase insurance
- Required Notice of cancellation or failure to obtain insurance
- Waiver of Subrogation
- Settlement of an insured loss



### A134-2019 Updates

### O/CMc Agreement without GMP



(Name, location, and detailed description)

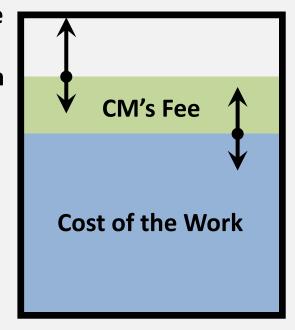
### A133 vs. A134

- No cap on payment to CMc
- Use of Control Estimate to track and control costs
  - Approved by Owner before first Application for Payment
  - Updated monthly
- Why use A134?

### A133 vs. A134

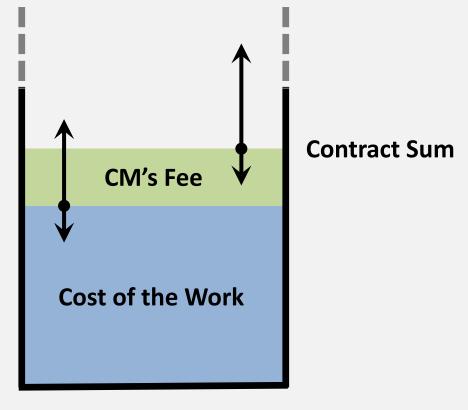
**Guaranteed Maximum Price** 

**Contract Sum** 



A133-2019

Contract Sum = Cost of the Work + CM's Fee subject to the Guaranteed Maximum Price



A134-2019

Contract Sum = Cost of the Work + CM's Fee

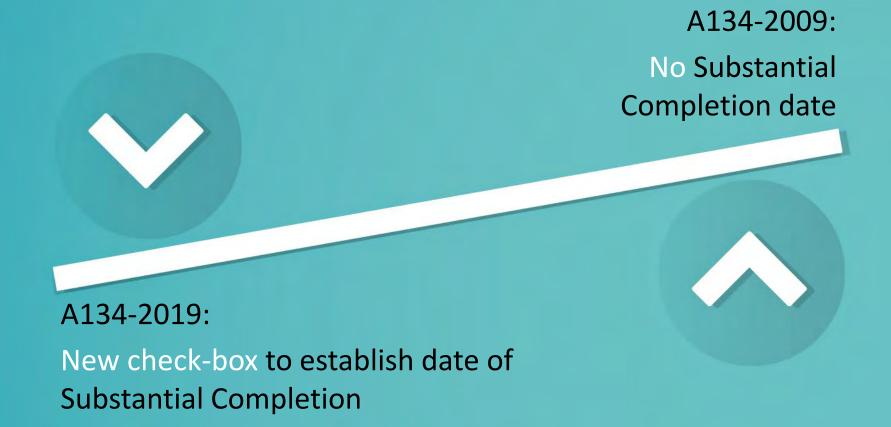
### A134

### 2019 Revisions

- A134-2019 = A103-2017 + A133-2019
- Includes Insurance and Bonds Exhibit

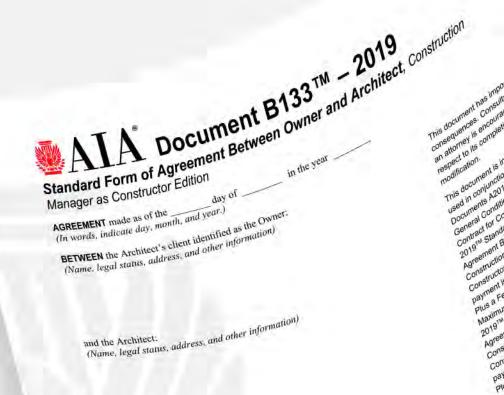


### **Substantial Completion**



### B133-2019 Updates

### O/A Agreement for CMc



for the following Project: (Name, location, and detailed description)

### 2019 Revisions

Generally, same as 2017 O/A agreements

### Key 2017 edits:

- Digital Practice and BIM addressed
- Owner's Sustainable Objective included in Initial Information
- Supplemental and Additional Services
- Option for negotiated termination fee and licensing fees



