

What Will I Learn?

 Identify potential issues caused by contract language over the course of a contract

 What YOU can do during the construction project to minimize disputes

Assessing the Adequacy of Your Project Documentation System

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ASSESSING THE ADEQUACY OF YOUR PROJECT DOCUMENTATION SYSTEM

By answering the following questions, you should obtain a better sense for the adequacy of your firm's documentation system. Look back at your "No" answers to any of these questions and consider what might be done to improve that aspect of the documentation system. If you are not responsible for the project documentation system, then pass this self-examination along to those in your firm are in a position to implement changes. Although not an exhaustive questionnaire, this assessment should alert you to many areas in which inadequate project documentation systems often contribute to serious construction disputes.

	Yes	No	3
PRE-CONTRACT RISK ASSESSMENT		100	
Is there a system for identifying all documents made a part of your contract or affecting your contract rights and responsibilities?			
Is there a mandatory procedure to be followed in assessing the risks created by contract documents?			
Is someone specifically assigned the responsibility for assessing risks created by contract documents?			
Do you preserve that pre-contract risk assessment in a form which will be useful to your project management team?			
Do you consider needed changes to your "standard" documentation procedures in view of particular contract risks?			
Is someone specifically assigned responsibility for evaluating the adequacy of your standard documentation procedures on each project?			
Do you have a system for insuring that you have evaluated non- contractual risks (e.g., environmental hazards, poor design documents, poor site conditions, etc.) before bidding?			
Do you have a system for preserving your non-contractual risk assessment for the benefit of your project management team?			
Do you educate your project management team on documentation needs and risks?			
Do you have a system for assessing the adequacy of surety bonds?			
Do you have a system for assessing the adequacy of insurance furnished by you and furnished by others for your protection?			
COMMON PROJECT DOCUMENTATION FORMS			
Do you have a system for confirming and monitoring field directives and constructive changes?			
What is your system for documenting backcharges?			
What information do superintendents or foreman record in "personal" diaries?			

The full "Project Documentation" packet (30 pages) is available here or

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Key Dangerous Contract Provisions



Dangerous Contract Provisions



- Subcontractor prequalification
- Pre-site conditions
- Differing site conditions
- Notice
- Preserving your rights
- Contractor's right to stop work

- Termination for convenience
- Recovery of Damages
- Warranty



Subcontractor Prequalification

Owner's Concerns

- Competent subcontractors
- Reasonable cost
- Source of recovery for subcontractor default

Contractor's Concerns

- Competent subcontractors
- Owner pays all costs
- Source of recovery
- Indemnity for losses



Subcontractor Prequalification

- Owner may require contractor to select non-prequalified subcontractors
- Contractor may require Owner to assume the risk if Owner insists that Contractor use subcontractors that are not prequalified

Owner has requested Contractor to contract with proposed subcontractors _____, neither of whom qualify to be included within the Subcontractor Default Insurance program ("SDI"), nor can they provide the necessary and required bonds for the Project.

As an inducement to Contractor, Owner agrees that it shall assume any and all risks, costs, expenses and increased financial exposures of any nature and any amount, which arise from, are caused by, are related to, or are in any way associated with the lack of performance or default at the Project, including, but not limited to, subcontractor replacement costs, escalation costs, material price increases, Contractor's extended general conditions, or delay (for which those deadlines set forth in Article III shall be extended, day for day, and any resulting liquidated damages shall be waived).

In addition, Owner shall immediately **defend**, with counsel reasonably acceptable to Contractor, **indemnify and hold harmless** Contractor from and against any and all Liabilities, as that term is defined in Section ___, which arise from, are caused by, are related to, or are in any way associated with the **lack of performance or default** of ___ at the Project.

Think this is harsh? Wait for the next clause!

Owner acknowledges that solely with regard to the potential subcontractor default of ____, any liabilities asserted against Contractor shall not be covered under Contractor's SDI or Contractor Controlled Insurance Program ("CCIP") and shall remain the sole and exclusive obligation of Owner.

