



# The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

Volume 9, Issue 143 June 1, 2012

## Federal Construction Guidelines - Acquisition

By Tom Frisby, The Frisby Group

### I. The End of Claims

A. When the Berlin Wall came tumbling down, George Bush said: "This is the end of history." Actually it was his speech writer, Pat Noonan, who coined that phrase but it sounded better coming from the President of the United States. What was meant by it was the end of conflicts between various types of governments (democracy, capitalism, et al). Of course, that didn't happen but there seems to be a trend toward at least a blend of them.

I believe I can say the same thing about the conflicts in our industry, and can prophesize that we are seeing "the end of claims" and "adversarialness" in construction. Of course, this is truly looking at the future with rose colored glasses, but there is more reality than fiction in this statement. The age of adversarialness and claims wore everyone down and owners have established the direction of new delivery systems (not really new but at least reincarnated) aimed at creating a unified approach to construction projects. This includes supply chain management as an important cog in this wheel, as well.

The concept is to integrate the skills and experience of all the players to a project from the beginning (program development) through the warranty. Owners have learned that when there is a convergence of knowledge, expertise, innovativity and accountability at each phase of a project, the likelihood of program success, improved budget and productivity is greatly enhanced. Pre-qualification of teams will assure that this ball game will have the top players who have the ability and the experience to work together to create the most successful project possible, and *without claims or significant disputes requiring a legal venue to resolve*.

The challenge to the contractors and designers will be to put aside traditional roles and learn to truly work together as a real, integrated team. It will be to continue to improve on each project in the concept of Demming and to practice quality and innovativity in the image of Steve Jobs. The challenge is to recognize that Darwin is at work and that the best will be assured success and second best may not be long in the game.

The Federal Government has taken the lead in its two step, value based delivery system approach. Design and Build, only a few years ago not permitted in most states, is now just about universally accepted on institutional projects. Pre-qualification, once considered a restrictive practice, is now a common approach.

What is missing remains the improvement of the work force. The industry, to assure that there is truly an integrated, qualified team, must take steps to upgrade the quality of its supervisory and craftsmen resources. But I want to emphasize that it is the opinion of the author that the greatest crisis in construction is at the management level, not at the craft level which is only a symptom of the problem. Perhaps the strong trend toward concepts such as "lean management" – a concept being contractually required by more and more owners – will force management to understand what needs to be done to improve productivity in this industry. Another trend that is being contractually imposed is the three step quality program, again developed by the Federal Government because of its concern over the quality problems

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**2012  
 SUMMER  
 CONVENTION  
 CHÂTEAU  
 ÉLAN  
 AUGUST 2-5, 2012  
 HOTEL, MCASC &  
 SPONSOR  
 RESERVATION  
 FORMS  
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## Mechanical Member: W. N. KIRKLAND, INC.

W. N. Kirkland, Inc. Mechanical Contractors is located at 2409 South Pine Street, Spartanburg, SC. Our mottoes have always been: "For courteous prompt service call W. N. Kirkland" and "No job to small or to large". We serve commercial, residential, industrial and institutional markets.

W. N. Kirkland Plumbing and Heating was founded in 1927. Background experience began while he served in the Navy. After the Navy, W. N. worked with Garrett Plumbing and Heating, following that he worked as maintenance supervisor with Saxon Mills. It was always the desire of W. N. to own his own company and opportunity came about at the retirement of a good friend, who referred all his previous customers to W. N. Kirkland.

Through the years under W. N. Kirkland leadership, the company was able to establish good relationships with engineers, architects and establish a good customer base, always keeping work for his employees and teaching his four sons honesty and integrity. W. N. Kirkland's "word was his bond". All four sons Loyd Allen, Harvey, Gary and Don have worked in all fields of the industry. W. N. incorporated the company in 1965 and he passed away in 1971, Loyd passed away in 1982 and W. N. Kirkland's widow passed away in 2007 at the age of 99.