### CM 2019 Updates

## Supplementary Conditions for Cost of the Work Contracts

### **CM Supplementary Conditions**

### Cost of the Work Agreements

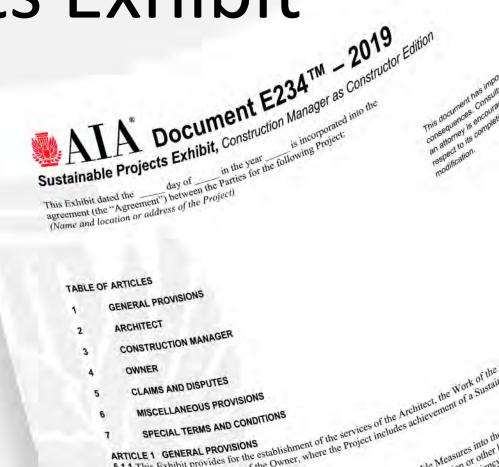
- Looked at A201®-2017 to see if edits could be made to clarify certain provisions in the context of Cost of the Work Agreements (A133/A134)
- Developed model language and guidance text to include in A503 Supplementary Conditions.

### A201-2017 Supplementary Conditions

### Cost of the Work Example

Section	Modifications to A201-2017 for use with A102-2017/A133-2019	Modifications to A201-2017 for use with A103-2017/A134-2019
7.2.1	A Change Order is a written instrument prepared by the Architect and signed by the Owner, Contractor, and Architect stating their agreement upon all of the following:	A Change Order is a written instrument prepared by the Architect and signed by the Owner, Contractor, and Architect stating their agreement upon all of the following:
	.1 The change in the Work;	.1 The change in the Work; and
	.2 The amount of the adjustment, if any, in the Contract Sum Guaranteed Maximum Price; and	.2 The amount of the adjustment, if any, in the Contract Sum; and
	.3 The extent of the adjustment, if any, in	.3 The extent of the adjustment, if any, in the Contract Time.
	the Contract Time.	

### Sustainable Projects Exhibit for CMc



### Sustainable Projects

- Based on new Sustainable Projects Exhibit for A201 family (E204-2017)
- Revised to include role of CMc, particularly in Preconstruction Phase



### E234 Exhibit

### Sustainable Projects

- Establishes a clear and detailed process to achieve the Sustainable Objective.
- Provides a clear and detailed description of the various roles and responsibilities of the parties.
- Addresses key risk factors the parties might encounter (like product substitution, delayed or failed certification, and consequential damages).
- Provision in all agreements that parties will use E234 if the Owner identifies a Sustainable Objective in the agreement.

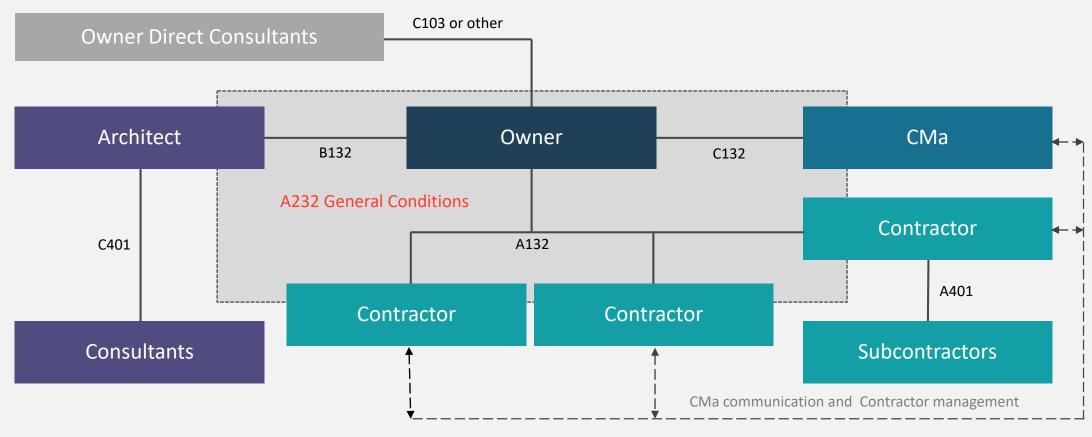
### **AIA Contract Documents**

### **CMa Documents**

### Construction Manager as Adviser

### CMa

### Construction Manager as Adviser



AlA Documents: A132™, Owner/Contractor Agreement, CMa Edition; A232™, General Conditions of the Contract for Construction, CMa Edition; A401™, Contractor/Subcontractor Agreement; B132™, Owner/Architect Agreement, CMa Edition; C132™, Owner/Construction Manager as Advisor Agreement; and C401™, Architect/Consultant Agreement. While less likely, agreements with Contractors also could be GMP, pure cost of the work, limited design/build, or any other delivery option.