We really, really want nothing to do with these subs!

Differing Site Condition

Owner's Concerns

- Certainty of price
- Shifting large risk: site conditions never fully known

Contractor's Concern

- Avoiding a large risk
- Runaway liability: site conditions never fully known

Differing Site Conditions

- Site condition risk is one of the major risks on projects
- Full knowledge of all site conditions is never known





Changes: Site Conditions

INSPECTION

AIA A201: REVIEW OF CONTRACT DOCUMENTS AND FIELD CONDITIONS BY CONTRACTOR

§ 3.2.1 Execution of the Contract by the Contractor is a representation that the Contractor has visited the site, become generally familiar with local conditions under which the Work is to be performed and correlated personal observations with requirements of the Contract Documents.

Changes: Differing Site Conditions

Watch out for Disclaimers Regarding Subsurface Conditions

Example:

Project-Site Information: A geotechnical report has been prepared for this Project and is available for information only. The opinions expressed in this report are those of geotechnical engineer and represent interpretations of subsoil conditions, tests, and results of analyses conducted by geotechnical engineer. **Owner will not be responsible for interpretations or conclusions drawn from this data**.

Changes: Differing Site Conditions

§ 3.7.4 Concealed or Unknown Conditions. If the Contractor encounters conditions at the site that are (1) subsurface or otherwise concealed physical conditions that differ materially from those indicated in the Contract Documents or (2) unknown physical conditions of an unusual nature, that differ materially from those ordinarily found to exist and generally recognized as inherent in construction activities of the character provided for in the Contract Documents, the Contractor shall promptly provide notice to the Owner and the Architect before conditions are disturbed and in no event later than 21 days after first **observance of the conditions.** The Architect will promptly investigate such conditions and, if the Architect determines that they differ materially and cause an increase or decrease in the Contractor's cost of, or time required for, performance of any part of the Work, will recommend an equitable adjustment in the Contract Sum or Contract Time, or both. If the Architect determines that the conditions at the site are not materially different from those indicated in the Contract Documents and that no change in the terms of the Contract is justified, the Architect shall promptly notify the Owner and Contractor in writing, stating the reasons. If either party disputes the Architect's determination or recommendation, that party may proceed as provided in Article 15.



Written Required but Verbal Accepted

- Even when a change order must be written, a contractor can still recover if:
 - Work was orally ordered or authorized by the owner; or
 - The owner orally agreed or promised to pay additional compensation for the work in question; or
 - The parties to the contract, throughout their performance, have repeatedly or entirely disregarded the writing requirement.



Authority to Order Changes

Implied/Apparent Authority

- Implied Authority: Based on authority that are incidental to the express authority
- Apparent Authority: Owner's representative acts in a way that leads the contractor to reasonably believe the representative has actual authority

Owner Ratification

 Knowledge is the essential ingredient – a change cannot be ratified without knowledge of this existence



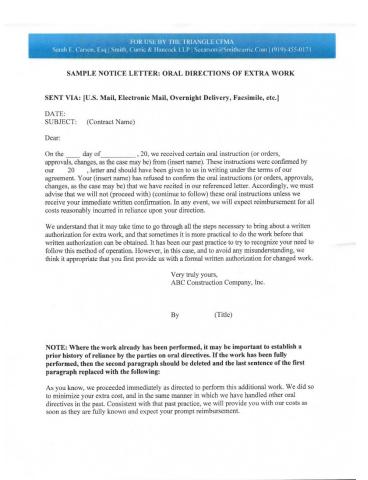
Sample Notice Letter: Extension of Time for Delays (and Extra Costs if Appropriate)



