



The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

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Illusions

By: Tom Frisby - www.frisbygroup.org

Bach, who wrote Jonathan Livingston Seagull, also wrote another great one entitled *Illusions*. In that little book, he reminded us that it is never too late to have a happy childhood, and that if you could dream it you could do it.

He also reminded us that your life is something like going to a movie. In a movie, there is a script, dialogue, scenery, and other players. In your life, the same is true. You are living something of a script and probably pretty well doing things as you have been doing them and will continue to do so. (That is your life's script.) Your dialogue is pretty much the same (How do you like this weather; those blankity-blank Democrats/Republicans – you fill in the blanks; owners/designers/contractors/young people – you fill in the blanks- are no darn good.) (Another part of life's script.)

In *Illusions*, Bach suggests that each of us has the ability to re-write our scripts. We can change our role in the script, who else is in the play, where the play is taking place. The great thing about *free will* is the ability to change the script, to change for better or worse how we are interacting in life, with others, even with ourselves. In Dante's *Inferno*, it is suggested that your hell here is your hell there. Meaning, of course, that you may leave this company because you don't like certain things about it but you will normally run into the same things in the next company. Why, because perhaps most of your problems at the last company were inside you and you didn't leave those issues at the last company. You took them with you.

I think some of the really great people I have known had the ability to understand where those hells really resided, and did something about them, taking responsibility to do what: *to re-write the script*. We developed an expression called the *Frisby's Learning Curve*, meaning that contractors (and owners and designers) have learned how to repeat their mistakes. Actually they are not repeating their mistakes at all, are they? They are really just continuing to live the same script without realizing that they can and they should change the script. Maybe the script is that you don't like the formality of contract administration and don't like to write notifications. I see this again and again in the same companies. And again and again those companies lose claims because of the failure to give written notification. And in owners who select designers on the basis of relationship or politics instead of competence to do this job; or designers who again and again do not do accuracy checks and constructability. They have a *script* and they are not changing it.

On construction projects, the concept of *partnering* is really aimed at motivating all the parties to rewrite their scripts about how projects are conducted. To take out of the usual script certain scenarios: *the scenario of adversarialness, the scenario of dilatory decision making, the scenario of failing to effectively schedule and update the schedule, the scenario of poor workmanship . . . and the scenario of failure to accept accountability for one's own duties and responsibilities*. When a project is in trouble, third party consultants who are brought in to help turn it around basically try to analyze the script that is being played out, the roles that are being played out, and the actors who are mouthing the dialogue. And then the consultant tries to determine which

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**2008
Winter Retreat
Park Vista
Resort Hotel
February 21-24
Make Your
Hotel & MCASC
Reservations
Today!
See Pages 5 & 6 for
Details**

**HAPPY
NEW YEAR!!!**

(This article first ran in the December 2006 issue of The Tool Box. Due to recent OSHA rulings, RSS Safety felt that the article should run again with the New OSHA Rule.)

“Tool Box Talks” - Safety Tip

PERSONAL PROTECTIVE EQUIPMENT

WHEN USED PROPERLY, suitable protective equipment can prevent many serious injuries in construction work.

Eyes are extremely delicate. Eyesight can be permanently impaired or even completely lost if flying chips of steel or fragments of concrete strike your eyes. When cutting concrete, wear goggles or a face shield. When drilling overhead or when dust is present, suitable goggles are required. When working around concrete vibrators, safety goggles or a face shield will prevent most splashes from reaching your eyes. When drilling or cutting pressure-treated or preserved lumber, creosote timbers or any lumber, always wear eye protection. If glasses are worn with corrective lenses, goggles may be needed to be worn over glasses for additional protection from damage or breakage.

Now, let us consider nose and throat protection. To prevent nose and throat irritation when working in dusty conditions, wear appropriate respiratory protection. The type of work being done will determine the type of respiratory protection needed.

Falls can be prevented if employees properly use approved safety harnesses and life lines. Use a safety harness and lanyard to limit the fall distance to 6 feet. They only work when used correctly. Contact your supervisor for the proper use of this equipment.