### **Documents Family**

- A132–2019, O/C Agreement
- A232–2019, General Conditions
- A533–2019, Supplementary Conditions
- B132–2019, O/A Agreement
- C132–2019, O/CMa Agreement

- G731-2019, Change Order (was G701 CMa)
- G732–2019, Application and Certificate for Payment
- G733-2019, Construction Change Directive (was G714 CMa)
- G734-2019, Cert. of Substantial Completion (was G704 CMa)
- G736–2009, Project Application and Project Certificate for Payment
- G737–2009, Summary of Contractors' Applications for Payment

### Advantages

- Complex projects where multiple contractors will be utilized
- Early CMa involvement in cost estimating and constructability
- Owner selects CMa, Architect, and Contractors
- Supplements Owner's staff with independent professional services and expertise for Owner
- Enables fast track delivery



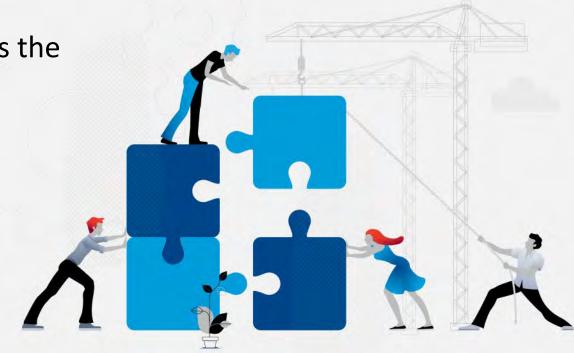
### **Preconstruction Phase**

- Owner retains Architect
  - Architect and its consultants develop design and prepare drawings and specifications
- Owner retains Construction Manager as its adviser
  - CMa provides cost estimating, scheduling, and constructability review, and prepares bid packages



### **Construction Phase**

- CMa assists the Owner in pricing the drawings and specifications
- Owner enters into contracts with Contractor(s)
- CMa administers contracts and coordinates the Contractor(s) on behalf of the Owner
- Contractor(s) and subcontractors perform construction



### **A232 – Article 4**

# Architect / CMa Shared Construction Phase Services

### Architect/CMa

### **Shared Administration**

Construction Manager	Architect and CMa	Architect
	Owner's representatives	
Receive and review submittals	Approve submittal schedule	Approve submittals
	Object to subcontractors or superintendent	
Maintain project documents on site		
Collect and deliver final documents to Owner		
Make recommendations regarding RFI		Interpret construction documents

### **AIA Contract Documents**

### Architect/CMa

### **Shared Administration**

Architect and CMa	Architect
Approve Change Orders and CCDs  Notify Owner of defects	Authorize minor changes in the work
Reject work with notice to each other	
Order testing with notice to Owner	
Request uncovering of work	Make final decision on disputed
Certify Project application for payment	application for payment
	Approve Change Orders and CCDs  Notify Owner of defects  Reject work with notice to each other  Order testing with notice to Owner  Request uncovering of work  Certify Project application for

### **AIA Contract Documents**

### Architect/CMa

### **Shared Administration**

Construction Manager	Architect and CMa	Architect
Prepare punch list with Contractor	Conduct substantial completion inspection	
	Issue certificate of substantial completion	
	Conduct final completion inspection	
	Issue final certificate for payment	

### C132-2019

### O/CMa Agreements



(In words, indicate BETWEEN the Owner. (Name, legal status, address, and other information)

and the Construction Manager:
(Name, legal status, address, and other information)

for the following Project: (Name, location, and detailed description)

### Overview

### CMa provides:

- Cost estimates, project scheduling, and constructability review
- Bid packages and establishes bidder interest
- A Construction Management Plan
- On-site project administration
- Monthly report contains specific listed information
- One year walk-through in basic services

