

International Association of Geosynthetic Installers

IAGI Newsletter

A Note from IAGI's President - Carl Apicella

Spring has sprung in most parts of the world and it is hard to believe we are almost halfway through another year! I hope that everyone is off to a good start in 2008. Judging from the first half of 2008, IAGI will continue to be extremely busy in a very successful season.

Along with many members, IAGI's Executive Director, Laurie Honnigford and Project Manager, Jilien Harvey attended the GeoAmericas 2008 Conference in Cancun, Mexico in March. IAGI was represented at an exhibit booth as part of their Strategic Partnership with IFAI that proved to be the highlight of most conference attendees' schedules. With special thanks to Demtech Services, Inc., who sponsored a margarita machine, the IAGI staff blended margaritas for conference goers throughout the three day conference, in addition to educating attendees on the benefits of IAGI membership, and the CWT and AIC programs. Other conference highlights included a well-attended training lecture on proper welding techniques of ge-

omembrane prepared by IAGI members as well as the IAGI General Assembly. All in all, it was a very successful event. We look forward to a similar IAGI presence during the upcoming Geosynthetics Conference to be held in February 2009 in Salt Lake City, Utah.

Continuing the momentum of the GeoAmericas Conference there has been an abundance of CWT exams and new IAGI memberships. Proctors have been traveling around the country issuing the CWT to many companies that were at the conference. With the addition of the PVC and reinforced exams earlier this year, we are hopeful that this will be a consistent long-term trend within our industry.



Carl Apicella IAGI President

We thank all of you for your support of IAGI, including the continued growth and implementation of the CWT and AIC programs. Good luck and I hope everyone enjoys a safe and prosperous second half of 2008.

Best Regards,

Carl



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Get to know the IAGI Board

Name: Steve Daniels

Years on the IAGI Board:
1 Year

Company of Employment:
GeoSynthetics, Inc.

Years of IAGI membership:
3 Years

How did you get into the Geosynthetics industry:
NSC 1996– answered ad in Pittsburgh paper

What book are you reading right now?
Memorial Day

What is your favorite movie?
Good Fellas & 300



What is your greatest indulgence?
Sports

If you won the lottery, what would you do first?
Take my parents to Ireland

What is your greatest accomplishment?
Adopting my children

What do you like best about the work you do?
Strategy

What do you like least about the work you do?
Unethical competition

Beach or Mountain?
Beach

Where is your next vacation?
Sandals Turks & Caicos

Vanilla or Chocolate?
Chocolate

Three words to describe yourself:
Fair, Competitive, Giving

What is the best advice for someone starting out in the geosynthetic industry?
Don't do it, find a less mature industry

PVC or HDPE?
HDPE

News to Use

ConsensusDOCS

Imagine a world where owners, contractors, subcontractors, designers and sureties could all agree that a standard contract was fair to all parties. Well, that may not be too far-fetched. Twenty-one construction associations have united to publish a consensus set of contract documents called ConsensusDOCS. Their website is: www.consensusdocs.org. Several large associations have agreed to fold their contract documents programs into this program.

Construction Associations have produced standard construction contracts over time. Standard contracts published by one association are perceived as ultimately favoring that association's membership. All the parties involved in drafting these contracts had a full vote in deciding the final contract terms. The mantra of this consensus group was to represent the best interests of the project, rather than a singular party. The contracts used best practices and fair risk allocation for all of the parties involved. This project is a very significant development in the construction industry in the past 20 years.

Some of the associations involved in this process included: National Association of State Facilities Administrators (NASFA); The Construction Users Roundtable (CURT); Construction Owners Association of America (COAA); Associated General Contractors of America (AGC); Associated Specialty Contractors, Inc. (ASC); Construction Industry Round Table (CIRT); American Subcontractors Association (ASA); Associated Builders and Contractors, Inc. (ABC); Lean Construction Institute (LCI); Mechanical Contractors Association of America (MCAA); National Subcontractors Alliance (NSA); National Association of Surety Bond Pro-

News to Use

Continued...

ducers (NASBP); The Surety & Fidelity Association of America (SFAA); and numerous other groups.

For more information, visit www.consensusdocs.org.