W. N. Kirkland's interest in the Plumbing and Heating Association is evident in the picture on the wall at the MCASC office in Columbia, of the 1954 convention at the Ocean Forest Hotel in Myrtle Beach, SC. W. N. K. was instrumental in establishing the Upstate interest in becoming a Mechanical Contractors Association by electing to let other trades like electrical contractors join.

At present, Mike Kirkland serves as President of W. N. Kirkland, Inc., Gary Kirkland as Vice President, Harvey Kirkland as a member of the board, Chris Kirkland, estimator, Jimmy Champion, HVAC supervisor and estimator, and Kelly Clark as controller.

We Hope to continue family tradition and our employees are dedicated to doing their respective jobs to their very best ability.

***W. N. Kirkland, Inc., PO Box 5425, Spartanburg, SC 29304-5423***  
***Office: (864) 582-6701 Fax: (864) 591-1938***

### JUNE BIRTHDAYS

Clarice Lamb	6/1	Honorary Life Member	Wife of Russell
Duwayne Jacobs	6/3	R. C. Jacobs, Inc.	
Roy Jacobs	6/4	R. C. Jacobs, Inc.	
Pam Roberts	6/4	Eastern Industrial Supplies	Wife of Jamie
Amy Teas	6/6	Smith & Stevenson, Inc.	Wife of Buz
Bill Campbell	6/9	Carrier Enterprises	Husband of Anne
Pat Hough	6/10	Gateway Supply Co. Inc.- Columbia	Wife of Mike
Naomi Caswell	6/11	W. O. Blackstone & Co.	Wife of Lewis
Lynda Ferriott	6/12	Honorary Life Member	
Gary Kirkland	6/14	W. N. Kirkland, Inc.	
Rod Allen	6/15	H. R. Allen, Inc.	
Florence Miller	6/16	City Plumbing Co. of Florence, Inc.	Wife of Richard, Jr.
Bibs Babson	6/17	BB&T/Boyle-Vaughan Insurance	Wife of John
Hubert "Jr." Gasque	6/18	Gasque Plumbing Co., Inc.	
Sandra Harbourt	6/19	H. R. Allen, Inc.	Wife of Stan
Bobby Belt	6/24	Bobby Belt Plumbing Co. Inc.	
Harrison King	6/24	James M. Pleasants, Greenville	
Mike Hough	6/25	Gateway Supply Co. Inc.- Columbia	
Dr. Mary J. Frame	6/27	Human Resource Development	
Mona Flowers	6/28	MCASC State Office	
Lewis Cole	6/28	AAA Supply, Inc.	

*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](mailto:mflowers@mcasc.com)*

**“Tool Box Talks” - Safety Tip**  
**HARD HAT SAFETY**

Hard hats not only reduce the chances of serious injury resulting from falling objects, but protect you when you bump your head on things like machinery, ductwork, ceiling tie wires and forms. Non-conductive hard hats protect you from electrical shock and burns. Never wear metal hard hats around electrical work.

**HOW TO CARE FOR HARD HATS**

The better care you take of your hard hat, the better care it will take of you. Here are some suggestions:

1. Properly adjust suspension systems to maintain clearance between your head and the shell of the hat.
2. Don't cut holes for ventilation. Don't heat and bend.
3. Don't substitute a "bump cap". They aren't strong enough.
4. Don't paint your hard hat.
5. Don't put anything under it except your head; this includes cigarettes, notebooks, and such.
6. Don't wear it backwards.

**SOME COMMON COMPLAINTS AND THE REAL TRUTH**

We sometimes hear the following complaints about hard hats. But is there any real basis for them?

"It's too heavy." (Hard hats are only a few ounces heavier than a cloth cap, but the extra protection you get is worth the extra weight.)

"It's too hot." (Measurements taken in hot weather show that the temperature under a hard hat often is cooler than it is outside.)

