



The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

Volume 16, Issue 223 February 1, 2019

On Epoxy By Tom Frisby, The Frisby Group

There are one component and two component epoxies. Obviously a one component epoxy is just that. Go to the hardware store and buy an epoxy paint which can be applied directly from the container with no mixture whatsoever.

And then there are two component epoxies, which again obviously requires the mixture of two components which have this great chemical reaction resulting in a product stronger and more resistant than either one of the components alone. The mixture is pretty much 50/50 and if not, the product may fail. The mass transit project in Washington, DC used mortar pads adhered by epoxy to a thick concrete slab on which the rails were to be clasped. Mortar pads instead of railroad ties. The process was to form the pad, scabble the concrete and wash away the debris, apply the epoxy and then the mortar. Didn't work. The pads did not adhere. The reason was that the moisture remaining from washing away the remnants of the scabble acted as a bond breaker and caused the epoxy to "cheese", preventing it from adhering.

Two part epoxies are resistant to most things, heat, loads, blows and other external events Two component epoxies last a very long time. Unless there is a bond breaker, or the components are not properly mixed, like 50/50.

My mom and dad were two component epoxies. Pretty much 50/50 mix of character, trust, compassion understanding, listening, collaboration, and love. They went through a great depression, a world war, good times and bad ones. For 62 years. There were no bond breakers, like selfishness, deceptions, intimidation, disrespect.

Great relationships, including construction companies, are like two component epoxies. Top management is one of the components. Management that is committed to its customers, both internal and external. And employees who share the values of the company, strive for excellence in all they do. Like a 50/50 mix. Foremen who instill the concepts of quality and safe performance to members of the crew because of their shared passion for successful performance with their management. Management which continues to provide opportunities for growth of its personnel and rewards meritorious performance and commits to a one company concept instead of a home office company and a field office company. Unity of mission, of values, of respect.

This is a two part epoxy (it takes both) which is resistant to most things.

Except success.

Tom Frisby is a management consultant with a legal, construction and financial background. He is a negotiator, expert witness, mediator, author, educator who has managed a successful construction consulting firm for over forty years. You can contact Tom at tffizzle@gmail.com

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**15th ANNUAL
STATEWIDE
MEETING**

**PHILLIPS MARKET
CENTER
STATE FARMER'S
MARKET
WEST COLUMBIA**

**WEDNESDAY
MARCH 13, 2019**

**REGISTRATION
FORM**

SEE PAGE 6



**Mechanical Member:
MORELLI HEATING & AIR-CONDITIONING, INC.**

Morelli Heating & Air Conditioning Inc., “THE PROBLEM SOLVERS”, has been a part of Charleston South Carolina’s Business Community since 1981. James K. Morelli and Anthony J. Morelli purchased the heating and air conditioning division of Charleston Oil in November of 1981. Jim Morelli helped develop one of the first heating and cooling companies in Charleston. He began his career with the Charleston Oil Company in 1954 & retired from Morelli in 1992. The Morelli name is synonymous with providing the best in heating and cooling for nearly 50 years.

Our Commercial and Industrial Division is headed up by Anthony (Tony) Morelli, the company President. Mr. Morelli is responsible for the design and development of all design build projects. Andrew Morelli, the company's Vice-President, directs the day to day operations of the Mechanical Division.

We are a full service mechanical contractor company that specializes in heating, air conditioning & ventilation for residential, commercial & industrial facilities. Our knowledge and experience of historic renovations is extensive. They include historical sites such as the Nathaniel Russell House, Charleston City Hall, Miles Brewton House, SC Society Hall, Fireproof Building, McBee House at Ashley Hall School, & Sword Gate House just to name a few. We also specialize in schools, churches and medical facilities including Roper, MUSC, and Trident hospitals. When it's time to design and install the latest in heating and cooling technology in the country's most significant homes and buildings, one name stands out from the rest, Morelli.

The Morelli family has worked very hard to establish solid expertise and knowledge in this industry to better serve our customers. Ethics and integrity are the bonds that build the company's reputation.