American Subcontractors Association Report Shows Retainage Reform as an Important Trend in 2007

In 2007 four states benefited from powerful new laws that address business practices that, for decades, have created cash flow and other financial problems for construction contractors. The four states that have adopted laws to limit or eliminate retainage policies are Kentucky, New Mexico,

North Carolina and Tennessee. Working through the American



Subcontractors Association's (ASA) chartered local chapters and state organizations, ASA members played an integral role in generating this "wave of change" by educating policymakers about the effects of business practices such as retainage, slow payment

and inequitable risk transfer. More details about the changes in states laws can be found at: www.asaonline.com

Need Help Navigating the US Government?

Business.gov, the official business link to the U.S. Government, is managed by the [U.S. Small Business Administration \(SBA\)](http://www.sba.gov) in a partnership with 21 other federal agencies. This partnership, known as Business Gateway, is a [Presidential E-government initiative](http://www.e-gov.gov) that provides a single access point to government services and information to help the nation's businesses with their operations.

Welders Obtain IAGI Certification

Congratulations to **the following companies** who sponsored Certified Welding Technician testing of their employed welding technicians.

Congratulations to those companies and to the welders who passed this exam.

Alpine Lining Systems
American Environmental
Cu. Anugrah Karaya Mandiri
Clean Air and Water Systems, LLC
Solmax-Textel Geosynthetics, Inc.
Western Tank and Lining



E-mail: gyaple@pwtworld.com
Website: www.pwtworld.com

West Coast Office:(800) 635-6693 Greg A. Yaple
East Coast Office:(888) 793-7333 Rick Conrad

GeoAmericas 2008 Recap



IGI Training Lecture



Trade Show Floor



Beautiful Cancun, Mexico



Laurie Honnigford awarding Sam Allen, TRI a certificate of appreciation for his assistance and dedication to IAGI and the development and ongoing momentum of the IAGI CWT program.



Jilien Harvey operating the Margarita Machine and the IAGI booth at the show



Demtech Services, Inc. sponsored the hands on training and showcased their equipment at the IAGI Training Lecture

Certified Welding Technician News and Updates

Upcoming CWT Proctor Webinar

As a result of the continued success of the IAGI CWT program and the increase in requests for proctors, IAGI has decided to begin requiring proctors to participate in an online webinar proctor training. IAGI has added a third version of the CWT and proctors are now responsible for the following types of CWT exams: PVC, Polyethylene, and Reinforced Geomembrane. Proctors will be required to participate in this training every two years. Proctors who do not participate will be ineligible to proctor until they have completed the training.

The training will focus on appropriate test etiquette, issues that have occurred over the past year and test

CWT Renewals in 2008

It is hard to believe that six years have passed since the beginning of the CWT program. The program calls for technicians to renew every five years. We are currently awaiting renewals for many of our CWTs.

The requirements for renewal is a \$25.00/technician fee, a current photo ID and an updated resume that shows a minimum of 500,000 ft² or 45,000 m² in the past five years. In addition, the employee must have maintained employment within the geosynthetic installation industry at least three of the past five years. Once the fee and resume are received, IAGI will issue a new CWT wallet card and certificate with a revised five year expiration date. Your

material sample issues.

IAGI will be hosting two trainings in 2008—one in June and one in October. More details will be sent directly to currently approved proctors. If you have any questions on the training, your proctor status or the CWT program, please contact Jilien Harvey, IAGI Project Manager at +1-651-554-1895 or e-mail Jilien@honnigford.com.

company will have one year from the date of your CWT expiration to complete this process. If companies do not fulfill these requirements within this time frame, each employee would need to retake the written and hands-on test and pay the associated testing fees to be able to recertify.

Also, if you have employees that are no longer employed



with you or if you have any CWTs on your staff who received their certification when employed with another company, please contact the IAGI office at +1-651-554-1895 or e-mail Jilien@honnigford.com so we may update our records.



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Installation company focusing primarily on HDPE projects.

Alpine Lining Ltd.

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charles.martin26@yahoo.com

Alpine Lining has 28 years of experience supplying and installing various geomembrane liners: HDPE, PVC, Polypropylene, XR-5, Coolguard, etc, also thin mils, and geotextiles: heat tacked-sewn and overlapped. In some situations, Alpine will dig and backfill anchor trenches, clean and grade slopes and bottoms in oil slumps, dairy lagoons, and irrigation reservoir. Alpine Lining has accomplished installations in most agriculture, industrial, and commercial applications. Alpine also repairs liners.