"It gives me a headache." (A thump on the head from something which has fallen two floors will give you a worse one. There is, however, no medical reason why a properly adjusted hard hat should cause a headache. Don't alter the suspension system or the hard hat, because you won't get the designed protection.)

"It won't stay on." (You're right; it won't in a high wind. A chin strap will solve this problem. Otherwise, you will find that a hard hat stays put no matter how much stooping or bending you have to do - if it's fitted properly.)

"It's noisy." (That's your imagination. In fact, tests show that properly worn hard hats will shield your ears from noise to some extent.)

**IT WILL NOT HELP UNLESS YOU WEAR IT**

**PinPoint Safety, LLC - Mel Rosas, formerly, RSS Safety, LLC**  
**12216 Pinegate Court, Pineville, NC 28134-9139**  
**Telephone (704) 277-5673 Fax (704) 900-8241**

**Concerns**

**Bryan Finch, Control Management, Greenville**  
**Art Hafner, Unitherm, Columbia**

**Condolences**

**Mr. & Mrs. Henry Poplin & Family**  
**B & L Electric, West Columbia**  
**On the loss of her brother**  
**Dennis Alan Gossett**

**Upcoming Events!!!**

**MCASC Summer Convention**  
**August 2-5, 2012**  
**Château Élan Winery & Resort**  
**Braselton, Georgia**



**Welcome New Members**

**Tim Pickett - I & M Industrials**  
**Charleston**  
**Chet Frady - Rapid Recovery - Georgia Carolina RR**  
**Evans, GA**  
**Randy Cottrell - Vista Engineering**  
**Columbia**

**Happy Anniversary**

**Mr. & Mrs. Albert Linden - 6/1**  
**Mr. & Mrs. Vaughan Padgett - 6/6**  
**Mr. & Mrs. Raymond DeAntonio - 6/8**  
**Mr. & Mrs. Tommy Walkup - 6/12**  
**Mr. & Mrs. Wyman Sox - 6/21**  
**Mr. & Mrs. Tommy Burkett - 6/22**

(Continued from page 1)

which characterized so many projects.

But indeed, it takes a village. All of the players must put their minds together to develop and implement approaches which will improve the probability of project success and continue the trend toward the reduction of claims and adversarialness in this great industry.

The following section deals with highlights of the Federal Government Two Step Program. The appendix contains more specific direction and guidelines. But every government contractor (any contractor for that matter) must become familiar with the tools that are being used in today's market, such as Integrated Design, BIM (Building Information Modeling), Commissioning, new supply chain management trends, and effective project management tools enabling the contractor to exercise what I call "20/20 foresight" and also to prevent claims.

## II. The Federal Two Step or Design/Build Delivery System – The Concept

A. There are other delivery systems, of course, such as the traditional design-bid-build approach. But this section deals only with Design-Build in which there is a two step approach. The first step is a pre-qualification phase and the second is a solution and pricing phase. Getting past the first step is often the killer.

B. The philosophies of the two step approach are:

- The Government is interested in upgrading the quality of its construction projects
- By quality is meant the quality of its contractors; quality of workmanship; quality of project management; quality of schedule performance.
- And further to get more bang for its bucks. A design-bid-build project historically takes longer just because of the time it takes to get the plans to the street and go through the bidding (possible bid protest) and award process. A design-build can reduce both the design time and the procurement process time as well.
- The government also wished to escape the heavy cost and administrative load that the design-bid-build world laid on it. When there can largely be a single point of accountability (that is when the design and the construction are one entity in the eyes of the government) the government is not in the middle of conflicts over the interpretation of a specification or whose fault is a design flaw (for the most part – we will discuss that issue in a future section).
- And of course when there is a single design-build team there can be more creativity in the area of value engineering as both the designer and the contractor are now committed to common goals.

It is important to understand the philosophies because of their importance in the process of attempting to acquire work. It gets back to the rooster and the buzzard. You must know what the government is really looking for when you submit a phase I or Step I proposal.

