



The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

Volume 1, Issue 47 June 7, 2004

When It Comes To Cash Flow, Some Of It Better 'Stick'

By: Tom Frisby

Martin K. Eby, Sr. was a venerable leader in the construction industry. The president of Martin K. Eby Construction Co. out of Kansas, his company spawned many other great companies, as executives he had trained left to form their own companies, usually with his blessing and often with his encouragement. If his company could not provide the potential for one of his key people, he would motivate him to be a part of the American dream and start his own business.

One of the most important things he taught me was the role of cash flow in a construction company. "Tom," he would say, "what you have to do is run that cash through the company. Some of it is going to stick!"

Unfortunately, I have seen many a company with an excellent balance sheet join the happy hunting grounds of contractors because of negative cash flow cash or because cash "flowed" in the wrong direction – too much out and not enough in – and not enough of it stuck.

While I believe in profit, I am dedicated to cash flow. Profit is too often a number on a piece of paper or just a hope that you have convinced yourself will come true. But "cash flow" is like blood; it's there or it isn't and you can't live without it.

Cash flow is also one of the best measurements of a company's capability and the performance of all its people, policies and systems. It is not a measurement of the accountant's performance but a measurement of the company's performance as a whole.

Claims and contract disputes can have a devastating effect on one's cash position. Often, the company which is claims oriented and whose balance sheet is made up of "receivables on the come" (that is, claims the contractor hopes to collect) is indirectly indicating that it cannot solve conflicts effectively in the field and that its relationships with owners and designers leave something to be desired.

Cash flow has a definite effect on profit. If a contractor remains in positive cash flow and aging of payables is within contract terms and conditions, it is likely that contractor can expect better bids and delivery performance than the contractor whose aging of payables is well beyond the specified terms in the vendor's contract.

In measuring a company's performance, whether in pre-qualification or application for bond credit, the terms "liquidity," "current ratio" and "acid test" may be used as criteria in determining its capability. This is not only to see if the company has the ability to pay its bills on time, but to evaluate its overall performance to manage the progress of its projects on the basis that the project's cash flow is supporting the company

Unfortunately, too often owners and designers fail to appreciate the contractors' needs for cash flow. They withhold retainage of 10% until the end of the job; they take forever to approve a pay request and send a check. They look for ways to withhold funds from the contractor believing that this approach to managing a contractor is the secret of getting quality and schedule performance.

A fertile area for partnering and the team approach is to gain (cont'd Page 12)

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DEADLINE JUNE 18th

PROJECTS FOR BID & BID FORECAST

MECHANICAL CONTRACTORS ASSOCIATION OF SOUTH CAROLINA

JOB TO BE BID THROUGH THE MCASC BID PROCEDURE.

ALL MECHANICAL CONTRACTORS WHO ARE NOT MEMBERS OF THIS ASSOCIATION BIDDING ON THESE ADVERTISED JOBS ARE INVITED AND URGED TO UTILIZE THE MCASC BID PROCEDURE PUBLISHED HEREIN.
INFORMATION PUBLISHED BY THE MECHANICAL CONTRACTORS ASSOCIATION OF SOUTH CAROLINA

NOTES:

1. ALL JOBS LISTED WITHOUT REFERENCE TO THE MCASC FOUR-HOUR DESIGNATION ARE EITHER ZERO OR TWO-HOUR BID JOBS.
2. ALL ASPECTS OF THE MCASC FOUR-HOUR BID PLAN APPLY TO JOBS DESIGNATED AS EITHER ZERO OR TWO-HOUR JOBS WITH THE EXCEPTION OF TIME & BID PROCEDURE OFFICE/SIGNATORY GENERAL CONTRACTOR INTERFACING.

***MCASC BID PROCEDURE SIGNATORY GC'S INDICATED WITH "O"**

PIEDMONT AREA

CHAIRMAN DESIGNATING COMMITTEE

DAVID BISHOP
TEL: (864) 578-7252 FAX: 578-341

1. **LANDRUM** New Landrum Hi. Sch., Spartanburg Co. Sch. Dist. #1, Owner. McMillan, Smith and Partners, Spartanburg, Archts.
July 8 **MANDATORY PREBID CONF: 10:00 AM, June 17, Off., Owner.**

BIDS DUE MCASC: 3:00 PM
Bidders Include:

GENRL OPEN: 3:00 PM
Beam Construction Co., Inc., Cherryville, NC

MIDLANDS AREA

CHAIRMAN DESIGNATING COMMITTEE

1. **COLUMBIA** New Gibbes Mid. Sch., Richland County School District #1, Owner. CM: Construction Dynamics, Inc., Columbia, Archts.
June 17 **PREBID CONF: 2:00 PM, June 2, Off. Own., Conf. Rm.**

BIDS DUE MCASC: 4:00 PM
Bidders Include:

GENRL OPEN: 4:00 PM

o Wise Construction Company, Florence

o Brantley Construction Co., Inc., Charleston

PEE DEE AREA

CHAIRMAN DESIGN, COMMITTEE
WILLIAM L. SELF
TEL: (803) 432-8519 FAX: 432-3845

PAUL PREVATTE
G'TOWN HRY & MARION
TEL: (843) 272-4915 FAX: 272-6071

JIMMY LEE
FLO, DAR, DIL, C'FLD & M'BORO
TEL:(843) 669-8243 FAX: 673-0826

NO JOBS LISTED

COASTAL AREA

CHAIRMAN DESIGNATING COMMITTEE

RON RUNYON
TEL: (843) 556-*5636 FAX: 763-3091

NO JOBS LISTED

SPECIAL ANNOUNCEMENT

ARE WE ON YOUR EMAIL ADDRESS LIST?

IF NOT, PLEASE INCLUDE US AT OUR NEW EMAIL ADDRESS

mflowers@mcasc.com

WEEK OF JUNE 14, 2004—JUNE 18, 2004

DAY	JOB NO.	4/HR	LOCATION	NAME	BID DATE	TIME
Thursday	2-4055		Columbia	New Gibbes Mid. Sch..	06/17/04	4:00 PM

WEEK OF JULY 5, 2004—JULY 9, 2004

DAY	JOB NO.	4/HR	LOCATION	NAME	BID DATE	TIME
Thursday	1-4077		Landrum	New Landrum Hi. Sch.	07/08/04	3:00 PM

WELCOME NEW MEMBERS

HERTZ EQUIPMENT RENTAL — COLUMBIA — JOHN COVINGTON
 PORT CITY ELECTRICAL CO., INC. - N. CHARLESTON — RANDY LAIL
 RELIABLE SAFETY SOLUTIONS, LLC — INDIAN TRAIL, NC — MEL ROSAS
 ROGER'S COMPUTER SERVICE - LEXINGTON — ROGER GRIGGS
 SCnetSOLUTIONS — SUMTER — KYLE OSTEEN

SYMPATHY

MCASC would like to extend sympathy to the following family:

Lelia Mae Pate of Florence, sister of Montez Self, Self's Heating & Air Conditioning, Camden

CONCERNS

MCASC would like to extend thoughts and prayers to the following families:

**Chuck McDonald, Robinson, McFadden & Moore, Columbia, at home (Lexington)
 Dr. Terry Frame, Husband of Dr. Terry Frame (Human Resources) Columbia, at home
 Carol Coleman, Wife of Harvey Coleman (Walker-White) Columbia, at home (Chapin)
 Preston (Big Daddy) Mitchell (Tommy Burkett's stepfather/Burkett Systems) at home**



**Technical Sales Assistant
 Company: James M. Pleasants Company, Inc.
 Columbia, SC**

JOB DESCRIPTION:

Technical Sales Assistant will be responsible for job take-offs, reading blueprints and specifications, completing job equipment quotes, contractor job follow-ups, writing up equipment orders, helping customers with order status, technical questions and general office duties. HVAC/PLUMBING system knowledge, basic computer skills and knowledge of microsoft word and excel is required.

This job requires extensive phone use and working independently by oneself. Hours 8-5, M-F.

COMPANY DESCRIPTION:

James M. Pleasants Company is a manufacturer's representative in the commercial HVAC & Plumbing industry representing products mainly consisting of pumps, cooling towers, steam traps, boilers, water heaters, heat exchangers, flow control valves and variable speed drives.

Company offers competitive salary, full medical benefits, retirement plan (ESOP) and vacation.