GE Environmental Solutions

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SC Iridex Group Constructii SRL

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ROMANIA
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Fax: +40-2404041
E-mail: geosin-tetice@iridexcons.ro
Website: www.iridexcons.ro

SC Iridex Group Constructii SRL was founded in 1994 by Iridex Group holding, as the specialist for the construction field. Iridex Group Constructii has introduced the Romanian market a new range of building materials with the use of geosynthetic materials. Iridex Group Constructii offers a complete services packages specific to this field: supply of geosynthetic materials, placement-installation, and technical assistance for installation.

Ingeneria y Construccion Teypa Ltd.

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Since 1998, is an installer company of geosynthetic materials for the mining industry.

Vector Engineering

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lisa@enviroseal.co.uk
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Geosynthetic suppliers and Installers.

Wolf Environmental Lining Systems

Wolfgang Voelcker
13870 Running Gold Rd.
Sutter Creek, CA 95685
Phone: +1-209-223-1247
E-mail: wolfels@thegrid.net
Website: www.wolfels.com

Installer of all geosynthetic liner systems.

Geosinteticos Origo SA CV

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Geosynthetic distributors and installers.

New Members

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Fax: +62-21-3814071
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Remember that song, "I'm just a soul whose intentions are good?"

Ever feel that way? Poor communication within a company means low morale, high turnover, diminished productivity. Without respectful and purposeful communication, collaboration collapses, teamwork deteriorates, and costs rise, yet many organizations still consider communications/interpersonal skills as "soft skill" training. The reality is that nothing impacts business success more than an ability to successfully communicate point of view. When each person within an organization maintains accountability for the impact of his/her words, and the results those words receive, organizations flourish and so do the people working within them.

This is not about communicating more. More poor communications just means that more people will be angry, frustrated and ineffective. It's about communicating better—about establishing a common ground, sharing and listening and caring about what the other person is thinking or saying.

Whether it's email, a major presentation, a lunch sales meeting, a F2F networking event, or an informal communication in the hall, it's not just what we say, it's how we

say it, how purposeful we are, and how respectful the communication message is, that will determine whether we get results, get great results or get sabotaged.

If you're a soul whose intentions are good, here are a few things to consider:

1. Say what you mean.

If you intend to make a statement, don't make it sound like a question. If you need something by a certain deadline, provide the deadline and the reason why you need it when you need it. When you know your idea has merit, or at least think that it does, don't begin with a disclaimer: This may not really seem that important but.... To paraphrase Nelson Mandela, diminishing your light does not make another person's light grow stronger. "Your playing small does not serve the world."

2. Mean what you say. Be purposeful. What is your communication goal? And, if you really want what you say you do, what would you say, and how would you act? Ask yourself that at your next staff meeting, and at

your next family dinner.

3. Don't be mean when you say it. It turns out that our mothers were right; it is how you say what you say that can make all the difference. Can you frame your message so that it will be more appealing to your listener or reader to do what you want? It just makes good sense to invite them to participate, rather than mandate that they do. Help them to buy in to your point of view by showing them how they benefit. Lead them by presenting your perspective in a way that they can embrace. Being respectful and positive leads to more respectful and positive relationships. And, if you're trying to lead a team, it's good to remember what our mamas told us too, "You can lead a horse to water but you can't make him drink." An effective influencer doesn't try to make anyone do anything; instead, they motivate, encourage and invite success.

Visit www.SpeakerSue.com for articles, online assessment and more books.

When Everything Goes Green, LEED, Follow or Get Out of the Way

By: Heather Shore, Esq. and David LeFevre,, Esq.

Whether one calls it a growing trend or a revolution in the industry, “green” construction and its imprimatur of greenness, LEED™ certification, are among the principal topics of conversation among construction professionals and those who assist them. The trend (or revolution, depending on your perspective) has showed no signs of slowing down.

In the public sector, more and more city and state governments are requiring their buildings to be LEED-certified. For example, this past July, Florida Gov. Charlie Crist (R) signed three executive orders that, having the force of law, require all new state construction be LEED-certified and that all such projects “strive” to meet Platinum-level LEED certification, the most ambitious of LEED levels. Similarly, efforts have been successful in a number of U.S. cities to require LEED certification of municipal projects, including Atlanta, New York, and Washington D.C. In the private sector, the demand for green building seems to be even stronger. Kansas City-based general contractor J.E. Dunn Construction Co. recently reported that it sees requirements for various elements of green building in the vast majority of the requests for proposals to which it responds. All told, the drive of the private sector, and continuing developments in the public sector, will make LEED requirements as important as occupational safety and health standards or building code regulations.