PREVENT INJURIES BY WEARING THE APPROPRIATE PERSONAL PROTECTIVE EQUIPMENT

OSHA Issues Final Rule on Employer-Paid Personal Protective Equipment

OSHA announced in the November 15, 2007 Federal Register a final rule on employer-paid personal protective equipment (PPE). The rule provides a clear, concise policy that all PPE, with a few exceptions, be provided at no cost to the employee. “Employees exposed to safety and health hazards may need to wear personal protective equipment to be protected from injury, illness and death caused by exposure to those hazards,” said Assistant Secretary of Labor for OSHA Edwin G. Foulke, Jr. “This final rule will clarify who is responsible for paying for PPE, which OSHA anticipates will lead to greater compliance and potential avoidance of thousands of workplace injuries each year.” OSHA estimates there will be 21,000 fewer injuries per year as a result of the rule.

By: Mel Rosas – RSS Safety, LLC

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Concerns

Steve Caswell - W. O. Blackstone, Columbia

Debbie Clemmer - John J. Kirilin, Columbia

Cynthia Hill - Hill Plumbing & Elec. Co., Sumter

Upcoming Events

2nd Annual Clays for College

Friday, April 25, 2008

Harris Springs Sportsman’s Preserve
Waterloo, SC

The Santee Scholarship Tournament

June 6-8, 2008

Quality Inn & Suites
Santee, SC

MCASC Summer Convention

July 31 - August 3, 2008

Daufuskie Island Resort & Breathe Spa
Somewhere Between Savannah & Hilton Head

Welcome New Members

Bobby Griffin - Blue Eagle Equipment
Spartanburg, SC

Ben Teachey - Teachey Mechanical, Inc.
Simpsonville, SC

Brad Fickle - Commonwealth Ins. Group
Columbia, SC

Jamie Roberts - Snider, Inc.
Anderson, SC

Tom George - Retail Air Services, LLC
Anderson, SC

Robert Motley - Insurance Office of America
Lexington, SC

Happy Anniversary

Mr. & Mrs. Frank Hill - 1/14

Mr. & Mrs. Henry Poplin - 1/25

(continued from page 1)

scenarios in that script are causing the problem. And, with the help of all the players, *re-write the script*. Change the script from yelling at one another to working with one another; from sitting on RFI's forever to momentum; from an inspect and correct quality approach to a three step built-in quality approach; from distrust to trust. In every bad project, examine the script and then work with other members of the team not to blame someone for having written the script, but to figure out a way to change the script, the dialogue, and sometimes even an actor.

In your own company, what is the script? A good management consultant operates on the basis that his review and evaluation of a company's operation is like a murder mystery. And it will take very little time to have a pretty good idea of *whodunit*. That is because looking over a company is not much different from watching a Broadway play or a movie. Pretty quickly you see what the organizational concept is, who the key players are, how people talk to each other and communicate (or don't) and what the script is (and sometimes, in chaotic situations, that the lack of a script is the script).

It might be worthwhile to read *Illusions* sometime (will take just a couple of hours), and maybe think about your own script, your company's script, and your project's script. And maybe even think about how you can re-write some parts of that script.

And it also might be worthwhile to remember that *it is never too late to have a happy childhood*.

Associations Deliver Value, But They Don't Know How Much, By Ed Rigsbee

NOTE: Ed Will Facilitate A Workshop At Our Winter Retreat At The Park Vista Resort. See Pages 5 & 6

Trade associations and professional societies are wonderful industry or profession collaborations and deliver high value to their members. After a decade and a half, speaking at association and society conventions and board meetings, I can safely make the above statement. And I believe I can also safely say that most society and association staff and volunteer leadership do not have a clue as to the real dollar value their organization delivers to its members.