***Morelli Heating & Air-Conditioning, Inc.
2470 Faber Road
Charleston, SC 29405
Phone: (843) 554-8600 Fax: (843) 746-9484
Website: www.morelliair.com
Email: tonymo@morelliair.com***

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FEBRUARY BIRTHDAYS

- | | | | |
|----------------------------|-------------|---|-----------------------|
| Carol Coleman | 2/2 | Widow of Honorary Life Member | Harvey |
| Richard Miller, Jr. | 2/2 | City Plumbing Company | |
| Al Hitchcock | 2/10 | Honorary Life Member | |
| Billy Zimmerman | 2/13 | Charlotte Pipe & Foundry | |
| Joe McMurry | 2/17 | Honorary Life Member | |
| Laura Hendrix | 2/19 | Honorary Life Member | Wife of Manuel |
| John Williams | 2/19 | Cashion Electricians | |
| Chris MacQueen | 2/21 | Gateway Supply Company | |
| Bob Smith | 2/21 | Honorary Life Member | |
| Rosa Williams | 2/21 | Widow of Honorary Life Member | Eddie |
| Brenda Poplin | 2/25 | B & L Electric | Wife of Henry |
| Celeste Goff | 2/27 | Honorary Life Member | Wife of Robert |
| Debbie Hill | 2/27 | Hill Plumbing & Electric Co., Inc. | Wife of Frank |

*Happy Birthday Members!
We Would Like To Announce Yours. If you would like to be listed,
please call the Birthday Hotline at 803-772-7834 or Email to mflowers@mcasc.com*

“Tool Box Talks” - Safety Tip

HAZARDOUS COMMUNICATION (RIGHT TO KNOW)

Right-to-know refers to your "right to know" what hazardous chemicals and materials you may be exposed to on the jobsite. You should be aware of the potential hazards in order to properly prepare yourself to work with the materials. We cannot eliminate hazardous substances, but we can greatly reduce the danger in dealing with them.

Every hazardous substance that has been identified has a Material Safety Data Sheet or M.S.D.S., which tells you what the substance is, what possible dangers you might encounter while using the product and how to properly protect yourself from the substance. The MSDS will list any personal protective equipment required with use of that particular substance.

Each project manager has a set of MSDS's. Do you know where they are located? Have you ever opened them up and pulled out the MSDS for the substances you use in your particular task each day? If you have not, do it today. Read over the description and make sure that you are using the proper protective equipment.

Maybe you do not think that you use hazardous substances. Here are some common items that are considered hazardous and may be found on a jobsite:

- Welding and Cutting Gases
- Adhesives
- Solvents
- Fuels
- Concrete and related compounds

Many items may not seem hazardous, but become hazardous when handled improperly. Think about the substances you use and check for an MSDS so that you really know how to use that substance and what equipment you need to make sure you are not exposed to a hazard.

If you are not sure what you are working with, ASK. Be safe and not sorry.

The "right to know" about the substances we work with is yours.

Upcoming Events

MCASC Annual Statewide Meeting
Wednesday, March 13, 2019
Phillips Market Center, West Columbia



10th Annual Midlands Area Nine At Night Golf Tournament
Thursday, April 4, 2019
Charwood Country Club, West Columbia

13th Annual Piedmont Area Clays Event
Friday, April 26, 2019
The Clinton House Plantation, Clinton



The Charleston Slam 11th Annual Inshore Fishing Tournament
Captain's Meeting - May 17, 2019
Graybar Electric Co., Inc.
Tournament - May 18, 2019

12th Annual Pee Dee Blast Sporting Clays Event
Friday, September 20, 2019
Back Woods Quail Club, Georgetown



Welcome New Members

Coastal Jason Hyman
Cregger Company, Inc.
North Charleston

Ryan McMahon
Tradesmen International
North Charleston

Anniversaries

Mr. & Mrs. John Babson - 2/9
Mr. & Mrs. Jerry Tuck - 2/9
Mr. & Mrs. Steve Brewer - 2/10

Birth Announcement

Vivian Montez Stives
Born January 24, 2019, 5 lbs., 4 oz.
Proud Great Grandfather: Bill Self
Self's Heating & A/C, Camden

Update Your Outlook

**Let us know if we need to update your Outlook
or if you know someone who does!**

Lose / Lose Negotiations

By: Tom Frisby, Reprinted From February 2005

“I took up the chip on which the three (ants – one red and two black ones) were struggling, carried it into my house and placed it under a tumbler on my window-sill, in order to see the issue. Holding a microscope to the red ant, I saw that, though he was assiduously gnawing at the near foreleg of his enemy, having severed his remaining feeler, his own breast was all torn away, exposing what vitals he had there to the jaws of the black warrior, whose breastplate was apparently too thick for him to pierce; and the dark carbuncles of the sufferer’s eyes shone with ferocity such as war only could excite.” And to the death, the war between the red ants and the black ants at Walden’s Pond, witnessed by Henry Thoreau.

And in many venues other than tranquil Walden’s Pond, I too have witnessed the red ant and the black ant fight to the death over a conflict most probably preventable, and certainly resolvable by reasonable men willing to work out their differences rather than working over the other party. Husband and wife, employer-employee, contractor-designer/owner. . .