The implications of this rise in green projects are two-fold. First, as with any standard or regulation, there is risk of noncompliance and the need to assign the risk, LEED is fairly unique, so standard form contracts do not necessarily address the green building aspects of a project. Legal professionals attribute most to understand the differences between a “normal” project and subcontractors must develop working knowledge of the LEED process and its differences from other projects, or else risk becoming uncompetitive. Estimates of the cost variance between LEED projects and “normal projects” of the same kind range from 2 to 10 percent of the total project cost, or more. Failure to account for this and other issues in the bid process will destroy profit margins or price a bid out of consideration.

Many LEED issues arise as front-end matters between owners and general contractors, but they trickle down to the subcontractors in the form of plans, specifications and directions from the general contractors’ staff. The clearer and more organized these things are, the less interpretation is required by the subcontractor and the less risk there is that something is done incorrectly. If it appears that a general contractor has little experience with LEED projects, then a subcontractor should factor the associated risk into its bid or accept that much more effort will be required to clarify the subcontractor’s instructions.

When compiling a bid on a LEED or green building project, a number of factors should be considered, such as the availability and replacement cost of green construction materials. Limited availability and costly materials will affect the bid’s bottom line. Also, thought should be given to the different processes used on a LEED project, like proper storage of materials that will be reused as these tend to increase overhead costs.

Other factors will affect the actual performance of work at the project. The following are a few best practices that a subcontractor might use:

- Ensure that all project managers have reviewed the asbestos, lead-based paint, PCB and hazardous material plans before undertaking demolition activities.
- Familiarize yourself with the soil conditions of the site in order to implement erosion control measures prior to and during construction.
- Ensure that all building materials that are re-used are properly stored in a covered structure, protected from the water, and maintain recycling bins on-site for all materials to be recycled.
- Implement a detailed waste management plan for the demolition and construction phases, or make sure that your waste management plan tracks the general contractor’s.
- Keep accurate records of the amount of waste diverted from the local landfills because

When Everything Goes Green, LEED, Follow or Get Out of the Way

Continued...

such proof may be required to earn LEED points.

- Develop a plan to minimize dust and other containments during the construction, and be certain to educate all subtrades concerning the plan. Be sure to link progress payment milestones to LEED paperwork submittals.
- Document the origin and supplier of all materials because LEED credits for local materials involve detailed documentation.

Other differences between LEED projects and "normal" projects may find their way into the contract developments and will affect the rights and liabilities of the parties to those contracts. Here are a few questions that a subcontractor should ask when reviewing LEED project contracts:

- Who is responsible if the project fails to achieve LEED certification, and how do the damages from that failure flow down?
- Does insurance cover the materials and systems to be used on the project?
- Will green building techniques affect the warranties and guarantees of the products used?
- Are there long-term performance goals that the general contractor may hold a subcontractor to?
- What nonstandard contract language is used and how will that nonstandard language change what is normally expected in a construction contract?

As can be seen even from these short lists, there are many issues that will affect all phases of bidding and performing work on a green building project, and a misstep with respect to any of the above issues could lead to a dispute and possibly litigation. Typically, disputes on green building construction projects arise from the lead architect or engineer having insufficient qualifications to lead the design and construction of a LEED project; the wrong materials being used (LEED points may be lost as a result) and/or there being insufficient documentation to prove point eligibility; insufficient protection of the materials to be installed to minimize dust and other containments; insufficient research of materials and/or systems; local, state and federal codes, ordinances and guidelines governing green building construction not being followed; an incomplete and marginalized life-cycle-cost study for the project; under-design for the project; missing or improperly installed integral components (e.g. fire dampers are not installed in fire-rated walls, return air paths to handling equipment is missing, high-limit humidity sensors are not installed); and bids not sufficiently taking into account the increased costs of supplying, using and/or handling "green" materials during construction.