Fill-points for CMa's insurance coverages

### General Changes

- Updated to conform to 2017 O/A agreement revisions
  - New distinction between Supplemental and Additional Services
  - Negotiated termination fee for Owner's termination for convenience
- Expanded scope of CMa responsibilities while preserving Architect's traditional role
- Clarification of overall framework
  - CMa provides coordination, management, and information flow between Contractors, Owner, and Architect

### Contractors

 Eliminates term "Multiple Prime Contractors" and uses defined term "Contractors"

§ 1.4 The term "Contractors" refers to persons or entities who perform Work under contracts with the Owner that are administered by the Construction Manager. The term "Contractors" is used to refer to such persons or entities, whether singular or plural.

• Intended to be used when there is more than one prime contractor, but can be edited for use with a single contractor

### BIM and Digital Data

- CMa assists in establishing BIM and digital data protocols for the Project jointly with Owner, Architect, and other Project participants.
- CMa designated as "Responsible Project Participant" - (E203-2013, section 3.5)

Responsible for managing and maintaining the centralized electronic document management system.



### Preconstruction Phase

- Expanded CMa scope in review, analysis, and making recommendations
  - Provides review of proposed systems, materials, or equipment for impact upon cost, schedule, sequencing, constructability, and coordination among Contractors.
  - This review includes "design-assist" coordination

### Preconstruction Phase

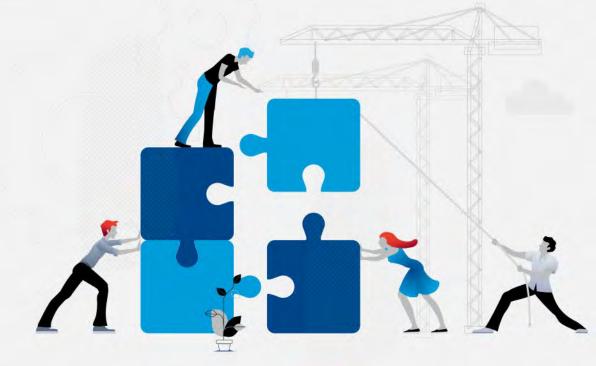
- CMa makes recommendations if CMa determines that design adversely affects cost, scope, schedule, constructability, or quality of the Project.
- CMa has greater role in development of Bidding Documents including packaging and coordination of general conditions items.

### **Construction Phase**

• As in Preconstruction, CMa provides more review and analysis

e.g., review of submittals by Contractors' design professionals for sequencing, constructability, and coordination impacts on the other Contractors.

• CMa coordinates and provides on-site observation of tests and inspections.

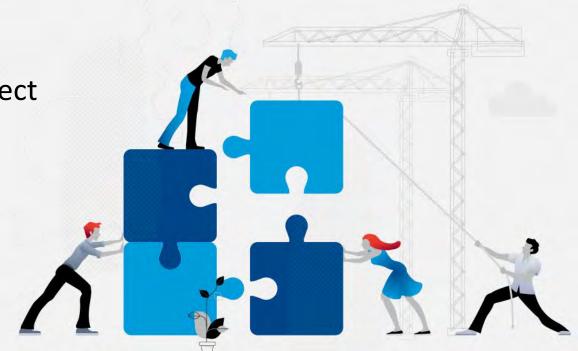


## **Construction Phase**

- Communications between Owner and Contractors through CMa
- New items added to list of Supplemental Services,

e.g., development of a commissioning plan, stakeholder relationship management.

 New section 6.6 requires CMa to assist with Project revisions, update the cost estimate, and obtain additional bids or proposals, if the bids or proposals received exceed the Owner's budget, without additional compensation.



# **Substantial Completion**

- Revisions made in C132, B132, A132, and A232 to clarify:
  - A single Substantial Completion date for the entire Work of the Project, and a single Certificate of Substantial Completion issued
  - The Work of each of the Contractors may be "substantially complete" on different dates, to be specified in their respective A132.
  - Warranties and other items that traditionally begin to run at Substantial Completion will begin on the single Project Substantial Completion date.

