

UNDER CONSTRUCTION

Supreme Court Limits Review of Arbitration Awards to Statutory Grounds

*By Chris Cheatham
Watt Tieder Hoffar & Fitzgerald, LLP*

Binding arbitration is often touted as an economical alternative dispute resolution process for the construction industry. One of the selling points of arbitration has been the finality associated with an arbitration award. This finality is the result of the very limited grounds of review upon which a court can overturn or reverse the arbitration award, called vacatur standards. Under the Federal Arbitration Act ("FAA"), Congress specifically identified and limited these vacatur standards. For better or for worse, the FAA provides for restricted judicial review of the enforceability of an arbitration award.

Some parties include terms in their contract's arbitration clause which attempts to expand the court's grounds for reviewing an arbitration award beyond the statutory vacatur standards. For example, an arbitration clause may allow for the review of arbitration awards for "errors of law or fact." This clause, if enforced, would allow a more expansive review of an arbitration award than if the award were reviewed under the FAA vacatur standards. This expansion, by contract, of a court's review standards diminishes the finality of an arbitration award.

In *Hall Street Associates v. Mattel*, 128 S.Ct. 1396 (2008), the Supreme Court resolved a Circuit Court split in holding that the FAA states the exclusive grounds for arbitration vacatur standards. This article will first review the FAA vacatur standards and the Circuit Court split, before discussing the

Supreme Court's resolution of the split.

The FAA applies to any arbitration agreement for construction projects involving interstate purchase or shipment of goods, materials or equipment or other interstate activities.

Under FAA Section 9, a court "must" confirm an award "unless" it is vacated, modified or

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Appointment of the Forum Nominating Committee

The following people have been appointed to serve on the Nominating Committee, and to select and submit to the membership the nominees for the positions of Chair-Elect and four Governing Committee Members at Large:

Committee Chair

[Adrian L. Bastianelli, III](#)

Committee Members

[Lynn Axelroth](#), [Deborah Griffin](#), [James O'Connor](#), [Carina Ohara](#), [Chris Montez](#) and [Michael Zetlin](#).

Nominations for Chair-Elect and Governing Committee Members at Large should be sent to the Committee Chair, Adrian Bastianelli, by January 5, 2008. The election will be held during the business

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MESSAGE FROM THE

CHAIR

Adrian L. Bastianelli, III
Chair-Elect

ELECT



Jules Hoffar and Navigating the Troubled Waters Ahead

By [Adrian L. Bastianelli, III](#)
[Peckar & Abramson, PC](#)

The construction bar lost one of its finest members with the recent passing of [Julian F. Hoffar](#). Jules was a founding partner in [Watt, Tieder, Hoffar & Fitzgerald, LLP](#). He was an exceptional lawyer, but more importantly he was a warm and caring person. His humor and compassion transcended his many accomplishments as a lawyer. Anyone who had the pleasure of working with Jules counted him as a close friend for life, as did I. He touched the soul of many of us and will be missed.

While I was trying to come up with a topic for this column, it was impossible to ignore the elephant in the room - the financial crisis facing our clients and each of us in the coming years. As much as I would like to pretend that all is well and that the life of the construction lawyer and the Forum will not change in the near future, I cannot.

So, how will this economic downturn affect construction lawyers and the Forum? A bad economy typically produces a short-term increase in business opportunities for some construction lawyers as clients attempt to collect on claims and outstanding debts. However, in the long term, the number of construction projects invariably decreases as money becomes tighter and tighter, which results in a decline in transactional work and ultimately in litigation. In addition, during the

last major downturn, owners, contractors, subcontractors, and others involved in the construction process made a concerted effort to decrease their legal fees by reducing litigation. The result was partnering, mediation, DRBs, and fewer competitively bid projects. As times got better, these processes were retained by the industry and in fact have grown in use. However, litigation and arbitration crept back into prominence as construction boomed and companies had more money to spend on the legal process.

So, how do you as a construction lawyer remain competitive and survive in such a market - how do you navigate the troubled waters ahead? The knee-jerk reaction is to reduce costs by cutting marketing budgets and bar functions such as Forum meetings and activities. However, cost cutting seldom provides a significant increase in profit, since non-payroll costs are only a small part of the equation.

The key to continued success is to increase income by retaining existing clients and increasing your client base. That can only be accomplished by returning value to the client through high-quality legal services at a reasonable price, by raising your profile in the industry, and by marketing. Simply cutting non-payroll budget is likely to cause the opposite reaction in each of these categories.