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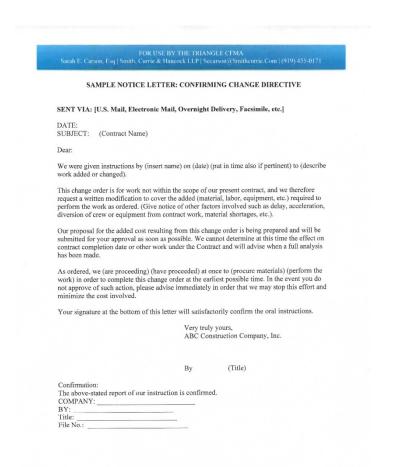
Sample Notice Letter: Oral Directions for Extra Work



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Notice Letter: Confirming Change Directive



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Preserving your Rights: Differing Site Claims

A good project system will *identify*, prior to contracting, the presence or absence of a differing site conditions clause.

- Request all available documents
- Knowledge of notice requirements
- Photographic or video record
- Proper authorization



Changes: Preserving Your Rights – Documenting the Cost

- Points to remember:
 - A claim is a change gone bad
 - Changes are inevitable
 - Read and obey your contract
 - Comply with the requirement of a written change order







Notice

- Never assume that project issues are obvious to everyone
- Create a detailed record of all problems that arise on your project
- Copy all party representatives
- Require notice of all material issues from lower tiers