# B132-2019

# O/A Agreement for CMa



for the following Project: (Name, location, and detailed description)

## Overview

- CMa will perform the functions provided by cost consultant and scheduling consultant in B103-2017
- Architect designs to the budget
- Assumes that more than one contractor will perform the Work
- Responsibility to design to budget limited to estimate provided at end of DD Phase
- Architect and CMa work closely together so that the CMa can prepare accurate cost estimates
- Architect and CMa share contract administration responsibilities

# Revisions

- Generally, same as 2017 O/A agreements
  - Digital Practice and BIM addressed
  - Owner's Sustainable Objective included in Initial Information
  - Bidding/Negotiation Phase now Procurement Phase
  - Supplemental and Additional Services
  - Option for negotiated termination and licensing fees
- Made to be consistent with C132 revisions



# A132-2019

# O/C Agreement for CMa



for the following Project: (Name, location, and detailed description)

# Revisions

- Updated to conform to 2017 O/C agreements
- Revisions made to Substantial Completion provisions:
  - Substantial Completion date for the entire Project
  - When the Work of the Contractor will be substantially complete
- New Exhibit A, Insurance and Bonds
- Previous Exhibit A, Determination of Cost of the Work, is now Exhibit B.



# A232-2019

# General Conditions for

CMa

ATA Document A232<sup>TM</sup> — 2019

General Conditions of the Contract for Construction,

Adviser Edition

The four

for the following PROJECT:

THE CONSTRUCTION MANAGER (Name, legal status, and address

(Name, legal status, and address)

THE ARCHITECT: (Name, legal status, and address)

# Revisions

Updated to conform to A201®-2017

For overview of A201 revisions, please visit <a href="https://www.aiacontracts.org/learn">www.aiacontracts.org/learn</a>

Consistent with revisions made in A132, B132, and C132

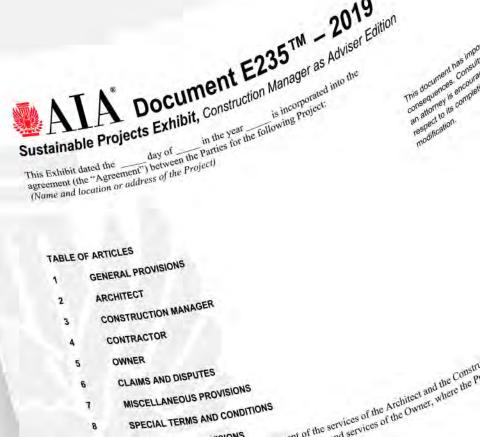
Communications between Owner and Contractor through CMa Article 4 edits consistent with CMa scope revisions in C132 Substantial Completion

Article 11, Insurance



E235-2019

# Sustainable Projects Exhibit for CMa



SPECIAL TERMS AND CONDITIONS

# Sustainable Project Exhibit for CMa

- Based on new Sustainable Projects Exhibit for A201 family (E204-2017)
- Revised to include role of CMa throughout Project



### **CMa**

# Forms: G Series

# Forms: G Series

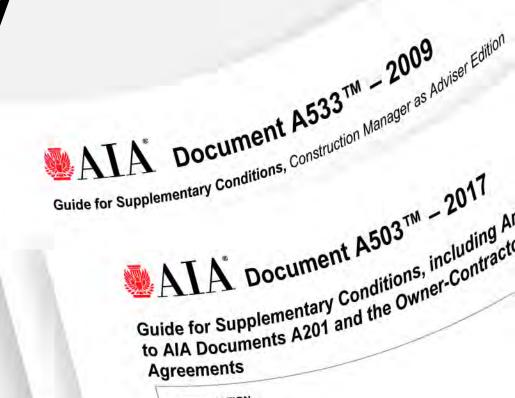
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- G732 2019, Contractor's Application for Payment
- G733-2019, Construction Change Directive (was G714 CMa)
- G734-2019, Certificate of Substantial Completion (was G704 CMa)
- G736-2009, Project Application for Payment
- G737-2009, Summary of Contractors' Applications for Payment

# Forms: G Series

- CMa's scope includes preparation and signing of forms, in addition to Architect's signature, where required.
- G736, Project Application for Payment, and G737, Summary of Contractors' Applications for Payment, are for use when there is more than one contractor
- Changes in forms are consistent with changes made to agreements
  - Revisions related to Substantial Completion in Agreements are made in the Certificate of Substantial Completion