In order to achieve the competitive advantage needed to maintain and increase your client base, you need to stay current on cutting edge issues so that you can intelligently guide your clients, market to new clients, and solve your clients' problems quickly and efficiently. Participation in the Forum's educational programs and other activities will allow you to achieve all of these goals. Besides

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Where Are We Going?

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the educational benefits, participation in the Forum will help you increase your visibility, raise your profile in the construction industry, introduce you to potential clients, and provide contacts that may result in referrals. While the Forum's ability to help you achieve a better bottom line is important, you should never forget the intangible benefits of the Forum - the friendships and camaraderie that come from long term participation. The Forum offers you the opportunity to meet and develop life-long friendships with people such as Jules Hoffar, something that money can't buy.

The programs for the 2009-2010 bar year were planned well in advance of the economic downturn.

However, they address issues that are important in this climate. The Fall 2009 meeting will be held in Philadelphia at the Loews Hotel on October 15 and 16, 2009. This is a unique program for the Forum in that the subject matter of the program is aimed primarily at

in-house counsel. A committee, composed predominately of in-house counsel active in the Forum, identified program topics that would be of interest to in-house counsel. It goes without saying that outside counsel need to be competent on subjects that in-house counsel consider important, so the program should have wide appeal. In addition, the program will be arranged in a manner to encourage a dialogue between in-house and outside counsel regarding ways to procure, deliver, and manage legal services in a cost-effective and efficient manner. It is likely that many in-house counsel will be reviewing and changing the way they procure outside legal services in view of the downturn in economic conditions. As a result, this topic should be of interest to all.

The 2010 Mid-Winter meeting brings the Forum back together with its long-time partner, the ABA Fidelity and Surety Law Committee. The last joint meeting in New York attracted over 1,000 attendees. The 2010 meeting will be held in San Francisco at the Westin St. Francis Hotel on

January 28, 2010. The meeting will provide an update and discussion of new issues in government contracting, including project delivery methods, bid protests, claims, compliance programs and requirements, and other topics. During difficult economic times, the government is often the only game in town and many of my clients already have indicated that they are turning their focus more and more toward government work. As a result, this program should be timely.

In Spring 2010, the Forum moves to a location that it has not visited before, Austin, Texas. The Annual Meeting will be held at the Hilton Austin on April 22 and 23, 2010. The program will focus on dollars in the construction process, including financing the project, construction accounting, construction damages, payment and collections, and bankruptcy. Unless the market has changed dramatically by that time, these topics should be at the top of the construction lawyer's list of important issues. ♦

Another Conversation With the Forum's Senior Membership

[Keith J. Bergeron](#), a former Chair of the Forum's Young Lawyers Committee, contributes this interview with his partner, [Charles F. Seemann, Jr.](#), a former Chair of the Forum and recipient of the Cornerstone Award in 2003.

Keith: How did you get involved in the area of construction law?

Charlie: Upon returning from military service, I started out defending automobile liability claims, and in my first ten years of practice, I expanded

to do mostly general liability work. In 1975 my then-senior partner, Marian Berkett, was retained to represent a surety company which had written millions of dollars of construction bonds on one of the state's largest highway contractors, which was failing. The contractor began a Chapter 11 bankruptcy and was made debtor-in-possession pending the preliminary hearings, and filed an order to require various public owners to turn over to the contractor millions of dollars in progress payments, which had been assigned to the surety as security for the construction bonds. That action precipitated a long struggle which was widely reported in construction circles, and included some rulings that altered the way

construction sureties do business. The case was huge, and included massive efforts in the bankruptcy court to stave off (successfully) the contractor's efforts to get its hands on assets it had pledged or assigned to the surety, and defeat claims of competing creditors. It also involved the defense of dozens of lien suits all over southeast Louisiana, as well as litigation to enforce the indemnity agreement against the contractor and its owners and various other miscellaneous litigation. I volunteered to help, and it was a crash-course on most aspects of construction industry law. From there, I gravitated to representing construction clients, and I have been doing it ever since.

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Arbitration Awards

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corrected “as prescribed” in Section 10 and 11. FAA Section 10 lists the exclusive grounds for vacating an award:

- (1) The arbitration award was procured by corruption, fraud, or undue means;
- (2) There was evident partiality or corruption by the arbitrators;
- (3) The arbitrators were guilty of misconduct in refusing to postpone the hearing, or in refusing to hear evidence pertinent and material to the controversy; or the arbitrators were guilty of any other misbehavior by which the rights of any party have been prejudiced; or
- (4) The arbitrators exceeded their powers, or so imperfectly executed them that a mutual, final, and definite award upon the subject matter submitted was not made.