The theme of this column is conflict management, one of the fastest growing industries in America. Conflicts break down into three categories: those that are or should be preventable; the management of healthy conflicts; the management of financial conflicts. And then there is probably one more . . . the conflict that like the battery, keeps going and going and going.

The first category is preventable conflicts. Confusion of expectations creates many conflicts. Ambiguities contract documents creates most of the conflicts in construction projects. Preventable? In the design phase through quality and constructability reviews. When the project begins by having early on desk top reviews to clear up any misunderstandings quickly and certainly by the contractor exercising his duty to try to find conflicts in the documents “in the office and not in the field” when it is likely the conflict will produce the greatest damage. For this simple advice to work, all the parties must accept accountability for timely and objective decision-making, and their responsibility to keep the momentum of the project going.

We prevent conflicts in employer-employee relationships through clear understandings of mutual expectations. My great uncle was the vice chairman of Kerr-McGee and taught me the value of what he called “the moral contract”, which was really the old-fashioned handshake. It went like this: “What can I expect from you? Here’s what you can expect from me?” Then they (employees, suppliers, customers) “shook on it”. If one of the parties was not fulfilling his end of the bargain, the enforcement was often no more than a “reminder” conversation: “Do you remember when you gave your word that . . . Are you fulfilling on that promise? What are the reasons you are not? Can I rely on you in the future?” Conflicts are prevented because the expectations of the parties are clearly expressed and mutually understood, and there is a mechanism to “call” the non-performing party. Indeed, even in today’s society and I think especially in the Low Country, for the most part a person’s word is his/her bond and the conflicts that arise are not so much due to a party trying to escape that bond, but fully and with clarity understanding the details of that bond.

For example, many of the construction problems I have seen over the years come from workmen who did not have a clear understanding of what the quality requirements were. Many have never even seen the drawings and often their supervisors do not acquaint them with the workmanship requirements. I have seen beautiful reinforced block walls (telling me the masons were qualified) that didn’t have through wall flashing or reinforcement because guess? The workmen were from an area where the code did not require reinforcement, and they were not instructed on the requirement for installing the re-bar and the grout. I become a little weary of contractors telling me that their workmanship problems are because of unskilled, uncaring workmen, when I find that the initial problem is the “unmanagement” of the work force, through training and informing them of the requirements of their job and the drawings. The Navy’s three-step quality program (reviewing the contract requirements with the crew BEFORE the work begins, and interim inspection and review of the crew’s performance, and then the final) is a perfect example of conflict prevention. And why is unworkmanlike performance a “conflict”? Because often it creates an argument (the red ant and the black ant) because of potential financial consequences to one or both of the parties. It is interesting that we talk in terms of “claims”. I guess it is a term coined by the lawyers. If we called it what it really is: “financial loss”, “red dollars” maybe we would work harder to prevent “claims”. Interestingly, one of the largest and most successful construction law firms brags that it wins 50% of its cases. Being from the farm, I would know that if I only harvested half my crop, I lost the other half and there is no glory or survivability with that ratio. The same law firm also states that when it does win a case, it is for half of what the contractor has spent. “You mean, sir, that you lose outright half your cases and lose half of the dollars requested in those cases you win?” Hmmm. Message: Think Prevention. General Lemay said about nuclear warfare: “There are no winners, only varying degrees of losers!”

One of the most important reasons for “partnering” or team building at the beginning of a project is to anticipate and prevent problems. When implemented effectively, the results have been measurable, as shown by numerous national studies.

(Continued from page 4)

The next category is the management of “healthy” conflicts. In an employer-employee relationship, it is a good thing for employees to have and TO EXPRESS ideas that may differ from the boss. I still believe that the only bad idea is the one that is not expressed. Yet, in many firms, even today, we find terms like “gunny sacking”, “kill the messenger”. Healthy conflicts, expressing honestly one’s creative ideas that may not be in conformity with the employer can be a medium for enriching the company’s performance. There is a way to do it, of course. The employee doesn’t stand up in a progress meeting and say to the boss: “I think your ideas are stupid!” But the boss himself should encourage new ideas, challenges, and discourse for the dual purposes of “enriching” the company’s performance and giving the employees a sense of ownership in the functioning of the company. He can do this through suggestion boxes, focus groups aimed at specific areas that need improvement, feedback at the end of a job on how it can be done better. When an employee has given a suggestion, it is important to give feed back to the employee what is being done with the suggestion. Is it being incorporated into the company’s procedures; if not, why not, and how did the suggestion at least help the company validate the policy he had previously taken.