# A503 and A533

# Supplementary Conditions



#### INTRODUCTION

Purpose of This Guide Arrangement of This Guide Choice of Location for Contract Provisions How to Use This Guide Modifications to the Contract Documents

ALTRACTOR AGREEM

# **Supplementary Conditions**

- A503: For use with CMc agreements and A201
- A533: For use with CMa agreements and A232
- Contain guidance and model language for revisions to Owner/Contractor and general conditions documents,
  - New section for modifications for use with Cost of the Work Agreements

# CM

# Resources

#### **AIA Contract Documents**

# **Contact and resources**

### AIA Contract Documents Learn page:

aiacontracts.org/learn

#### Questions about AIA document content:

Email: docinfo@aiacontracts.org

Tel.: (202) 626-7526

### Questions about ACD Online Service:

Email: docstechsupport@aiacontracts.org

(800) 942-7732



#### **AIA Contract Documents**

# **Fall webinars**

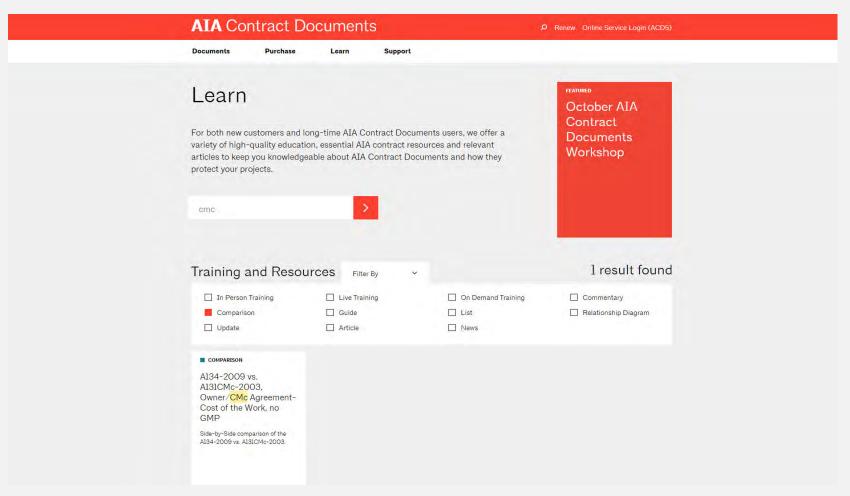
#### **AIA 2019 Documents: Construction Manager as Constructor**

- November 19, 3:00-4:00pm EST
- Register here: <u>www.aiacontracts.org/CMcwebinar</u>

### **AIA 2019 Documents: Construction Manager as Adviser**

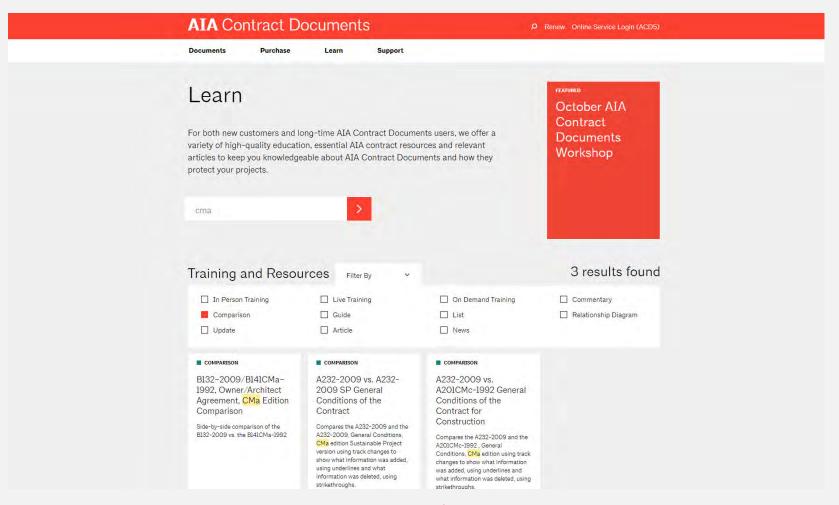
- December 3, 3:00-4:00pm EST
- Register here: <u>www.aiacontracts.org/CMawebinar</u>

# **Comparisons**



www.aiacontracts.org/learn-compare2019CMc

# **Comparisons**



www.aiacontracts.org/learn-compare2019CMa

# Thank you!