The effect of these FAA vacatur standards is a very limited judicial review of arbitration decisions. Prior to the [Hall Street](#) decision, the issue whether contractual vacatur standards beyond the standards of the FAA are enforceable depended on the jurisdiction in which the appeal of the arbitration decision was undertaken.

The Fourth Circuit: Parties May Contract for Vacatur Standards

Before the Supreme Court resolved the issue, the Fourth Circuit permitted parties to contract for their own arbitration review standards. For example, in [Syncor Int'l Co. v. McLeland](#), 120 F.3d 262, 1997 WL 452245 (4th Cir. 1997), a dispute arose regarding a non-compete agreement between Syncor International Corporation and its former employee, David McLeland. The parties' contract included an arbitration agreement expanding the FAA vacatur standards by allowing for review of “errors of law or reasoning.” The arbitrator ruled that McLeland had violated the non-

compete agreement. The district court refused to apply the arbitration agreement's broader vacatur standards and, instead, upheld the arbitrator's decision based on the FAA standards of review.

In an unpublished ruling, the Fourth Circuit reversed and held that the district court should have reviewed the arbitration decision based on the contractually specified vacatur standards. In so ruling, the Fourth Circuit relied on the Fifth Circuit's interpretation of the FAA: “Because these parties contractually agreed to expand judicial review, their contractual provision supplements the FAA's default standard of review and allows for *de novo* review of issues of law embodied in the arbitration award. The FAA does not prohibit parties who voluntarily agree to arbitration from providing contractually for more expansive judicial review of the award.” *Id.* (quoting [Gateway Techs., Inc. v. MCI Telecomm. Corp.](#), 64 F.3d 995 (5th Cir. 1995)).

The Ninth Circuit: FAA Standards Apply

Prior to [Hall Street](#), the Ninth Circuit refused to enforce arbitration agreements that allowed for review of arbitration rulings beyond the FAA's vacatur standards. In [Kyocera Corp. v. Prudential-Bache Trade Services](#), 341 F.3d 987, 1000 (9th Cir. 2003), the parties' contract contained an arbitration clause that expanded judicial review of arbitration awards beyond the FAA standards. Under the contract, an arbitration award could be vacated (i) if the findings of fact were not supported by evidence or (ii) for erroneous conclusions of law. Three parties arbitrated a contract dispute and LaPine and Prudential were awarded \$243 million in damages from Kyocera. On review, the district court applied the FAA statutory standards of review, not the broader contract standards, to the arbitration award and denied Kyocera's motion to vacate. Kyocera appealed to the Ninth Circuit,

arguing that the district court erred in not applying the broader contractual standards of review.

The Ninth Circuit held that the district court properly restricted itself to the FAA standards of review. The court explained that through the FAA, Congress enumerated limited grounds on which a federal court may vacate, modify or correct an arbitration award. The court concluded that by specifying the exclusive standards for federal courts reviewing an arbitration award, Congress had intended that private parties could not contractually impose their own standards on the courts.

The Supreme Court: [Hall Street Associates v. Mattel](#)

In [Hall Street](#), the Supreme Court resolved the Circuit Court split in holding that FAA vacatur standards cannot be contractually modified. [Hall Street](#) arose out of a contract provision in which tenant, Mattel, agreed to indemnify landlord, Hall Street Associates, if Mattel or its predecessors failed to comply with environmental laws. After the property's well water was found to be contaminated, Hall Street Associates filed suit to enforce the indemnification agreement.

After appearing in district court, the parties proposed and the court agreed to arbitration regarding the indemnification issue. The parties' arbitration agreement stated the court “shall vacate, modify or correct any award: (i) where the arbitrator's findings of fact are not supported by substantial evidence, or (ii) where the arbitrator's conclusions of law are erroneous.” The arbitrator decided for Mattel, holding that the lease obligation to comply with environmental laws did not include compliance with the Oregon Drinking Water Quality Act.