Consideration and communication of the issues and questions discussed herein prior to the bidding and construction process will lead to fewer disputes down the road. There is a certain learning curve that comes with green building and LEED certification, as they involve many innovations in building materials, processes, and technologies. Members of the subcontracting community and those who advise

them must similarly adapt to the new issues that these changes present so subcontractors may take full advantage of the opportunities created.

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When Everything Goes Green, LEED, Follow or Get Out of the Way

Continued...

LEED Certification: What It Is

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ is the most widely accepted system in the United States for setting benchmarks for the design, construction and operation of high performance green buildings. A level of certification (from lowest to highest: Certified, Silver, Gold or Platinum) is achieved by an accumulation of points earned for a building's performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. Part to earning points includes adherence to a submittal process for documentation, including documentation of the materials and construction processes used. LEED includes benchmarks for several types of construction through different rating systems, including:

- LEED for Existing Buildings
- LEED for Commercial Interiors
- LEED for Core & Shell
- LEED for Schools
- LEED for Retail
- LEED for Healthcare
- LEED for Homes
- LEED for Neighborhood Development

Before bidding, there are a number of questions one could ask of the general contractor to assess these factors:

- Is the general contractor using and circulating to the subs a LEED checklist? The EPA's Office of Federal Activities has compiled a *Pollution Prevention/Environmental Checklist* for Building/Housing Construction that lists some of the issues to be considered at the early stage, found at www.afcee.brooks.af.mil/green/resources/EPAChecklist.doc
- How many of the general contractor's team are LEED Accredited Professionals (LEED Aps)? The fewer LEED Aps there are, the more risk there is that there will be some miscommunication in the general contractor's direction of the subcontractor's work.
- Has the general contractor provided all environmental reports and design documents before a subcontractor agrees to bid on the project?
- Did the general specify the LEED Materials and systems to be implemented and used? LEED requires not only that certain "green" materials be used, but also that specific construction processes be implemented.
- Will the general be implementing a "commissioning" plan to verify that the building system is designed, installed and tested to perform in conformance with the design intent, the owner's operational needs, and the project documents? What kind of feedback will the subcontractor get from such a plan, and when will he/she receive that feedback? Does the timeline account for the increase in time associated with LEED inspection?

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The Do's and Don'ts of Credit Policies

By: Laurie Honnigford

Whenever you extend credit, which in the geosynthetic business is almost daily, you take the risk of not getting paid. It doesn't take a degree from Harvard to understand the negative impact that may have on cash flow and profitability.

The credit policies in different countries differ dramatically. The following is based upon the low bid system that is typical of projects in North America.

Many companies do have credit policies. But with the current credit situation in many countries, it is prudent to take a look at your credit policies and make sure they reflect the risks that currently exist in the marketplace.

First rule, **know thy contractor**. Sounds simple, but there are many potential pitfalls if you do not know the company you are dealing with and how they pay and negotiate terms with the owner. Those companies that view sub-contractors as part of the team and understand that they need to make money to stay in business usually treat the subcontractor (liner installer) well.

Others however, see the sub-contractor as one more source to enhance their profit on the job. Don't contribute to those contractors' profits at the expense of your own bottom line. Some gen-

eral contractors are known for late payment. If you are bidding on a job with one of those folks, price your quote commensurate with the risk you are taking. Some contractors go so far as to employ staff members who are paid based on the money they can get out of the sub-contractors or the change orders and add ins they can get from the owner. This type of contractor doesn't have your best interest at heart. If you cannot get paid for the risk, it may be prudent to walk from the job. Ouch! I know that hurts, especially when you have put time and money into getting the job but not getting paid hurts much more in the long run.

If you do not know the contractor, do your due diligence to find out their credit worthiness. If you suspect the company or owner is teetering on the edge of bankruptcy, consider the job carefully. Credit reports are approximately six months behind so they may not have current data. Market intelligence (i.e. the grapevine) may have more up to date information about a company but verify any information you get that way and double check its accuracy with another source. Unfortunately, the possibility of a company filing bankruptcy is a fact of life in business today. Even if you get paid by a contractor or owner, if one of those entities files bankruptcy within 90 days of paying you, you may find yourself owing the money

back. The bankruptcy courts can look at your payment as a "favorable payment" and you will be required to return the money so it can be "equitably distributed" among all the creditors.