When I do organizational reviews of companies, I make it a point to talk privately to as many of the employees as possible. I always begin the interview with: “Everyone is entitled to fifteen minutes of fame. You have yours now, because I am going to make you the president of this company for the next few minutes. I would like to ask you: If you were the president, what would be the two or three things you would really like to change or improve. And what are the two or three things that you absolutely would not want to change?” It is amazing the valuable feedback that this approach derives and the ultimate benefit to the company. I am pulling out areas of “conflict” between employer and employee and using them to “enrich” the company’s performance.

I encourage presidents and executives to “walk the trap line” to visit with their employees and chat about how things are going. Done in a positive way not to undermine the employees’ bosses, the executive is demonstrating his/her real interest in the employees and at the same time is keeping a hand on their pulse. Yet, I know presidents of mechanical and electrical companies who have never ridden in one of their service trucks, or walked a job in years.

The next category is the management of financial conflicts. Assume you have just purchased a house and there is green stuff on your walls. Or a contractor and the designer have just turned down your request for a change order for work that you consider is extra to the contract. The first and often fatal mistake we make is converting a financial (or content) conflict, into an interpersonal conflict. The homeowner writes nasty letters to the developer, the contractor writes the owner that this is the worst architect in the history of architecture. We get all wrapped up in why the other person is a bad person, and we just come to hate that person. Well, I have seldom expressed to another person that I want him to pay me money, and oh, by the way, you are a rotten cad, and then got what I wanted. In financial conflicts, keep to the content issue (the roof leaks, I was required to install three air handling units when the plans called for two) instead of infecting the issue with the red ant - black ant personal attacks and collateral issues. We see on project after project that superintendents talk to their crews and subcontractors about what a bum the project manager or the architect’s representative is. And this solves nothing. Attack the issue, and not the person! (I wish I had coined that phrase because it is so true and it works so well.)

Secondly, in financial conflicts, the winners realize that you get what you are entitled to, not what you want or need. If a contractor overruns a project, he must prove that the cause of the overrun is because the owner did something, or failed to do something, that was a change from the contract, and that the cost being requested is directly caused by that action or inaction. Negotiations invariably get bogged down because someone is trying to extend his reach beyond what is contractually right and fair.

Financial negotiations often become bogged down because one or both of the parties have not done their homework, and adequately supported their position. This results in premature rejection of claims by owners or their representatives, prolongs the process and often causes an otherwise negotiable claim to end up in court. Every book I read on negotiation and every course I take on conflict management, stresses Homework, Homework, Homework. So incredibly basic and fundamental and how seldom is the advice followed.

The last category of conflicts falls within the “battery that just keeps going and going”. The divorced couple that keeps banging on each other for years after the divorce, the contractor who had the bad job because of that “stupid designer” or vice versa. People have a tendency to just not let go. The “battery syndrome” is an unhealthy conflict but like smoking, a difficult addiction to break. But when you realize you are falling prey to it, ask: “Is this getting me anywhere? Am I improving my company, my life, my place in the community by dragging this toxin bag around with me?” If your answer is yes, by all means keep dragging it. But let me know how it is helping, and I will write a whole column on your experience, because I am yet to see how it helps. I wonder how the red ants and black ants feel about it.

Tom Frisby is a management consultant with a legal, construction and financial background. He is a negotiator, expert witness, mediator, author, educator who has managed a successful construction consulting firm for over forty years. You can contact Tom at tffizzle@gmail.com

MCASC 15th Annual Statewide Meeting

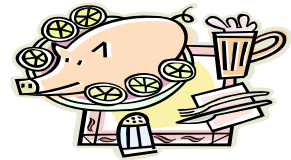
Registration Form

March 13, 2019

The Phillips Market Center

Located At The State Farmers Market,

Off 3483 Charleston Highway, West Columbia 29172



I. REGISTRATION FORM:

FAX OR MAIL TO THE MCASC STATE OFFICE – (803) 731-0390 or P.O. Box 384, Columbia, SC 29202

Name: _____ Name: _____

Name: _____ Name: _____

Name: _____ Name: _____

Company: _____

Address: _____

City/State/Zip: _____ Phone No.: () _____

Number Attending Meeting/Dinner _____

MEETING FEE: Members: \$25.00

You May Sign-Up On Brown Paper Tickets At statewidemeeting.brownpapertickets.com

If You Are Not Able To Sign-Up On Brown Paper Tickets, You Will Be Invoiced By Your Local Area Treasurer

AGENDA

- 5:00 – 5:30 PM MCASC Called Open Business Meeting
- 5:30 – 6:00 PM Sign-In For Members & Guests
- 6:00 – 7:00 PM Cocktail Reception
- 7:00 – Until Welcome By MCASC President Bob Miller
Keynote Speaker – TBA
Dinner & Closing Remarks

DEADLINE TO REGISTER: MARCH 6, 2019

**Associate Member:
SOUTH RISK MANAGEMENT, LLC**

South Risk Management LLC, a privately owned commercial insurance agency based in South Carolina which was recently named the 14th fastest growing company in SC by SC Biz News, specializes in providing Insurance and Surety products to companies and individuals throughout the Southeast. South Risk Management was originally founded as a surety only agency in 2006 and in 2012 added insurance products to include property & casualty, employee benefits and personal lines insurance products.