Upon review of the award, the

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Arbitration Awards

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district court applied the arbitration agreement's vacatur standards and vacated the award because the Oregon Drinking Water Quality Act should have been enforced. On remand, the arbitrator applied the Act and found for Hall Street Associates. Mattel appealed and the Ninth Circuit, relying on [Kyocera](#), held that the arbitration agreement vacatur standards were unenforceable. Despite the Ninth Circuit's ruling, on remand the district court again applied the agreement's vacatur standards and, subsequently, the Supreme Court granted certiorari.

The Supreme Court emphasized that Congress enacted the FAA "to replace judicial indisposition to arbitration with a national policy favoring it." In holding that the FAA provides the exclusive grounds for vacatur, the Court rejected Hall Street Associates' argument that the FAA reflected a congressional desire to enforce private vacatur agreements. Instead, the Court held that the mandatory language ("must grant") in Section 9 is not malleable and that the FAA constitutes a "national policy favoring arbitration with just the limited review needed to maintain arbitration's essential virtue of resolving disputes straightaway."

Conclusion

With the [Hall Street](#) decision, the Supreme Court resolved the Circuit Court split as to arbitration vacatur standards. Under [Hall Street](#), courts can no longer enforce expanded vacatur standards for review of arbitration awards. While the decision means more arbitration awards will be enforced upon review, the decision also greatly restricts any remedy for errors of fact or law in an award. Parties considering arbitration should carefully weigh the complexity of their case and the potential for errors of fact or law.

Editor's Message

In April 2005, I attended the Annual Meeting in New Orleans, and had a wonderful time. It was my first visit to that city, and I quickly learned that there is a singular and engaging spirit coursing through its streets and radiating from its citizens that compels you to turn your stress level down a few clicks. Some of us turned the stress level down to zero and then broke the knob off. In any event, it was a terrific program in a great city, and I remember thinking: "I hope we come back here again soon."

The Forum members in attendance were of course unaware of the disaster and tragedy that would strike the city in August 2005. Hurricane Katrina devastated a city and a region beyond, and it also shook our faith in our institutions and governments. The journey to recovery has been long and challenging.

We are happy to report that the Forum returns to New Orleans for its Annual Meeting in April 2009. Program Chairs [Chris Montez](#) and Susan Fisher-Stevens describe the program and other activities planned for New Orleans:

"Join us in New Orleans, Louisiana, on April 16th through the 18th for a program featuring one full-day of sessions and two half-days of sessions, allowing you to earn CLE credit and also spend time re-exploring the "Big Easy" in the Forum's first return to the city post-Katrina. Spend time sightseeing on a locally guided New Orleans Disaster Recovery tour, jamming at the French Quarter Festival, or volunteering at the Forum's first ever team-building local recovery event, or do all three! The presentations will focus on legal issues surrounding sustainable and green building projects, as well as the legal challenges involved in construction of alternative energy facilities. As lawyers and consultants to various participants in the construction industry, an understanding of the issues and mechanics of "green" or sustainable

construction is essential, regardless of how we serve our clients. The 2009 Annual Meeting will bring you up to speed with the green explosion, including discussion of litigation issues, legislative updates, and the basics and beyond of the LEED™ rating system. Finally, don't miss the chance to parade through the French Quarter New Orleans-style on Thursday, April 16th, when we march together to our Annual Reception at the famous New Orleans House of Blues. We hope to welcome you back or welcome you along as the Forum returns to New Orleans."

Jeffrey R. Cruz, Editor

Nominating Committee

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meeting of the Forum's Annual Meeting in April 2009. Nominations may be made by third-persons or by self-nomination. All nominations or expressions of interest in being considered as a nominee should include a résumé and a written submission that details the nominee's activities in the Forum, the ABA and the legal profession. In addition, the Committee is interested to know about any initiatives or practices that the nominees are interested in proposing while serving in the position sought.

The Nominating Committee will convene its first meeting in conjunction with the Midwinter program, which will occur on January 15-16, 2009. Any questions or concerns regarding the nominating process can be answered by Adrian Bastianelli. Feel free to contact him directly.

The future of the Forum rests securely on the strength of its membership. We welcome those of you who wish to stand and serve to do just that by participating in this important process.

Another Conversation with the Forum's Senior Membership

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Keith: Since you have been practicing construction law, how has the practice changed from when you first started?

Charlie: It seems to have become larger and somewhat more impersonal. When I first started, there was a relatively small fraternity of people in our market who stayed consistently busy with construction work. That group is larger now, and there are even more lawyers who do what I call 'dabbling' in construction law. Also, it seems to me that there is a trend among clients and construction lawyers alike to prefer arbitration to court.