C. Some key points to consider in submitting a pre-qualification proposal:

- YOU should prepare the proposal, not an outside consultant. Such a person may provide you advice, give you pointers, edit. But this is a proposal about YOUR COMPANY and it should be written by the person or people who know it best, know its capabilities best.
- Understand what the government is seeking and really review and understand the criteria it is using for evaluation. Don't miss a single issue the government is requesting you to respond to.
- Remember, the government is looking for your ability to produce THIS project successfully and that you have past *performance* which is consistent with the probability of future success on the instant project. There is a big difference between having done some similar projects and having done them well. So, in preparing your narrative of experience, highlight very similar projects and how you handled them. Highlight difficulties and challenges and how you addressed them. Highlight even how you ran into some problems that were of your own making and how you worked through them, accepting your responsibility in the

process. Highlight your schedule success in the face of obstacles, how well your workmen performed, what your process for improving job performance was and why you were better at the end of the project than at the beginning. Don't use blarney. Use facts. There are people who say they have had twenty years of experience and really had one year of experience twenty times. The same is true with a company. The government wants to know that your company continues to improve, stays abreast of technology, materials and equipment, trains its personnel and continues to get better so that it can truthfully say that it has had twenty years of experience, not one year experience twenty times.

- The government is not interested in adversarial relations; it is not interested in claims. What has been your experience in partnering; what has been your experience in working with your design team and subcontractors? If you are a mentor to one of your subcontractors, what has been your experience in that role?
- In design-bid-build procurement, the contractor ASKS the government for solutions to problems that it encounters. In design-build, the contracting team a) works to *prevent problems*, and b) when problems arise, to *solve problems*. Are you a problem solver? What are examples?
- Let's say you have some problems on a previous government job. The government does not equate excuses and blaming others as performance. ("Well, we had these workmanship problems but you know how it is: you just can't get good help any more." Or, "That minority sub just let us down. That SBA program is just a waste of money".) It looks for accountability. But what did you learn from that experience: "I blew it, but here is what I have done to assure that this will not recur.

To summarize this introduction: your brochure will not get you in the door to federal government procurement. In strategic planning sessions with contractors, I encourage them to develop edges, to have differential advantages over their competition. It is not a gift writer who will open that door; it is your performance and the performance of everyone who works work you. The tired old cliché that each worker is a marketing person has never been more true, for it is the totality of the performance of your entire team, at every level, and every day that will determine whether you have sustainability in the federal government market.

### III. References.

The following websites provide additional insight into this area. I have recommended strongly that anyone doing business in the Federal sector give very serious consideration to becoming a member of SAME (Society of American Military Engineers):

#### Reference:

Turning a Battleship: [www.ober.com/com/publications/1172\\_turningabattleship.design-build](http://www.ober.com/com/publications/1172_turningabattleship.design-build) on federal construction projects.

Best Practices for Collecting and Using Current and Past Performance Information: [http://www.whitehouse.gov/omb/rewrite/procurement/contract\\_per/best\\_practice\\_re\\_past](http://www.whitehouse.gov/omb/rewrite/procurement/contract_per/best_practice_re_past)

Risk Allocation in Design-Build Construction Projects: [www.shiffhardin.com](http://www.shiffhardin.com)

Code of Ethics: [http://federalconstruction.pbslegal.com/tags/ethics\\_training/](http://federalconstruction.pbslegal.com/tags/ethics_training/)

Engage the Integrated Design Process (National Institute of Building Sciences): <http://www.nibs.org>

Federal Government Contract Proposal Preparation: <http://www.micromentor.org>



## OUTSTANDING BUSINESS PARTNER AWARD



The Mechanical Contractors Association of South Carolina has been awarded Outstanding Business Partner from Lexington Richland School District 5 for the **Second Year in a Row!!!** Thanks for everyone's hard work!