With a strong emphasis on the construction industry, SRM has quickly become known as a leader in the construction industry for both insurance and surety products. What separates SRM from other providers are its deep rooted underwriting relationships with the carrier/partners they represent. For this reason, SRM is proud to boast several exclusive carrier relationships that have agreed to partner with SRM in a limited distribution agreement for the construction industry in SC.

We have a team focused on supporting the analytical, claims management and risk transfer needs of our clients which allow our clients to best manage and mitigate exposures. As a result of our forensic risk analysis, we can help you analyze the benefits of a guaranteed cost insurance program, loss sensitive program, group or single cell captive insurance program

South Risk Management sits on the agents advisory boards for several top rated insurance carriers including FCCI, Berkley Southeast, Nationwide and is the fastest growing Amerisure agency in SC. SRM has also been recognized as a Presidents Club agent with FCCI, one of only 18 designations awarded throughout the country.

It is SRM's goal to look and feel different than traditional corporate brokers. At SRM our focus is on the client first not shareholders and we aim to create a client experience that is second to none.

We welcome any opportunity to partner with the members of the MCASC.

**South Risk Management, LLC
2711 Middleburg Drive, Suite 304
Columbia, SC 29204-2486
Phone: (803) 733-5284
www.southernrisk.com**

**Congratulations to our next Associate & Mechanical Members who will be
highlighted in the upcoming issue of "The Tool Box":
Carrier Enterprise, Columbia - Associate Member
Columbia Cooling & Heating Company, Inc. - Mechanical Member**

FEBRUARY 2019 MONTHLY AREA MEETINGS

MIDLANDS AREA

Thursday, February 7, 2019 @ 6:00 PM
Location: 7402 Fairfield Road, Columbia
Sponsored By: Walker White, Inc. & Johnson Controls, Inc.

**Topic: "The Most Powerful Subcontractor Lien
Nobody Knows About: SC Code § 29-7-10's
'First Lien On Funds'"
Presented By: Chuck McDonald, Esquire
Belser & Belser & MCASC Legal Counsel**

PEE DEE AREA

Thursday, February 14, 2019 @ 6:30 PM
Location: 1550 Highway #501, Myrtle Beach
Sponsored By: Longley Supply Company

Cancelled

PIEDMONT AREA

Tuesday, February 19
Location: Local Cue, 30 Orchard Park Dr. Ste. 7, Greenville
Sponsored By: Epting Distributors, Inc.

**Topic: "Greenville Then And Now"
Presented By: Emelie Hegarty
Marketing Analyst
City of Greenville, Economic Development.**

COASTAL AREA

Thursday, February 28, 2019 @ 6:00 PM
Location: James Island Yacht Club
734 Wampler Dr., James Island
Event Sponsored By: Blanchard Machinery
Bar Sponsored By: Blanchard Machinery

COASTAL AREA OYSTER ROAST

**Please Bring A Door Prize For
The "BIG" Raffle!!!**



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*Serving mechanical contractors in
South Carolina since 1912.*

MCASC Executive Board & Staff

Bob Miller, President
Edward Gibbs, Vice-President
Mike Richardson, Treasurer
Duwayne Jacobs, Secretary
Leslie Whitehurst, Associate President
Mona Flowers, Managing Director

Mechanicals make it happen -
Be part of the best!

MCASC Vision Statement

The Mechanical Contractors Association of South Carolina (MCASC) will be the leading construction association in South Carolina for specialty contractors and suppliers in the electrical, mechanical (HVAC), and plumbing fields by serving its membership, the industry, and the Community in a vibrant and harmonious fashion.

MCASC Mission Statement

The Mechanical Contractors Association of South Carolina (MCASC) will provide its membership with:

- current business/technical information and support
 - a proactive political/legislative agenda
- a joint industry collaboration to improve relative business practices
- an ongoing effort to offer training opportunities for both professional and craft personnel
 - educational scholarships for deserving students
- the development of industry related career opportunities

The Association's objective for this mission is to enhance the future of the Construction Industry in South Carolina.