Keith: Why do you think there are more lawyers today that specialize in construction law?

Charlie: I think today construction industry clients recognize that they are better served by lawyers who understand not just construction law, but the construction business. Those I consider to be construction lawyers try not to treat clients' problems as inevitable lawsuits, but rather problems in which all parties usually stand to gain by an intelligent and logical solution short of litigation. Problems in the construction industry generally, though not always, present opportunities where intelligent lawyering short of litigation will get a better result for the clients.

Keith: How has the practice of construction law changed for the better during your career?

Charlie: I think that one of the biggest changes is the expansion of the use of alternate dispute resolution, particularly mediation. As I said, most clients in the construction context are looking primarily for the best bottom line result, and that involves a realistic appraisal by each party of the probability of success and the magnitude of risk, factoring in the

cost of litigation for even a bad result. One thing that a first-rate construction mediator does is give a cold shower to an unrealistic or incomplete appraisal of claims and defenses.

Keith: What would you say to a young lawyer who is considering the practice of construction law?

Charlie: It is a great field, one that permits practitioners to be constructive and help a client accomplish tangible goals. I take satisfaction in passing some building or other completed project, the orderly completion of which was threatened by a legal dispute which I helped to avert or resolve. I may not have participated in the work of construction, but using my tools, I helped resolve problems so the builders could use their tools.

Keith: Is there a good way to mentor young construction lawyers? What has been your experience?

Charlie: I try to do what my great mentors, Ralph Kaskell and Marian Berkett, would have done, which has more to do with personal relationship skills than teaching technique. They were always considerate of, and courteous to, their juniors, and gave praise in public, censure in private, and made sure clients knew when the junior attorney had done good work.

Keith: What are some mistakes that you have seen young construction lawyers make?

Charlie: First, not spending enough time with their own clients and experts to understand how the client's business and his projects work, in order to have clear understanding of the background setting for the dispute. Second, spending too little time with available documents to discern what are more-or-less immutable facts before deposition discovery. Third, failing to

learn enough from the client or our own expert about the techniques and technology that are involved in the problem at hand.

Keith: How did you first get involved with the ABA Forum on the Construction Industry?

Charlie: I first became involved in the Forum through the urging of my late mentor, Ralph Kaskell. Our founding partner, Emmett Kerrigan, had been an original member of the Forum back in the 1970s and Ralph was on the Governing Committee and was chairman back in the 80s. I attended a number of the meetings, and at some point, wrangled my way onto a steering committee, and got involved with putting on programs.

Keith: I know that you still regularly attend the events and even consent to speaking at programs from time to time. Why?

Charlie: At my age and stage in the partnership, I cannot justify attending Forum functions as often as I did earlier. But I still try to make the annual meeting, partly because it is a first-rate educational opportunity, and partly to renew fine old acquaintances and make a few new ones. Occasionally, I will be asked to speak on some topic, and I am honored to do so. One of my recent appearances is on the "Fundamentals of Construction Law," the prototype of which I helped organize back in the early 90s.

Keith: How has the Forum changed over the years?

Charlie: It has gotten much larger, and the membership is more diverse and the educational offerings have broadened substantially. In the last twenty years, the Forum has written and published a number of first-rate desk books for attorneys on construction employment law, a

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Forum Conversation

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handbook for beginners, a design-build desk book, and other topics. It has also moved to offer more to novices in the field, including first-rate programs on construction law and programs on construction technology, such as "Sticks and Bricks."

Keith: How has your involvement with the Forum helped you as a construction lawyer?

Charlie: It has improved my performance in every possible way: it has provided a first-rate national network of acquaintances in the field; provided a wide variety of educational experiences, both on legal and technical issues; and it has helped me, and by extension the other lawyers in my firm, stay abreast of current developments in the field such as changes in the standard construction documents.

Keith: What are some of the potential benefits for younger construction lawyers who become active in the Forum?

Charlie: The potential benefits are precisely the same benefits that I enjoyed and prospered from: first-rate networking, great opportunities for education within the field, and a great way to stay abreast of new developments both in the legal and technical aspects of our profession. I absolutely would encourage any young person who is serious about being a construction lawyer to become as active as your skills and personality permit within the Forum. Aside from the practical advantages, it is impossible to overstate the social aspect of the Forum. I have never met anyone active in the Forum who has not made warm personal friendships with other members that endure throughout one's career. ♦

Save These Dates!