**Mechanical Contractors Association of South Carolina Summer Convention**  
**Thursday, August 2, 2012 thru Sunday, August 5, 2012**  
***Reservation Form***



*Château Élan Winery & Resort*

100 Rue Charlemagne

Braselton, Georgia 30517

Telephone: 678-425-0900 or 1-800-233-9463

Fax: 678-425-6004

Email: reservations@chateauelan.com

Please complete this form to confirm your overnight accommodations.

Mechanical Contractors Association of South Carolina has secured a block of Run of House rooms from August 2<sup>nd</sup> through August 5<sup>th</sup>, 2012 (see below for rates). Please Call, Email or Fax the completed form to Reservations at Chateau Elan to confirm booking.

Rate is good pre and post convention dates based on hotel availability.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-Mail \_\_\_\_\_

Arrival Date \_\_\_\_\_ Departure Date \_\_\_\_\_

Number of Adults \_\_\_\_\_

Room Preference:

- Run of House (1 king or 2 doubles, \$169.00 + tax) \_\_\_\_\_
- King Corner Suite (\$219.00 + tax, limited availability) \_\_\_\_\_
- Two Bedroom Villa (\$339.00 + tax, limited availability) \_\_\_\_\_
- Three Bedroom Villa (\$439.00 + tax, limited availability) \_\_\_\_\_

**Note:** Two & Three Bedroom Villa's Are Approximately 1 Mile from Hotel  
 (Complimentary Shuttle Service Is Available.)

Credit Card Number \_\_\_\_\_

Expiration Date \_\_\_\_\_

Name on Card \_\_\_\_\_

Signature \_\_\_\_\_

All rooms are non-smoking. Changes or cancellations must be made at least 72 hours prior to arrival. If cancellations are not made 72 hours in advance the credit card will be charged the first nights room and tax. Applicable room taxes are currently 12%.

# 100 Years And Still Building

The 162<sup>nd</sup> Mechanical Contractors Association of South Carolina Summer Convention



August 2-5, 2012

## MCASC Registration Form

Please complete form By Wednesday, July 11, 2012 and fax to (803) 731-0390 or mail to P. O. Box 384, Columbia, SC 29202

Please List Names of Attendees & Indicate who will be playing Golf, Tennis, Poker, or Bridge by Circling a (G) for Golf, a (T) for Tennis, a (P) for Poker, a (B) for Bridge by the appropriate names:

Name: \_\_\_\_\_ G T P B      Name: \_\_\_\_\_ G T P B  
 Name: \_\_\_\_\_ G T P B      Name: \_\_\_\_\_ G T P B  
 Name: \_\_\_\_\_ G T P B      Name: \_\_\_\_\_ G T P B  
 Name: \_\_\_\_\_ G T P B      Name: \_\_\_\_\_ G T P B

Company: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_ Phone No.: ( ) \_\_\_\_\_

### Billing Information:

Please Invoice Company: \_\_\_\_\_ My Check Is Enclosed: \_\_\_\_\_

### Hotel Information: Please Refer To The Enclosed Reservation Form

MCASC attendees will receive a group discounted rate if reservations are made by Monday, July 2<sup>nd</sup>. There is No Resort Fee. Included In Hotel Room Rate Are: Complimentary Self Parking, Access To The Inn Fitness Center, Pool Access & Towels, Guest Room High Speed Internet Access, In-Room Coffee, & Concierge Service.

Reservations can be made after the deadline date at regular prices. Make your reservations by calling: 1-800-233-9463 or 1-678-425-0900 or faxing to 1-678-425-6004 (Be sure to mention MCASC to get our Group Rate) Call Or Complete the enclosed Hotel Registration Form & Fax To Château Élan Winery & Resort For more Hotel Information visit their website at [www.chateauelan.com](http://www.chateauelan.com)

## MCASC Fees For “100 Years And Still Building”

Cost: \$395.00 per person, which includes the following:

- Daily Social Gatherings at The Hospitality Suite (hors d' oeuvres and your favorite adult beverages)
- Poker Tournament On Thursday Evening At The Hospitality Suite
- Breakfast Meetings Friday Morning
- Members Breakfast Friday Morning
- “Leveraging Your Competitive Advantage By Improving Productivity” By: Jim Schug, FMI Senior Consultant Friday Morning
- “Elements Of Cash Flow Management And Getting Paid” By: Jim Schug, FMI Senior Consultant Friday Morning
- Bridge Tournament Friday Afternoon At The Hospitality Suite
- Pavilion Party To Include: Drinks, Dinner & Lots of Fun For Everyone Friday Evening
- “Key Federal Government Contracting Programs In 2012 Opportunities, Issues & Risks” By: Gene Rash, Matthew Cox, and Stephen Kelleher, Attorneys With Smith, Currie & Hancock, LLP Saturday Morning
- Past President’s Reception & Dinner Saturday Evening
- Open Business Meeting, Awards & Farewell Breakfast Buffet Sunday Morning

**Note To Parents:** The Children Will Join The Adults On Friday Evening For The Pavilion Party. There Will Be A Planned Event For The Children On Saturday Evening While The Adults Attend The Past President’s Reception and Dinner.

### Optional Activities:

**Golf (Château Course): \$90.95 per person plus lunch \$23.50 for a Total of \$114.45**

Sat. August 4<sup>th</sup> 12:30 PM Shotgun. All Green Fees Include: Golf Cart, Range Balls, and Bag Handling. To Book Personal Tee Times On Other Days Call 1-800-233-9463, Ext. 41

\*Golf Fees & Lunch will be billed to individual rooms

**Tennis: \$18.00 Per Hour / Per Court - 6 Courts (4 Hard & 2 Clay)**

**Prepare Yourself For The Spa:**

**Indulgent Sensory Treatments Refresh And Revive The Body, Mind & Soul**

Guests should make their own reservations at least six (6) weeks prior to arrival by calling 1-800-233-9463, Ext. 41

**Chateau Elan Winery Tours, Cooking Demonstrations, Etc.**

**Skip Barber Racing School: For More Info. Call 1-866-932-1949 or go to [www.skipbarber.com](http://www.skipbarber.com)**

**Lake Lanier: Water Park, Boating, Etc.**

**Lots of Nearby Shopping: Mall of Georgia, Lenox Square, Phipps Plaza, Tanger Outlet Center & Commerce Factory Stores, and North Georgia Premium Outlets**

**For Additional Information, Please Refer To The Enclosed Château Élan Winery & Resort Brochures Or Visit Their Website At [www.chateauelan.com](http://www.chateauelan.com)**

**For Additional Information Call  
MCASC State Office At (803) 772-7834**

*NOTE: A full refund of MCASC Convention Registration Fees will be made on cancellations received prior to Monday, July 9, 2012. After that date, only 50% will be refunded up until Friday, July 20, 2012. Substitutions will be allowed.*



# Your Presence and Presents

## Are Highly Sought After....

Become a *Sponsor* for our 100 Year Celebration August 2-5, 2012

Château Élan Winery & Resort – Braselton, Georgia

By becoming a sponsor, your presence will be seen and known to all members and associate members through our "Tool Box", website, upcoming meetings, convention materials and events. And your Presents will allow the MCASC Summer Convention to be memorable. Don't miss this wonderful opportunity for you and your company to be promoted during the next couple of months.

***DON'T DELAY BECOME A SPONSOR TODAY!***

Sponsorship Packages Include the following opportunities. Please choose the one(s) you wish to sponsor, complete the form and email or fax to Mona at [mflowers@mcasc.com](mailto:mflowers@mcasc.com) or (803) 731-0390.