NOTICE Industry Form Contracts: AIA, ConsensusDocs & EJCDC







AIA NOTICE REQUIREMENT





CONSENSUS DOCS NOTICE





EJCDC NOTICE REQUIREMENT





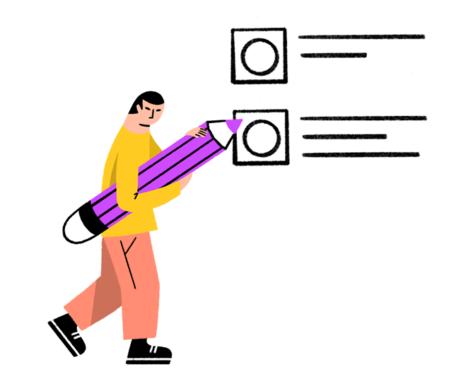


Create Notice Checklist

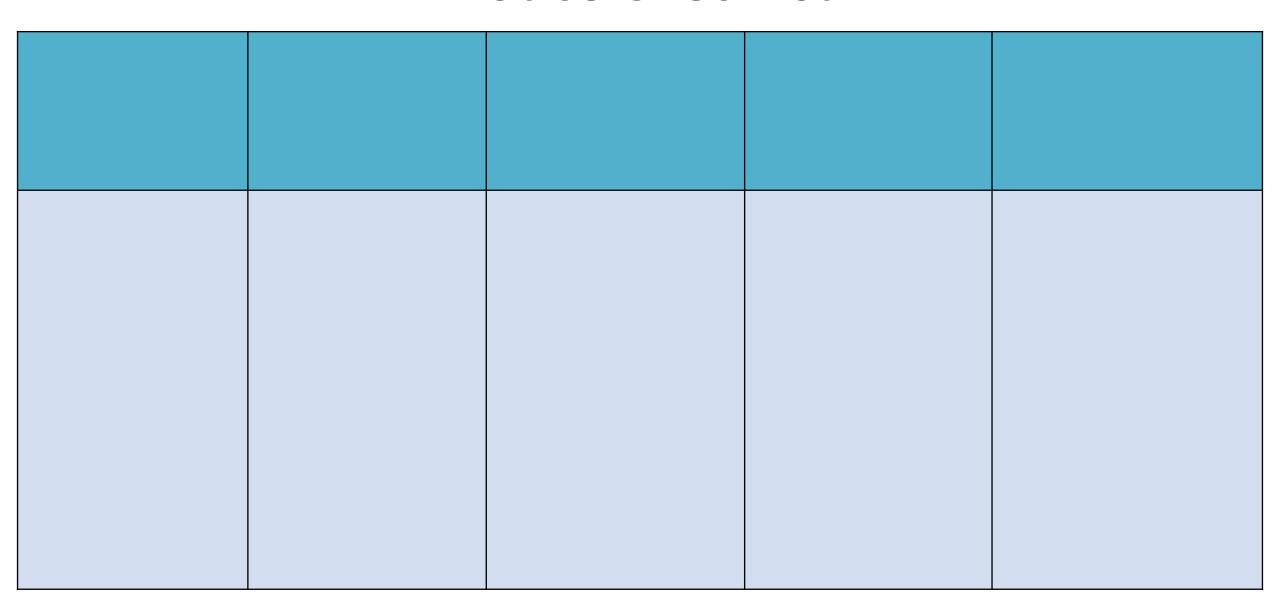
Identify the

clause referenced,
subject matter of the notice,
form of the notice,
and

consequences for lack of notice in checklist form.







Clause Reference		
Changes ¶ of [] Contract		

Clause Reference	Subject Matter of Notice		
Changes ¶ of [] Contract	Adjustment Proposal		

Clause Reference	Subject Matter of Notice	Time Requisite for Notice	
Changes ¶ of [] Contract	Adjustment Proposal	days Triggering Event:	
		Other Action Required:	

Subject Matter of Notice	Time Requisite for Notice	Form and Date of Notice	
djustment	days	Written	
roposal		Certified	
	Triggering	Email	
	Event:		
		Sent to:	
	Other Action		
	Required:	Response	
		from:	
\ (Matter of Notice	Matter of Notice djustment oposal Triggering Event: Other Action	Matter of Notice for Notice Date of Notice djustment oposal

Subject Matter of Notice	Time Requisite for Notice	Form and Date of Notice	Consequences for Lack of Notice
Adjustment	days	Written	
roposal			
		Email	
	Event:		
		Sent to:	
	Other Action		
	Required:	Response	
		from:	
	Matter of Notice	Matter of Notice Adjustment	Matter of Notice for Notice Date of Notice Adjustment Proposal Triggering Event: Sent to: Other Action Required: Response

Notice Checklist



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Until June 19, 2020

Preserving your Rights

- Stop work if contract requires it or if change order is required
- Notify owner
- Decide if expert/consultant is needed
- Photograph/video conditions
- Establish a separate cost code for claim



Contractor's Right to Stop Work

Owner's Concerns

- Show must go on
- Need time to consider issues/impacts
- Need time to finance extra work

Contractor's Concerns

- Indentured servitude
- Limit losses
- Limit contractor-financing of the job

Contractor's Right to Stop Work

AIA form: Indentured Servanthood?

§ 7.3.6 Upon receipt of a Construction Change Directive, the Contractor shall promptly proceed with the change in the Work involved and advise the Architect of the Contractor's agreement or disagreement with the method, if any, provided in the Construction Change Directive for determining the proposed adjustment in the Contract Sum or Contract Time.

Contractor – Favorable Right to Stop Work

If the cumulative amount of change orders and claims (including possible liquidated and/or consequential damages as applicable under the Contract Documents) that are denied or not timely determined by Owner equals or exceeds \$_ [or _% of the original Contract Sum], Contractor may, in its sole and absolute discretion, stop work on all or part of the Project until the dispute resolution procedures under the Contract Documents are exhausted with regard to such change order requests or claims.

Contractor – Favorable Right to Stop Work

In addition to amounts finally determined for such change order requests or claims under the Contract Documents' dispute resolution procedures, the **Contract Time shall be increased** for the duration of the impact to the critical path caused by any work stopped under this provision, and the **Contract Sum shall be increased** by the amount of the Contractor's reasonable costs of shut-down, delay, and start-up, plus interest as provided for in the Contract Documents.

Contractor – Favorable Right to Stop Work

This section 7.5 supersedes any conflicting provisions in the contract documents and may be modified only by an agreement in writing between the parties.

We really mean it!!