For more information on James M. Pleasants Company visit www.jmpco.com

To apply for this position, fax resume to 803-798-1323 or email resume to geralde@jmpco.com

MCASC 2004 COURSE REGISTRATION

COMPLETE AND FAX OR MAIL TO MCASC
 P.O. BOX 384, COLUMBIA, SC 29202
 TELEPHONE #: 803-772-7834 FAX 803-731-0390
 EMAIL: mflowers@mcasc.com WEBSITE: www.mcasc.com

Name: _____ Company: _____

Address: _____ phone: _____ FAX _____

City: _____ STATE _____ ZIP _____ Email Address: _____

NAME ON LICENSE: _____ LICENSE NO.: _____ STATE _____

Payment Method

Please Invoice

Check Enclosed for \$ _____

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Expiration Date: _____

Authorized Amount: \$ _____

Name on Card: _____

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Authorized By: _____

NOTE:

We Offer A Discount
 If Your Company Registers
 Three (3) Or More
 For The Same Course.
 Send 3...The 4th Is Free!!

NOTICE:

Anyone failing to withdraw from a course two
 weeks prior to its start will be billed
 for the entire cost of the course.

Please Place A Check Beside Each Course You Wish To Register For:

- NC, GA, & AL APPROVED**
- Hydronic Systems One
August 18, 2004 - Columbia
Time: 9:00 AM - 4:00 PM
Member: \$ 50.00 Non-Member: \$ 100.00
- NC, GA, & AL APPROVED**
- Hydronic Systems Two
September 15, 2004 - Columbia
Time: 9:00 AM - 4:00 PM
Member: \$ 50.00 Non-Member: \$100.00
- NC, GA, & AL APPROVED**
- Steam Systems
October 13, 2004 - Columbia
Time: 9:00 AM - 4:00 PM
Member: \$50.00 Non-Member: \$100.00

- NC & GA APPROVED**
- Measuring & Maximizing
Employee Productivity
November 3, 2004 - Columbia
Time: 9:00 AM - 4:00 PM
Member: \$175.00 Non-Member: \$225.00
- NC, GA, & AL APPROVED**
- Cooling Tower & Chiller
Plant Piping Systems
November 17, 2004 - Columbia
Time: 9:00 AM - 4:00 PM
Member: \$50.00 Non-Member: \$100.00

- NC & GA APPROVED**
- The 3 Things Contractors
Must Do To Succeed &
101 Ways To Do Them
December 8, 2004 - Columbia
Time: 9:00 AM - 4:00 PM
Member: \$175.00 Non-Member: \$225.00

NOTE:

All Courses Will Be Held At The
 MCASC State Office
 Training Facility
 1504 Morninghill Drive
 Columbia, SC
 Unless Otherwise Indicated!

It Takes a Village – Even in the Construction Industry

By: Tom Frisby

I was recently asked if contractors could really make a profit in this industry. It was not a facetious question and in fact was asked by an excellent construction company's top executive.

My answer? "Yes, absolutely yes-and there are contractors doing so."

But it is difficult to do so alone. As Sen. Hillary Clinton would say: "It takes a village!" But it also takes a level of control over the residents of that village.

In the construction industry: the "village" is all the participants: the owner, designers, general and sub-contractors, suppliers and vendors, craftsmen, inspectors, and the delivery system that gets the material and equipment to the project. The forces of nature must cooperate too, as must the educational institutions, which educate, train and motivate our young people.

Furthermore, it takes all of the "villagers" performing their jobs properly and timely and with a willingness to accept accountability for doing so.

The construction industry has been fragmented about as long as man has complained about the weather, and about as much has been done to "de-fragment" it as has been done to our ability to change the weather. But there are helpful trends:

Design and build, although not a panacea, is a major step toward tying together the designer and contractor in a unifying force with common objectives.

Partnering is an approach to building teams instead of wars.

There is also an inexorable trend toward **Build-Operate-Maintain**, which again puts all of the parties on the same ship, sailing in the same direction.

But what if these delivery systems are not employed and the traditional design-build arrangement is used, meaning drawings are not complete and decision-making moves as slowly as molasses, a process that unfortunately is all too common? Can a contractor still make a reasonable profit?

The answer is still "Yes," but it is like the statement in illusions: "If you can dream it, you can make it happen...but you have to really work at it!"

What are the characteristics of the company that consistently makes money in this environment?

A good estimate. Most of the bad jobs we see were doomed from the outset because they were "quantity busts" in the estimate. If you miss quantity, you almost automatically miss the labor necessary to install it. And for some reason, companies that have bad jobs continuously have bad estimates, a phenomenon not yet understood, but nevertheless true.

The company operates consistently within its **capability to perform**, and within its core. Again, so often a company in difficulty is performing larger jobs than it has the resource for.

The successful, profitable company is a **slave to quality** at every level of the organization. This includes quality of top management, quality systems and procedures, quality field personnel, quality subcontractors and quality performance.