**THURSDAY:**

Board Of Directors Meeting	\$500.00
Hospitality Suite	\$1,000.00
Surcies & Prizes	\$500.00

**FRIDAY:**

Associate Member's Breakfast Meeting	\$500.00
Past President's Breakfast Meeting	\$500.00
Member's Breakfast	\$1,500.00
Educational Workshops (2)	\$1,500.00
Drinks At The Pavilion	\$1,500.00
Dinner At The Pavilion	\$5,000.00
Entertainment At The Pavilion	\$1,000.00
Hospitality Suite	\$500.00
Surcies & Prizes	\$500.00

**SATURDAY:**

Educational Workshop (1)	\$2,000.00
Ladies / Spouse Surcies	\$1,000.00
Golf Tournament (2 Sponsors - 1 For Front Nine & 1 For Back Nine)	\$250.00
Tennis Tournament	\$250.00
Fishing Tournament	\$250.00
Children's Program & Dinner (Ages 0-3)	\$500.00
Children's Program & Dinner (Ages 4 & Up)	\$500.00
Cocktail Reception Honoring Past Presidents	\$1,500.00
Dinner Honoring Past Presidents	\$3,000.00
Entertainment	\$1,500.00
Hospitality Suite	\$500.00
Surcies & Prizes	\$500.00

**SUNDAY:**

Pick A Winner Awards Breakfast / Open Business Meeting	\$2,000.00
Awards & Prizes	\$500.00

**Yes, I Would Be Happy To Sponsor The** \_\_\_\_\_

**Please Invoice My Company For: \$** \_\_\_\_\_ **Phone No.** \_\_\_\_\_

**Company Name:** \_\_\_\_\_

**By:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Mechanical Contractors Association of South Carolina**  
**Post Office Box 384, Columbia, SC 29202-0384**  
**Phone: (803) 772-7834 Fax: (803) 731-0390**  
**Email: [mflowers@mcasc.com](mailto:mflowers@mcasc.com) Website: [www.mcasc.com](http://www.mcasc.com)**

## Hope Is a Thinking Process

By Ann Elliott, The Berkana Company

Many consider hope as an emotion that evokes warmth and optimism. All things are possible with hope. Thanks to Dr. Brene Brown and her qualitative research, I have found another way of looking at hope. Actually, C. R. Snyder, a former researcher at University of Kansas, Lawrence, changed Brown's way of looking at hope and she changed mine.

Here's what I learned by reading *The Gifts of Imperfection* (2010) by Brene Brown. The underlying cause is that people see hope as an emotion when, according to Snyder's research cited in Brown's book, it is a thinking process. Emotions are support players not the main attraction.

The good news is that we can learn to think in a new way - if we are willing. Giving up an old thinking pattern can be challenging. The first step is to acknowledge the cognitive process - the old way of thinking.

The three simple steps (Snyder calls it a trilogy - goals, pathway, and agency), give us the ability to do the following:

1. Set realistic goals that you believe are attainable. Can you take a million dollar business and increase your revenues by 10% in a year?
2. Determine how to achieve these goals despite detours and roadblocks and to remain flexible on the journey. Look out for the idea that you can achieve your goal only by taking certain actions. Remember there is more than one way to skin a cat.
3. Have confidence in yourself. Small, consistent steps build a belief in yourself as you steadily move closer and closer to your goal. Just because you have never accomplished a challenging but important goal, such as increase revenues by 10%, does not mean that you do not have the ability to do it. It merely means you have not done it yet.

Practice hope and resilience. Even if it is harder than you thought it would be, stay the course. Ask for help when you need it. Gather around you people who want you to succeed. Embrace the mantra of The Little Engine That Could with a slight modification: "I know I can. I know I can." In addition, I know you can, too.