Threatened Termination

THREATENED TERMINATION CHECKLIST

A contractor or subcontractor with reason to believe that it may be terminated for default on a construction project should consider at least the following in assessing its legal position.

	ASSESSMENT OF TERMINATION RIGHTS AND RISKS
	Identify the Procedural Steps to Termination
	Is there an express contract right to terminate?
I	Have contract termination notice requirements been met?
Ī	Does the contract provide for a "cure" period?
	If so, what is the "cure" period?
I	Does the contract require an A/E finding of justification for termination?
Ī	If so, has there been an A/E determination of grounds for termination?
Ī	Are there other conditions precedent to the exercise of termination rights?
Ī	Identify Contract Grounds for Default Termination
1	Does the contract identify those circumstances justifying termination?
1	Does the contract define "material" default?
1	Has there been a "material" default?
İ	Has the default circumstance been waived by a prior course of performance or coun
	of dealing between the parties?
İ	Is the default "excusable" under the contract or applicable law?
İ	Even if the contract defines the default event as "material," is it realistically a
	"insubstantial" contract violation?
1	Even if the termination is threatened on the basis of an insubstantial breach, is there
ı	material contract breach which later could be used to justify the termination?
Ī	Invoke your Right to Cure Alleged Contract Breaches
1	Have you observed time limits and contract requirements for taking action to cur
	alleged defaults?
	Even if the contract does not provide express "cure" rights, have you provided
	prompt written response to the termination notice and provided a curative plan?
I	Does the contract specify the requirements of a plan to cure a default?
	Have you taken steps, prior to the termination date, to implement your plan to cu
	alleged breaches?
I	Is your plan to cure the default a reasonable plan?
I	Have you preserved your claim rights while offering a plan to cure the alleged default
T	Document the Scope of Work Performed and Remaining
1	Have you prepared as-built plans for work completed and work in progress?
	Have you made a photographic/video record of work performed and work
	progress?
	Have you made a photographic record of stored materials?
	Have you made a photographic record of equipment and tools on site?
ì	Have you made a record of the status of the work of other trades?

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Until June 19, 2020



Termination for Convenience

Owner's Concerns

- Flexibility an "out" from obligations to contractor, e.g. if financing fails
- Limits amount owed to contractor
- Orderly transition

Contractor's Concerns

- Benefit of the bargain
- Stain on reputation
- Cover general conditions



Compensation for Termination for Convenience

Options:

- No compensation beyond expenses of demobilization
- Liquidated sum
- All or a portion of lost profits



Owner-Favorable Limitation on Termination for Convenience Payment

If the Agreement is terminated by Owner pursuant to this Section, Owner shall pay Contractor for the **pro rata portion of the Contract** Sum applicable to the portion of the Work theretofore performed and any **proven loss sustained by Contractor upon any materials, equipment, tools, construction equipment and machinery,** and for reasonable **demobilization costs** (but in no event shall the total amount exceed the Contract Sum).



Owner-Favorable Limitation on Termination for Convenience Payment

Contractor, as a condition of receiving payment under this Section, shall execute and deliver all such papers and take all such steps, including the assignment of any of its contractual rights pertaining to the Work, and the delivery to Owner of all record documents, as Owner may reasonably request. The payment provided under this Section shall be Contractor's sole and exclusive remedy in the event of termination by Owner and Contractor shall be entitled to no other compensation or payment of any kind, whether for direct or indirect damages, lost profits or consequential damages.