January 15-16, 2009

Mid-Winter Meeting: "Critical Insurance and Litigation Insight: Coverages, Disputes and Tactics for Survival" at the Hyatt Regency Coconut Point in Bonita Springs, Florida.

April 16-18, 2009

Annual Meeting at the Sheraton in New Orleans, Louisiana.

October 15-16, 2009

Fall Meeting at the Loews Hotel in Philadelphia, Pennsylvania.

January 28, 2010

Mid-Winter Meeting at the Westin St. Francis in San Francisco, California.

April 22-23, 2010 ♦

Annual Meeting at the Hilton in Austin, Texas. ♦

Construction Checklists: A Guide to Frequently Encountered Construction Issues

[Fred D. Wilshusen](#), [Eric A. Berg](#), [Terrence L. Brookie](#) and [Carrie Lynn H. Okizaki](#), Editors

Construction lawyers regularly face a wide variety of legal issues. Some of those issues recur quite often; others, less so. Construction lawyers have long used checklists as a valuable reference tool for drafting contracts, preparing for litigation, and providing advice to clients. In this new book, the Forum draws on the expertise of its members to present a unique collection of essential checklists that addresses the wide-ranging aspects of a construction practice. **Construction Checklists: A Guide to Frequently Encountered Construction Issues** contains more than 70 checklists, each developed to identify the practical considerations for a particular construction law topic. These checklist topics include Design, Insurance, Surety, International Transactions, Contract Administration, Labor and Employment, Government Contracting, Bankruptcy, Litigation (including discovery, opening statements and closing arguments) and False Claims.

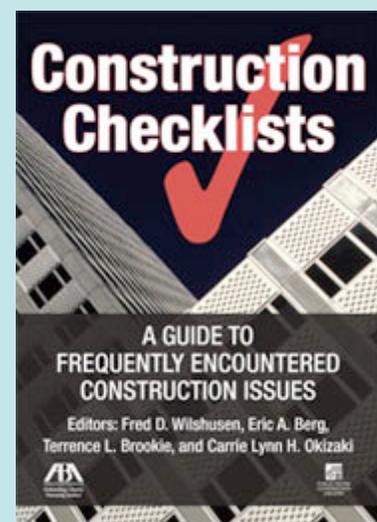
All checklists are contained on an accompanying CD-ROM.

2008, 575 pages, 7 x 10 paperback, ISBN: 978-1-60442-145-3

Regular Price: \$189.95;

Forum on the Construction Industry Members: \$159.95

Product Code: 5570213



Order it on-line at the ABA Web Store (www.abanet.org/abastore).

Join Us in Bonita Springs, Florida for the Forum's 2009 Mid-Winter Meeting

WHAT: The Mid-Winter meeting is moving to a warmer climate in January 2009 with a hot topic that should be of interest to everyone in the construction bar: "**Coverages, Disputes and Tactics for Survival: Critical Insurance and Litigation Issues and Insight.**" Insurance availability and coverage responsibility are critical issues in the construction industry today. Counsel must be knowledgeable on these issues not only for the preparation and negotiation of contracts but also for advising and representing clients in disputes. This program provides a solid background for the construction lawyer looking to hone his or her skills relating to insurance issues.

WHEN: January 15 and 16, 2009

WHERE: Hyatt Regency Coconut Point Resort & Spa, 5001 Coconut Road, Bonita Springs, FL 34134; (800) 233-1234. A room block has been reserved at a rate of \$305 single/double room per night. After December 23, 2008 at 5:00 pm CDT or when the room block is sold out, guest rooms at the special ABA rate are not guaranteed and may not be available.

TELL ME MORE: Join us Friday afternoon for a full slate of activities. Play in a **captains choice golf tournament** at Raptor Bay, a Raymond Floyd design. The tournament quality course features wide fairways with one height of cut throughout and five sets of tees to give players of every skill level a memorable outing. Or join the **backcountry fishing tournament** off the beautiful mangrove islands of Southwest Florida. Professional captains will take you to their favorite fishing holes to reel in the catch of the day such as Redfish, Snook, Trout and Mangrove Snapper.

Register by **December 3, 2009** to receive the discounted conference rate. For more information about the program, registration, hotel and transportation arrangements and CLE credit, the conference brochure is available at:

www.abanet.org/forums/construction/featured_program/bonitasprings09.pdf.

UNDERCONSTRUCTION

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December 2008

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Through Education, Leadership
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