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Ann Elliott is a leadership expert and founder of The Berkana Company LLC, a business coaching company. She works with successful businesses that are leaving money on the table. Her clients improve efficiencies, save money, and create happy customers. She speaks professionally at conferences, corporate retreats, and workshops. To schedule her for your next event, visit the website. Contact Ann at <http://www.berkanacompany.com>

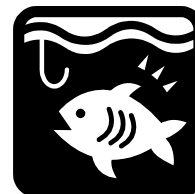


### 24th ANNUAL PEE DEE AREA GEORGE W. BRYCE, JR. MEMORIAL GOLF TOURNAMENT

**Darlene McGee And The Pee Dee Area MCASC Would Like To Extend Their Thanks  
To All Sponsors & Participants Whose Contributions Made This Year's Tournament  
Such An Outstanding Success. Many, Many Thanks To All Of You!**

### THE CHARLESTON SLAM 4th ANNUAL COASTAL AREA INSHORE FISHING TOURNAMENT

**The Coastal Area MCASC Would Like To Extend Their Thanks  
To All Sponsors & Participants Whose Contributions Made This Year's Tournament  
Such An Outstanding Success. Many, Many Thanks To All Of You!**



**Associate Member:  
MAYER ELECTRIC SUPPLY**

Mayer recently won the award *Best Places to Work in South Carolina* and since we are a repeat winner, we can honestly declare it isn't a fluke. You can't dispute the facts: this 80+ year old, third generation family-owned and certified woman-owned business has collected over 20 of these awards over the past decade throughout our 50 branch locations in the southeast. Mayer's Charleston and Columbia, SC locations are proud to boast of their teams' achievements as attested by displaying the Best Places to Work logos on their sales counter doors and all trucks making deliveries to contractors and facilities all over South Carolina.

For Mayer, this award proves their employees (whom they call 'associates') like what they do, work as a team more effectively, and are able to honestly present an enthusiastic attitude to their customers. The longevity of Mayer's associates allows them to offer more product knowledge and application experience than their competitors.

Mayer Electric Supply is a wholesale-distributor of electrical equipment and supplies, lighting, factory automation, tools and communications. The company was founded in 1930. Mayer's customer base includes contractors, industrial facilities, commercial businesses and institutions, and the government. Their Charleston sales office and warehouse is located at 2547 Oscar Johnson Drive in North Charleston, with hours from 6:30am - 5:00pm Monday through Friday. They offer fast and free local delivery, as well as over-the-counter service, welcoming customers to purchase with open accounts or with credit cards. Contact Mayer at (843) 747-8714 or via email at Charleston@mayerelectric.com.

***Mayer Electric Supply  
2547 Oscar Johnson Drive  
Charleston, SC 29405-6840  
Office: (843) 747-8714 Fax: (843) 747-8730***

**Congratulations to our next Associate & Mechanical Members who will be  
highlighted in the upcoming issue of "The Tool Box":  
Victaulic, Buford, GA- Associate Member  
Teachey Mechanical, Inc., Simpsonville- Mechanical Member**

**SPETEMBER 2012 MONTHLY AREA MEETINGS**

**MIDLANDS AREA**

Thursday, September 6, 2012 @ 6:00 PM  
Location: 9221 Farrow Road, Columbia  
Sponsored By: Ferguson Enterprises, Inc.

**Topic: TBA  
Presented By: TBA**

**PIEDMONT AREA**

Tuesday, September 11, 2012 @ 6:00 PM  
Location: TBA  
Sponsored By: TBA

**Topic: TBA  
Presented By: TBA**

**PEE DEE AREA**

Friday, September 21, 2012 @ 9:30 AM to 5:30 PM  
Location: Back Woods Quail Club, 647 Hemingway Lane,  
Georgetown  
Sponsored By: Pee Dee Area

**5th ANNUAL PEE DEE BLAST  
SPORTING CLAYS EVENT**

**COASTAL AREA**

Tuesday, September 25, 2012 @ 6:00 PM  
Location: 4447 Dorchester Road, N. Charleston  
Sponsored By: Eck Supply Company

**Topic: TBA  
Presented By: TBA**



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www.mcasc.com

*Serving mechanical contractors in  
South Carolina since 1912.*

**MCASC Executive Board & Staff**

Lee Richardson, President  
Richard Miller, Jr., Vice-President  
Mike Kirkland, Treasurer  
Tom Brock, Secretary  
Gerald Edwards, Associate President  
Mona Flowers, Managing Director

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**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.