Damages

Owner's Concerns

- To be made whole
- Streamline recovery
- Certainty of amount

Contractor's Concerns

- To be made whole
- Streamline recovery
- Certainty of amount



Proving Costs and Damages

- Basic Elements of Damages
 - Equity. The objective of any claim should be to "make the injured party whole"
 - Reasonableness. The presence of even one unreasonable aspect in a claim could strain the credibility of other aspects
 - Economic sense. Damages should only be based on the unique facts of the case



Proving Costs and Damages

- Quantifying incremental impacts
- Linking Damages to liability
- Importance of supporting documentation



Owner's Remedies for Project Delays

Actual damages

Expenses incurred as a direct result of delayed completion

Liquidated damages

A fixed amount agreed upon when the contract is executed

Consequential damages

Typically "big" damages incurred away from the project



Actual Damages

- Must flow reasonably from the breach and be within the contemplation of the parties
- Must not have been waived

Consequential Damages

- Unpredictable
- Large and difficult to control
- Difficult to prove with a reasonable degree of certainty
- Frequently waived by the parties



Liquidated Damages

- Actual damages must be difficult to predict at the time of contract signing
- Agreed upon liquidated damages must be a reasonable measure of the estimated damages for late completion based on the parties' knowledge when they signed the contract
- May be capped or graduated if in the contract
- Cannot be a penalty



Warranties

Owner's Concerns

- Wants contractual rights for as long as possible
- Warranty rights broader than negligence rights
- Warranty not subject to the economic loss rule

Contractor's Concerns

- Wants limited duration
- Wants narrower obligations
- Wants right to repair before owner self-help

Warranties: No time limit on A201 2017 Warranty

§ 3.5.1 The Contractor warrants to the Owner and Architect that materials and equipment furnished under the Contract will be of good quality and new unless the Contract Documents require or permit otherwise. The Contractor further warrants that the Work will conform to the requirements of the Contract Documents and will be free from defects, except for those inherent in the quality of the Work the Contract Documents require or permit.

SMITHCURRIE

Hmmm... no

mention of time

here at all!

Warranties: No time limit on A201 2017 Warranty

§ 12.2.5 Nothing contained in this Section 12.2 shall be construed to establish a period of limitation with respect to other obligations the Contractor has under the Contract Documents.

OK, no effect on "other" obligations, but what about warranties?

Warranties: No time limit on A201 2017 Warranty

So, the warranty has no end!

§ 12.2.5 (cont.) Establishment of the one-year period for correction of Work as described in Section 12.2.2 relates only to the specific obligation of the Contractor to correct the Work, and has no relationship to the time within which the obligation to comply with the Contract Documents may be sought to be enforced, nor to the time within which proceedings may be commenced to establish the Contractor's liability with respect to the Contractor's obligations

Contractor-Favorable Changes to A201-2017 Warranty

Taketh Away

Giveth

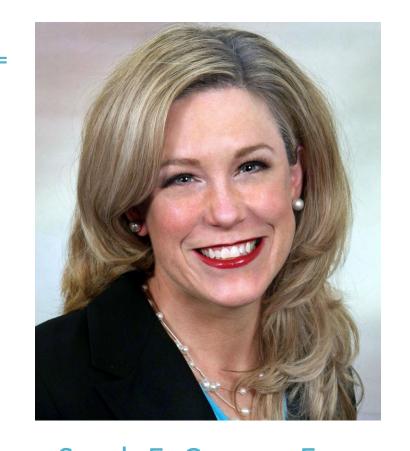
§ 3.5.1 In addition to any manufacturer's warranties, the Contractor warrants to the Owner and Architect that *for a period of* one year following substantial completion materials and equipment furnished under the Contract will be of good quality and new unless the Contract Documents require or permit otherwise. The Contractor further warrants that the Work will conform to the requirements of the Contract Documents and will be free from defects, except for those inherent in the quality of the Work the Contract Documents require or permit.

Questions?



Thank you!

Sarah Carson is a Partner in the Raleigh office of Smith, Currie & Hancock LLP where she practices construction law, government contracts and general commercial litigation. Sarah's practice focuses on the representation of owners, contractors, subcontractors and design professionals in all phases of public and private construction and service projects throughout the United States. She routinely drafts and negotiates design, construction and service contracts on behalf of clients with a constant focus on conflict avoidance and the clear articulation of the parties' responsibilities.



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