Are you an association volunteer leader? If so, tell me quickly the yearly sustainable real-dollar value you receive from your yearly investment of time and money? Can you do it? Most likely you cannot. If you are an association staff member, tell me the average yearly return on investment (ROI) your members receive. Can you do it? Most likely you cannot.

While associations and societies have traditionally created plenty of value for their members, they have done quite a poor job of demonstrating the value that they deliver. For years, it did not matter. Why? Through the 1980s, people still joined their trade association or professional society simply because it was the thing to do. Most of those wonderful people have either retired or died off.

Today, younger persons ask themselves, "What's in it for me?" and unfortunately, organizations don't have the answers. For several years now, I have been conducting my *Member Value Process* for associations and societies — they can answer my above questions of yearly sustainable real-dollar value received and ROI.

For about half a decade I have been talking to my association audiences about a 1999 study conducted by the American Society of Association Executives on why members do not retain their membership. My personal synthesizing of the data leads me to believe that over 75% of the members surveyed that did not renew their membership selected not to do so because they did not believe they were receiving enough value for their membership investment.

While no two associations are the same, I have listed below a few common line items of member benefits that should help you to have a better understanding as to the real-dollar amounts that organization members have assigned during my sessions. Remember, these "*cumulative specific value information*" numbers are the yearly sustainable dollar-value amounts.

1. Training & Education

–Range: \$500 to \$4,000

–Average: \$1,857

2. Industry Specific Research, Regulatory & Code

–Range: \$1,000 to \$4,750

–Average: \$2,596

3. Networking

–Range: \$200 to \$10,000

–Average: \$4,029

4. Professional Recognition, Image & Credibility

–Range: \$200 to \$5,000

–Average: \$1,507

Telling your members what it is that you do for them is important. Telling them how much it is worth to them yearly is crucial for your success or that of any other trade association or professional society.

If you would like more information about member value, please visit <http://www.rigsbee.com/association.htm>. If you would like to access any of my complementary resources, please visit www.rigsbee.com/downloadaccess.htm. © Copyright Ed Rigsbee 2007

Ed Rigsbee, CSP is the author of *PartnerShift*, *Developing Strategic Alliances* and *The Art of Partnering*. Rigsbee has over 1,000 published articles to his credit and is a regular keynote presenter at corporate and trade association conferences across North America. He can be reached at 800-839-1520, ed@rigsbee.com, or visit www.rigsbee.com.



**PARK VISTA WELCOMES
MCASC WINTER RETREAT**

GROUP NAME: Mechanical Contractors Association of South Carolina (MCASC)

RATE: SINGLE/DOUBLE/TRIPLE or QUAD \$85.00 (Plus 12.5% Tax)

WINTER RETREAT MEETING DATES: February 21, 2008 **TO:** February 24, 2008

HOTEL RESERVATION CUT OFF DATE: January 25, 2008

NAME: _____

ADDRESS: _____

CITY\STATE: _____ **ZIP CODE:** _____

PHONE NO: _____ **FAX NO:** _____

ARRIVAL DATE: _____ **DEPARTURE DATE:** _____

CREDIT CARD: AMERICAN EXPRESS _____ DINERS CLUB _____
 MASTER CARD _____
 VISA _____ DISCOVER _____

CARD NUMBER: _____ **EXPIRATION DATE:** _____

SIGNATURE: _____

BY SIGNING ABOVE I AUTHORIZE THE CHARGING OF MY CREDIT CARD FOR ONE NIGHTS DEPOSIT PLUS TAX TO BE CREDITED TO MY RESERVATION.

RESERVATIONS MUST BE CANCELLED 72 HOURS BEFORE YOUR ARRIVAL TO QUALIFY FOR A REFUND.
 CALL TOLL FREE: 1-800-421-7275

CHECK IN TIME: 4:00 PM
NUMBER OF ROOMS: _____
 KING/DOUBLE _____
 SMOKING/NON-SMOKING _____

CHECK OUT TIME: 11:00 AM
NUMBER OF ADULTS: _____
NUMBER OF CHILDREN: _____

PLEASE MAKE CHECKS PAYABLE TO: PARK VISTA HOTEL
 MAIL TO: - POST OFFICE BOX 30 - GATLINBURG, TENNESSEE 37738 OR
 FAX TO: (865) 430-7533 OR CALL FOR RESERVATIONS AT 1-800-421-7275

SEND ONE NIGHTS ROOM RATE PLUS 12.5% TAX FOR DEPOSIT FOR EACH ROOM.