If you find yourself in the unenviable position of returning money because of bankruptcy, negotiate with the company early and get it settled. The longer you wait the less money you will get from the company and bankruptcy courts. Early in the bankruptcy process you may get 60 cents on the dollar (you pay back 40% of total amount owed to you). If you wait until the date of the bankruptcy court, you will get 5 cents on the dollar; in other words, you will owe 95% of the money due to you back to the bankruptcy process! As my mom used to say: not fun, not fair, but unfortunately that is the way of the world. Know the risk you are signing up for prior to signing on the dotted line.

Second rule, **understand your contract**. This should be a no-brainer but there are many times subcontractors sign contracts they

The Do's and Don'ts of Credit Policies

Continued...

don't understand. The person writing the contract usually looks out for their interests, not the sub-contractor's. Since the liner installer can be several subs down the line, your interests may be nonexistent in the contract. As tough as it is to negotiate terms to protect you, without them you risk not getting paid. If you don't understand the language in the contract it is important to get a legal opinion on what it says. I know that is expensive and I am not recommending it for every contract, but when the stakes are high and the terms are unfamiliar or in question, legal advice can be much cheaper in the long run.

Third rule; **limit your exposure to risk.** Everyone has a different angle for how to do this. A few ideas include:

- Educate the General Contractors you work with on your payment terms. Include those terms in your proposal and make sure they get into the contract. If the General Contractor says they are tied to the owner's contract, ask for a copy of that. Check out the terms of that contract for yourself. If they won't give that to you, consider it a warning sign.
- Include language in the contract **THAT EXCLUDES**

paid when paid clauses with caveats that you get paid regardless of whether the General Contractor gets paid. Set a reasonable time for payment, i.e. 60 days after invoice. Without this limit you are tied to the satisfactory performance of the General Contractor.

- Set limits on retainage and insist on getting the retainage in a timely manner once your portion of the job is complete.
- And finally, be careful about waiving your rights to a lien. A lien may be one of the last options to getting your money, but at least you still have the option on the table.

Some contracts don't allow you to add in these restrictions. At that point ask yourself: "Am I comfortable with the risk that I am taking?"

The good news on the retainage front is that some states are enacting laws to ensure subcontractors are paid retainage in a timely manner or in the state of New Mexico, eliminating retainage all together. The American Subcontractors Association has been working on this issue for a few years. Within the past

year they have gotten legislation passed to change the laws in five states.

One way to encourage payment is to charge interest or late fees on outstanding balances. However, you cannot do this without letting your clients or customers know in advance. Courts won't grant you interest or late fees unless they are part of your contract. Make sure this is part of your agreement and use it as a negotiating tool to get paid if needed. You can agree to forgo the interest if they send a check immediately.

These are just a couple of tips to help you navigate this important part of business. No article of this nature would be complete without the legal caveat, when in doubt about any issue regarding credit or contract language, contact a qualified legal professional. I would welcome contributions from others in the field about this topic. Send comments to me at iagi@iagi.org.

Eight IAGI member companies have achieved AIC status



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Installation companies interested in applying for what will become an engineer specified designation, AIC, can find complete program details and a submittal form online at www.iagi.org.



AIC Mission Statement

To establish criteria for recognizing the geosynthetic installation companies that meet a minimum level of professionalism, experience and business practices. The program's goal is to promote growth in the geomembrane installation industry and promote better quality workmanship.

American Environmental Group LTD

Atlantic Poly Liners, Inc.

Clean Air and Water Systems, LLC

CLI-ClearWater Construction

DDT Liners-Australia

Environmental Fabrics

Layfield Environmental Systems LTD

Taylor Geosynthetics Inc.

AIC Information and Update

IAGI has created checklists to ensure the proper submission of the AIC application packet. The submittal form has also been revised and is an electronic PDF form and can be filled out directly on the PDF form and printed off to be included in your packet. IAGI has created three versions of the checklist for our first time applicants, renewals, and International applicants. All of these forms are available on the

IAGI website at www.iagi.org/AIC_Submittal_Form.htm

First time applicant fees are \$1500 for IAGI members and \$2500 for non-members. Renewals are \$1000 for IAGI members and \$2000 for non-members.

For those companies that are not in the United States or Canada and would like to apply for the AIC, all forms, let-

ters and other documents must be in English. Any items that are submitted in another language must be accompanied by a translated version in English.

If you have any questions about the AIC or about the application process, please contact Jilien Harvey at +1-651-554-1895 or Jilien@honnigford.com.