Contractors who are successful know how to **manage the decision-making process** and how to **manage relationships**, even with obstreperous inspectors and owner representatives.

The continuously successful ones have a **strong value system**, practical principled management and are constantly looking for ways to improve productivity. They read the contract documents, price them, and enforce them. They give written notifications as required, live by the tolerances and acceptance criteria specified. Instead of trying to get around the contract, they live up to the contract.

They have excellent **cost control**, can predict with accuracy the cost to complete, and spot problems while they are small. They use cost reports to manage proactively instead of using a historical, tombstone reflection of what happened. Thus, they can do a better job of controlling their destiny.

They are **cash flow managers** par excellence. They know that cash flow management is a function of everyone in the company. Rework affects cash flow, but so does the management decision to bid work the company is not qualified to perform.

When necessary, they file a well-documented claim and stand up for their rights. But their choice is to **work out problems at the lowest level** and avoid having third parties such as judges and juries decide their fate.

Yes, there are companies like this. It is a dream, and if you can dream it you can make it happen. But you have to work at it like crazy.

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This article reprinted with permission from Charleston Regional Business Journal – April 5-18, 2004 issue. Lawyer, mediator, author, consultant and educator Tom Frisby has managed Charleston-based construction-consulting firm Frisby Consulting for 40 years. He can be reached at thomasfrisby@msn.com.

Experience Las Vegas Like Never Before...

The 146th Mechanical Contractors Association of South Carolina Summer Convention 2004



The Venetian Resort - Hotel - Casino
Las Vegas, Nevada
July 22 - July 25, 2004

MCASC Registration Form

Please complete form by Friday, June 18, 2004 and fax to (803) 731-0390 or mail to Post Office Box 384, Columbia, SC 29202 or visit our website at www.mcasc.com

Please List Names of Attendees:

Name: _____ Name: _____

Name: _____ Name: _____

Name: _____ Name: _____

Name: _____ Name: _____

Company: _____

Address: _____

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

Billing Information:

Please Invoice Company: _____ My Check Is Enclosed: _____

Hotel Information:

MCASC attendees will receive a group discounted suite rate of **\$149.00**

If reservations are made before **Friday, June 18th**

Reservations can be made after the deadline date at regular prices

Make Your Own Reservations By Calling: 1-888-283-6423 Or

Book Online At www.venetian.com/rmech (Be sure to ask for the Group Rate)

For more hotel information visit their website at www.venetian.com

Airline Ticket Information:

We have contracted with delta as the preferred carrier. Tickets purchased 60 days out will be discounted 10% off most fares. Tickets purchased within 60 days will be discounted 5% off most fares. For Discounted Airline Tickets Call Randy Moore at 1-800-849-2244, in Columbia at 798-8122 or you may email him at randy@travelunlimitedsc.com. If you book through other means, please be sure to use Delta File Code #204667A for your discount and to make sure the association is given credit for your travel. Prices are going up and availability is very limited. Don't Delay Book Today!

MCASC Convention Fees:

Cost: is \$375.00 per person, which includes the following:

Thursday, Friday & Saturday

Daily Social Gatherings at The Hospitality Suite: hors d' oeuvres and your favorite adult beverages. Daily Prizes Will Be Awarded. Don't Miss Out!

Friday

Educational Workshop Presented By: MCASC Legal Counsel, Dan Brailsford; Spouse Program; and Las Vegas Nights Dinner At Canaletto.

Saturday

Breakfast Meetings, and The High Rollers Reception and Dinner.

Optional Activities:

Golf: If a little time on the back nine suits your agenda just fine, the Golf Concierge will be happy to introduce you to the finest championship courses in the city, from the ruggedly tranquil Stallion Mountain to the Southern charms of Desert Pines or the glamour of playing The Strip's Bali Hai Golf Club.

Tennis: They can also make arrangements for you to check your net profits at one of the city's many popular tennis facilities.

Off-Property Excursions are also available to such breathtaking locations as Red Rock Canyon, Mt. Charleston, the Grand Canyon and Hoover Dam.

Canyon Ranch Spa Club: 65,000 Square Feet of pure indulgence, with two stories of fitness, relaxation, and treatments from the ahh-inspiring to the surprising. Other amenities include: 40-foot indoor rock climbing wall, Wellness Center, Balneotherapy, Body cocoons, Pilates studios, Indoor cycling gym, Full service salon, Canyon Ranch Café and over 120 services. Guests should make their own reservations for spa services. Prices vary.