CONFIRMATION NO: _____ **BY:** _____ **DATE:** _____

MCASC WINTER RETREAT REGISTRATION

FEBRUARY 21 - 24, 2008 - Park Vista Resort Hotel, Gatlinburg, TN

PLEASE COMPLETE AND FAX THIS PAGE TO THE MCASC STATE OFFICE

AT (803) 731-0390 BY NO LATER THAN MONDAY, JANUARY 21, 2008

COMPANY NAME _____

I AM REGISTERING _____ PEOPLE FROM MY COMPANY FOR THE WINTER RETREAT SCHEDULED FOR FEBRUARY 21-24, 2008. PLEASE LIST ALL NAMES OF THOSE ATTENDING BELOW.

REGISTRATION FEE IS ONLY \$250.00 PER PERSON - MCASC WILL BILL YOU LATER

NOTE: A full refund of MCASC Winter Retreat Registration Fees will be made on cancellations received prior to Friday, January 25, 2008. After that date, only 50% will be refunded up until Friday, February 1, 2008. Substitutions will be allowed.

PLEASE INDICATE IF YOU PLAN TO GOLF (G), ICE SKATE (I), OR SKI (S) ON SATURDAY

_____	G I S	_____	G I S
_____	G I S	_____	G I S
_____	G I S	_____	G I S
_____	G I S	_____	G I S

TENTATIVE AGENDA

Thursday, February 21st, 2008

4:00 PM - Until	Hotel Check In	Park Vista Resort Hotel
4:00 PM - Until	Hospitality Suite Open (Heavy Hors D'oeuvres)	Poolside Room Ground Level

Friday, February 22nd, 2008

7:00 AM - 11:00 AM	Buffet Breakfast (Hotel Lobby)	Eleanor's Restaurant
9:00 AM - 10:30 AM	Workshop: "The Member Value Process Members Want To Know - "What's In It For Me?" By: Ed Rigsbee, CSP (See Article On Page 5)	Gardenview A & B
10:30 AM - 11:00 AM	MCASC/ABC - CCP Grant Update By: Gary Bishop	Gardenview A & B
11:00 AM - 11:30 AM	Open Business Meeting	Gardenview A & B
11:30 AM - 2:30 PM	Board of Directors Meeting (Lunch Included) (Board Meeting To Include Session With Ed Rigsbee, CSP)	Gardenview C
2:30 PM - 3:00 PM	Past Presidents' Meeting	Gardenview C
4:00 PM - 6:30 PM	Hospitality Suite Open	Poolside Room Ground Level
7:00 PM - Until	Cocktails & Dinner (The Park Grill - Downtown Gatlinburg)	Wrights Roost
After Dinner Until	Hospitality Suite Open	Poolside Room Ground Level

Saturday, February 23rd, 2008

9:00 AM - 12:00 PM	Workshop "Labor's Renewed Agenda - Are You The Target?" By: John Creech, Esquire-Ogletree, Deakins, Nash, Smoak & Stewart, PC	Gardenview A
Afternoon Option	Skiing \$67.50 Per Person Includes Tram, Lift Ticket & Skis	Ober Gatlinburg Ski Resort
Afternoon Option	Ice Skating \$8.00 Per Person For 3 Hours Includes Skates	Ober Gatlinburg Ski Resort
Afternoon Option	Golf \$39.50 Per Person - Lunch Not Included All Others On Your Own!!	Bent Creek Golf Course
4:00 PM - 6:30 PM	Hospitality Suite Open	Poolside Room Ground Level
7:30 PM - Until	Cocktails, Dinner, Raffle & Sporting Awards	Gardenview C, D & E
After Dinner Until	Hospitality Suite Open	Poolside Room Ground Level

Sunday, February 24th, 2008

11:00 AM	Hotel Check-Out	Have a Safe Trip Home!
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**Associate Member:
DIXON HUGHES PLLC**

THE SERVICE YOU NEED — THE WAY YOU NEED IT.

