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Exhibit 3.6a-1

Memo to Ward Malisch

From Ken Hover

September 30, 2003

Subject: Current Status of Design Build Initiative

Dear Ward,

Shortly after the Toronto Meeting in Fall 2000 I wrote to President Jirsa suggesting that ACI explore opportunities in the growing arena of Design-Build (DB) Construction. Jim and the board then asked that I convene a number of open meetings to assess the level of interest among the membership and to investigate actions that ACI might take.

Small meetings with an attendance of 5 to 8 people were held in Philadelphia, Dallas, and Detroit. In general we concluded that a number of activities might be undertaken, and a list of these was reported to the board in Dallas. This list included the sponsorship of ACI sessions, publishing case studies, encouraging published articles on the topic, alliances with DBIA (Design Build Institute of America), formation of our own committee, reviewing ACI documents for barriers to DB, searching for ways to exploit the advantages of concrete via DB, alerting our members about advantages and disadvantages of DB, and merely providing a forum for communication about DB project delivery. It became clear, however, that no action would occur spontaneously or apart from some committee or task group structure. In two years of modest effort I had not discovered a critical mass of ACI members who felt that they had the time or energy to take away from other ACI activities to devote to DB. It was also clear that my current ACI commitments did not permit me to lead beyond the initial reconnaissance.

Prior to the Detroit meeting you suggested that I brief the Responsibilities in Concrete Construction committee on the possibility of ACI embracing the DB Concept in a more formal way, with the possibility that that group might take up the banner, so to speak. I briefed the responsibilities committee in Detroit, and was overjoyed at their enthusiastic response. That group saw the need and had many ideas, and agreed to evaluate several suggestions as future business items. On the basis of subsequent communication, it appears that the initial enthusiasm has dampened a bit in the press of other demands.

Apart from limited conversations at the Phoenix meeting, I have not pursued the issue further, but I would agree that a follow up to the responsibilities committee would be in order. Based on the reactions received thus far, the notion of an ACI involvement in the growing arena of DB is desirable, but would compete for limited resources against a large number of already worthy missions. My value judgment is therefore that no further action be planned, but that we remain receptive to any ideas that may come from the membership.

Sincerely,

Ken Hover

Exhibit 3.6b-1

November 18, 2003

Memorandum to:

Board Task Group on Design
Build

Kenneth C. Hover, Chair
Daniel L. Baker
James R. Cagley
Peter H. Emmons
Jerry A. Holland

Terence C. Holland
G. Jum Horst
Cary S. Kopczynski
Bruce A. Suprenant
Thomas D. Verti

From: William R. Tolley, Executive Vice President

Subject: Discharge of Board Task Group

The Board at its October 1, 2003 meeting reviewed the status report and recommendations prepared by Kenneth Hover on the activities of the Task Group on Design Build. The report was accepted as presented and action was taken as recommended.

The Task Group identified a number of activities that might be undertaken, including the sponsorship of ACI sessions, publishing case studies, encouraging published articles on the topic, alliances with the Design Build Institute of America, searching for ways to exploit the advantages of concrete via design-build, and providing a forum for communication about design build project delivery. It was the recommendation of the Task Group that these suggestions be given to the Responsibility in Concrete Construction Committee (RCCC) to actively pursue.

The Board after accepting the report recognized that the Task Group has completed its assignment and unanimously approved a motion to discharge the Task Group with thanks for achieving its goals and generating recommendations for exploring opportunities to share design-build expertise.

WRT:jak

pc: ACI Board of Direction
Ward R. Malisch
Emily B. Lorenz

PRIMARY RESPONSIBILITIES OF THE VARIOUS ENTITIES INVOLVED IN A CONSTRUCTION PROJECT

- **Owner**
 - Describe the desired project fully and clearly (including but not limited to): Current and Long Term Tenant Usages
 - Expectations of operations of building.
 - Expectations and constraints financial feasibility and performance of building.
 - Time constraints and expectations for final delivery of completed building or portion thereof.
 - Hire competent design professionals with experience and expertise in the type of project contemplated.
 - Notify the design professionals of any unusual design aspects desired.
 - Quality Control Program (This can be implemented by others but should have owner's understanding and acceptance).
 - Testing and inspection.
 - Pay bills promptly.

- **Design Professional**
 - Design the project in accordance with all governing codes and ordinances and with the appropriate standard of care for design professionals in the geographic area of the project.
 - Clearly incorporate all applicable code, government, and other requirements into contract documents (not only standard practice, but general building codes require this).

- **General Contractor**
 - Construct the building in accordance with the contract documents and with the appropriate standard of care for general contractors in the geographical area of the work.
 - Contractors have no direct responsibility to engineering design requirements found in building codes.
 - Contractors conform to code design requirements by building in accordance with the contract documents.
 - Contractors have a right to assume that contract documents contain all applicable code and other requirements.
 - Call attention to any obvious errors or discrepancies in the contract documents.

- **Design/Build Contractor**
 - All the responsibilities that apply to the design professionals and the contractor as herein stated shall apply individually only to the designers and contractors of the Design/Build team. Neither shall transfer its liability to the other.

- **Subcontractors**
 - Construct the work in accordance with the contract documents and with the appropriate standard of care for subcontractors in the geographical area of the work.
 - Subcontractors have no direct responsibility to engineering design requirements found in building codes.
 - Subcontractors conform to the building code by building in accordance with the contract documents.
 - Subcontractors have a right to assume that contract documents contain all applicable code and other requirements.
 - Call attention to any obvious errors or discrepancies in the contract documents.

- **Specialty Subcontractors (Specialty SubSYSTEMS)**
 - Construct the work in accordance with the contract documents and with the appropriate standard of care for specialty subcontractors in the geographical area of the work.
 - Specialty Subcontractors have direct responsibility to engineering design requirements found in building codes.
 - Specialty Subcontractors conform to the building code by building in accordance with the contract documents.
 - Call attention to any obvious errors or discrepancies in the contract documents.
 - Design the project in accordance with all governing codes and ordinances and with the appropriate standard of care for design professionals in the geographic area of the project.
 - Clearly incorporate all applicable code, government, and other requirements into contract documents (not only standard practice, but general building codes require this).

- **Material Suppliers**
 - Supply the material in accordance with the order made (or with contract documents if they are furnished) and in conformance to the standard of care for material suppliers in the geographical area of the work.
 - Material suppliers have no direct responsibility to engineering design requirements found in building codes.
 - Material suppliers have a right to assume that the order made is in conformance with the contract documents and contains all applicable code and other requirements.