Additional Activities:

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Gondola Ride w/Singing Gondolier

The Guggenheim Hermitage Museum

16 World -Class Restaurants

And Much More

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 Friday, June 18, 2004. After that date, only 50% will be refunded up until Friday, July 2, 2004. Substitutions will be allowed.

Y our Presence and Presents

A re H ighly Sought A fter

Become a *S*ponsor for the **MCASC 146th Semi-Annual Summer Convention** **The Venetian Resort - Hotel - Casino - Las Vegas, Nevada** July 22-25, 2004

By becoming a sponsor, your presence will be seen and known to all members and associate members through our "tool box", upcoming meetings, convention materials and events. And your Presents will allow the MCASC Summer Convention one to be remembered. Don't miss this wonderful opportunity for you or your company to be promoted during the next several months.

DONT DELAY BECOME A SPONSOR TODAY!

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FRIDAY:

Seminars	\$1,500.00
Spouse / Guest Brunch & Program	\$2,000.00
Las Vegas Nights Drinks at Canaletto	\$1,200.00
Las Vegas Nights Dinner at Canaletto	\$3,000.00
Hospitality Suite	\$500.00
Door Prizes	\$500.00

SATURDAY:

Associates Breakfast Meeting	\$500.00
Past President's Breakfast Meeting	\$500.00
Convention Attendees Breakfast	\$1,000.00
High Rollers (Past President's) Reception	\$1,200.00
High Rollers (Past President's) Dinner	\$5,000.00
Awards	\$500.00
Hospitality Suite	\$500.00

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 Email: mflowers@mcasc.com Website: www.mcasc.com

Sometimes It Pays To Follow The Leader

By Tom Frisby

Most books written on leadership still depict the person with the “Type-A” personality – strong, alone, figures out what he or she wants and does it.

When I think of leadership, though, Al Neubarth, founder of *USA Today*, comes to mind. Neubarth actually traversed the country talking with people in the streets to get their input on the kind of newspaper they would like to read. He realized that his customers were his bosses, so he listened to them and then created one of the most successful newspapers in our history. In other words, he first followed (sought input), then created and implemented (leadership).

There are countless examples of the need to follow, then lead. The designer who can seek input from contractors and the project manager who seeks input from the foreman and the crew before “leading” by developing a construction schedule- both adhere to the follow-then-lead approach.

In *Profit Pattern: 30 ways to anticipate and profit from strategic forces reshaping your business*, author Adrian J. Slywotski discusses “mind sharing,” the concept of getting ideas from your customers. The concept is simple: Every month, each one of a company’s managers visits with one of various customers to chat. Discussions revolve around the following questions: “How are we doing for you?” “How is the industry doing for you?” “What would you like to see the industry do better, for us to do better?” and “What should we know about your business that would help us do a better job for you?”

From these discussions a company can develop approaches that not only respond to the suggestions, but also develop competitive edges that ensure a profitable position in the marketplace. Input from customers also helps the company stay on the leading edge, continually looking for niches that separate it from the competition.

For example, in one-mind sharing discussion led by a mechanical contracting company with an owner who had an extensive construction program, the owner stated that he hated the countless Requests for Information that asked idiotic questions and provided insufficient (or incorrect) information upon which to make a decision. The contractor did some research, found that many RFIs were unnecessary and that often the contractor knew the solution but didn’t offer it.

From that point forward, the contractor changed its entire approach to RFIs and adopted the strategy of being a “solution provider.” It made sure its information was accurate and, whenever possible, provided a well thought out solution to the problem it was presenting.

Many contractors conduct lessons learned programs with owners and designers after the completion of the project to gain input on how to improve future projects. In partnering, they receive valuable insight and suggestions for all the parties on how they can work better as a team as well as to instill a culture of continuous improvement. Again, this is a clear example of leading by following.

The applications of this type of leadership are as numerous as there are construction related organizations, such as the AIA, AGC, CSI, PMI, ASCE, Facilities Managers Association, etc. But there are just as many problems in the industry as there are associations, or perhaps more. We also have educational institutions that are deeply involved in our industry, from high school to vocational school to institutions of higher learning. It seems that our challenge is to mind-share, to listen to our collective needs and solutions and then to collectively strive to apply what we have learned from our mind-sharing.

The same holds true for the construction superintendent who does it “his way”, regardless of the input from sub-contractors; the list of ineffective leaders like him goes on and on.

How about doing some following, some mind-sharing, some listening – and then leading? As the old commercial goes: “Try it, you might like it!”