For 40 years, Dixon Hughes has built a rich tradition helping clients in the construction industry. During these four decades, we have developed a thorough understanding of the highly competitive and demanding concerns of project management, state and local regulations, bonding and surety relationships, tax compliance, job cost estimation and accumulation, and percentage-of-completion accounting.

On June 1, 2006 upstate contractors received a deeper local concentration of **construction focus** when Trammell and Company merged into Dixon Hughes PLLC. **Mike Trammell**, who with the merger became **Member-in-Charge of Dixon Hughes' Western Carolinas Region Construction Practice**, notes, "This merger helped us better fulfill our commitment to the construction industry by adding Dixon Hughes' existing resources to our toolbox tailored to the unique issues contractors and others in the industry face everyday."

Industry Association Involvement

Because of our commitment to the construction industry, we are actively involved in and support a number of trade organizations. Our involvement includes activities such as serving on boards, speaking, exhibiting at trade shows and sponsoring special events. Mike Trammell has served as Chairman of ABC of the Carolinas and is active in many trade organizations.

"Being a member of MCASC and working with many of their members, I have witnessed the difference this organization can make to the industry they serve," Trammell states. "I believe that any progressive electrical, HVAC or plumbing contractor that wants to better themselves and their industry should embrace this organization. My hat is off to them for all they do."

Mike Trammell, CPA, is located in Dixon Hughes' Spartanburg office and can be reached by phone at 864.342.8525 or by e-mail at mtrammell@dixon-hughes.com.

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

JANUARY 2008 MONTHLY AREA MEETINGS

MIDLANDS AREA

Thursday, January 3, 2008 @ 6:00 PM
 Location: MCASC State Office, 1504 Morninghill Dr., Columbia
 Sponsored By: Tradesmen International

Topic: Managing Workforce
 Labor Productivity
Speaker: Scott Stalions
 Tradesmen International, Inc.

PIEDMONT AREA

Tuesday, January 8, 2008 @ 6:00 PM
 Location: 3431 N. Industrial Dr., Simpsonville
 Sponsored By: Simpsonville Chevrolet

Topic: Health Insurance & Employee Benefits
 Cost Control & Trends
Speakers: John Adair & Kevin Wood
 Endeavor Employer Services

PEE DEE AREA

Thursday, January 17, 2008 @ 6:30 PM
 Location: 933 Santiago Drive, Florence
 Sponsored By: City Plumbing Company of Florence

Topic: ConsensusDocs
 New Subcontract Forms
Speaker: Dan Brailsford, Esquire
 Robinson McFadden

COASTAL AREA

Tuesday, January 22, 2008 @ 6:00 PM
 Location: 4981 Dorchester Rd., Charleston
 Sponsored By: C. R. Hipp Construction, Inc. & Victaulic

Topic: The City of North Charleston
Speaker: Mayor Keith Summey
 Mayor of North Charleston



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www.mcasc.com

*Serving mechanical contractors in
South Carolina since 1912.*

MCASC Executive Board & Staff

Henry Poplin, President
Chris Cullum, Vice-President
Richard Miller, Jr., Treasurer
Steve Brewer, Secretary
Bob Jacques, Associate President
Mona Flowers, Managing Director

Mechanicals make it happen -
Be part of the best!

FIRST CLASS
MAIL
U.S. POSTAGE
PAID
COLUMBIA, SC
PERMIT NO 750

MCASC Vision Statement

The Mechanical Contractors Association of South Carolina will be the leading construction association in South Carolina for specialty contractors and suppliers in the mechanical, electrical, 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 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.