This article reprinted with permission from Charleston Regional Business Journal. April 19-May 2, 2004 issue. Lawyer, mediator, author, consultant and educator Tom Frisby has managed Charleston-based construction-consulting firm Frisby Consulting for 40 years. He can be reached at thomasfrisby@msn.com.

**Mechanical Member:
W. B. Guimarin & Co., Inc.**

W.B. Guimarin & Company, Inc., one of the oldest and largest mechanical contractors in the state, was established in 1903. The founder and company's namesake came to Columbia from Atlanta to help build the National Loan & Exchange Bank on Main Street, now known as the Barringer Building.

In 1937, Guimarin sold the company to his banker, Edmund R. Heyward. In turn, Heyward sold the business to his son, Albert in 1947. Carroll Heyward, now President, took over from his father in 1979. The family has owned all or most of the firm since then.

Today, W.B. Guimarin & Company, Inc. specializes in installing and maintaining heating, ventilation and air conditioning projects. It also focuses on piping and plumbing, design and installation, commercial and industrial energy control systems and sheet metal fabrication.

W.B. Guimarin's dedicated team of engineers, project managers, pipefitters, plumbers, welders, sheet metal workers and service technicians strive to satisfy the needs of our customers. Should your project require engineering and design services, installation of critical plumbing or HVAC systems, you won't do any better than W.B. Guimarin.

W. B Guimarin & Co., Inc.

1124 Bluff Industrial Boulevard, Columbia, SC 29201

Phone: (803) 256-0515

Fax: (803) 252-8239

Congratulations to our next Associate & Mechanical Members who will be highlighted in the upcoming issue of "The Tool Box":

**E. F. Martin Mechanical Contractors — Columbia
Parker Insulation — North Charleston**

JUNE—SEPTEMBER 2004 MONTHLY AREA MEETINGS

MIDLANDS AREA

Thursday, September 9, 2004 @ 6:00 PM
Location: Millcreek Hunt Club, Bluff Road
Sponsored By: Control Management, Inc.

**ALL AREAS INVITED TO ATTEND
Topic: Legislators to Speak on Pending
Legislation As It Relates To Our Industry
STATEWIDE RALLY**

PIEDMONT AREA

Tuesday, September 14, 2004 @ 6:00 PM
Location: 8345 Taylor-Colquitt Road, Spartanburg
Sponsored By: Waldrop Heating & Air Conditioning

Topic: TBA

PEE DEE AREA

Thursday, September 16, 2004 6:30 PM
Location: TBA
Sponsored By: TBA

Topic: TBA

COASTAL AREA

Tuesday, September 28, 2004 6:00 PM
Location: 7320 Cross County Road, N. Charleston
Sponsored By: Atlantic Electric Company

Topic: TBA



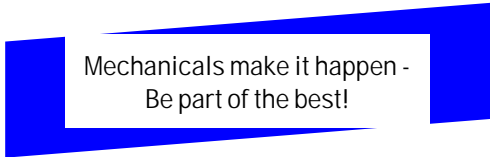
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- Darlene McGee, Vice-President
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- Billy Starrett, Associate President
- Mona Flowers, Managing Director
- Carol Fore, Administrative Assistant



When It Comes To Cash Flow, Some Of It Better ‘Stick’ (Continued from Page 1)

understanding between the parties of the contractors’ need for cash flow and the owner’s assurance of getting what he or she bargained for. Allowing the contractor a reasonable mobilization billing so the owner and not the contractor is financing the job is a step in the right direction.

A most effective approach is to openly discuss the issue of cash flow at the first pre-construction or partnering meeting. As Martin K. Eby said, “Let some of it ‘stick.’”

Reprinted with permission from May 3-16, 2004 edition of Charleston Regional Business Journal/Real Estate & Construction. Lawyer, mediator, author, consultant and educator Tom Frisby has managed Charleston-based construction-consulting firm Frisby Consulting for 40 years. He can be reached at thomasfrisby@msn.com.

ALL AREAS INVITED

**STATEWIDE RALLY AT MILLCREEK HUNT CLUB
 ON LEGISLATIVE ISSUES PERTAINING TO THE INDUSTRY**

**MARK YOUR CALENDAR FOR THURSDAY, SEPTEMBER 9th
 TO COME MEET WITH YOUR LEGISLATORS**

LOOK FOR DETAILS AND REGISTRATION IN FUTURE MAILINGS

BB QUE & RIBS—COME EARLY, STAY LATE!!