



The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

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Theories of Cold War Psychology Still Hold True

By: Tom Frisby

“America will beat the Russians, not because we have better arms, but because we have better people.” - Abraham Maslow

The remarkable thing about this quote from Maslow, the great industrial psychologist, is that it was made in the middle of the 1950's, during a cold war that everyone thought would become a “hot” war, and that bombs, not people, would resolve our differences.

Of course, history has proved that Maslow was right. The character and goodness of our people, as well as our creativity and discipline, spiked with freedom and pride, prevailed over these “better” arms. And while America versus the USSR became a global laboratory for Maslow's various theses, it also showed that his principles can be applied to families and businesses as well as to nations.

Just ask yourself: Will I beat my competition because of better equipment or better people using the same equipment? Look at mechanical or electrical contractors, for instance: Same welding machines, wire-pullers, computers and software. Like Russia and America they have the same weapons of war.

So it is the people who make the difference. In the competitive world, we are constantly looking for “edges.” Contractors may look for “buy-outs” from vendors or beating down subcontractors. Designers vie against each other with slick brochures. But the bottom line is that America didn't beat the Russians and cause the wall to fall because of “the bomb,” and the designer will not win the design competition because he or she has a better CAD, or computer-aided design.

Again, your “weapon” is your people.

Maslow also believed that there was a hierarchy of maturity defined by dependence, independence and interdependence. Obviously we seek the development of independence in our employees so that they can stand on their own two feet, do the job, think for themselves and take personal accountability. However, Maslow believed the greatest level of maturity is “interdependence” where each person does his or her job and is willing to help others do their jobs as well – in other words, team players who are committed to the common purpose and goal.

Maslow also believed that the more selfish the person, the more dedicated that person should be to “interdependence” or team play. The reason being is that by helping the entire organization to grow and be successful, the stronger the company and the more likely its employees will achieve their own personal goals.

Maslow also believed that the office should be a good laboratory for developing a good family and community member. In the company, one should continually strive to improve and to be a good member of the team, trying to avoid conflicts but knowing how to resolve them when they occur. Same for the family.

Maslow also explored the “monkey see, monkey do” concept: when an organization has employees and managers with strong values, who know the right things to do and do the right things, others observe their successful habits and will begin to emulate them. Conversely, when management makes the mistake of keeping mediocre people or those with weak value systems around, no one will improve.

In any given business there are two concepts of management: “top line management” and “bottom line management.” Bottom line management is an approach that says we are going to make a profit no matter what by beating up the subs, overcharging change orders, getting by with minimum quality. “Top line” is an approach that says we will have great people, treat them well, train and educate and reward them, seek their ideas (Continued on Page 8)

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**Mechanical Member:
R. C. Jacobs, Inc.**

R. C. Jacobs, Inc. was originated in 1964 by Roy and Judy Jacobs, D/B/A Jacobs Plumbing & Heating, and incorporated in and by the laws of the State of South Carolina in 1974.

The company has an in-house service and parts department with certified technicians that are available 24 hours a day. We also engage in residential, commercial, industrial, and governmental mechanical construction throughout North and South Carolina. Our trades are plumbing, heating, air conditioning, and fire protection services. We hold an unlimited state license in all of the above classifications, and are a member of the Mechanical Contractors Association of South Carolina and the South Carolina Heat Pump Association.

R. C. Jacobs, Inc. has a work force of approximately seventy-five field personnel, plus eleven office employees.

The Corporation's experienced accounting personnel is located at 1824 Seitter Street in Georgetown, SC.

***R. C. Jacobs, Inc.
Plumbing, Heating & Air Conditioning
1824 Seitter Street,
P. O. Box 2836, Georgetown, SC 29442
Phone: (843) 527-2404 Fax: (843) 546-0179***



OCTOBER BIRTHDAYS

Michelle Morelli	October 1	Cregger Company, Inc.(Charleston)	Wife of Ken
Rachel Martin	October 4	E. F. Martin Mech.	Wife of Earl
Joyce Ann Kirkland	October 5	W. N. Kirkland, Inc.	Wife of Gary
Lee West	October 5	S & S Insulation	
Ophelia Brewer	October 5	Easley Mechanical	Wife of Steve
Nick Miller	October 13	Shealy & Sons Electric Co., Inc.	
Quinn Myers	October 21	S & S Insulation	
Junior Jones	October 22	Waldrop Heating & Air Cond.	
Wendy Jones	October 23	The Chapman Co.	Wife of Randy
Henry Poplin	October 23	B & L Electric	
Beth Wilson	October 24	Control Management, Inc.	
Randy Harley	October 26	Metro Electric	
Jeannie Duke	October 28	Wife of Honorary Life Member	Wife of Bob
Jane Brailsford	October 30	Robinson McFadden & Moore	Wife of Dan
Terry Smith	October 30	Rep-South	Wife of Bob

Happy Birthday!!

**HAPPY BIRTHDAY MEMBERS! WE WOULD LIKE TO ANNOUNCE YOURS!
PLEASE CALL THE BIRTHDAY HOTLINE AT (803) 772-7834 OR EMAIL TO mflowers@mcasc.com**

PROJECTS FOR BID & BID FORECAST

MECHANICAL CONTRACTORS ASSOCIATION OF SOUTH CAROLINA
 P.O. Box 384, Columbia, South Carolina 29202 · 1504 Morninghill Drive, Columbia, South Carolina 29210
 PHONE (803)772-7834 · FAX (803)731-0390 · E-MAIL: mflowers@mcasc.com WEBSITE: www.mcasc.com

JOBS 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

NO JOBS LISTED

MIDLANDS AREA

CHAIRMAN DESIGNATING COMMITTEE

NO JOBS LISTED

PEE DEE AREA

CHAIRMAN DESIGN, COMMITTEE	PAUL PREVATTE	JIMMY LEE
WILLIAM L. SELF	G'TOWN HRY & MARION	FLO, DAR, DIL, C'FLD & M'BORO
TEL: (803) 432-8519 FAX: 432-3845	TEL: (843) 272-4915 FAX: 272-6071	TEL:(843) 669-8243 FAX: 673-0826

- | | |
|---|--|
| 1. LUGOFF (Kershaw Co.) New Sanct., First Baptist Church, First Baptist Church, Owner.
October 21 BIDS DUE MCASC: 1:00 PM
Bidders Invited:
o Tyler Construction Company, Inc., Columbia | Clayton Design, Inc., Columbia, Archts.
GENRL OPEN: 1:00 PM
Weathers Contr. Co., Inc., West Columbia
Edgefield Constr. Co., Inc., Edgefield |
| | |
| 2. LORIS (Horry Co.) New Sanct. Bldg., Pleasant Hill Baptist Church, Owner.
October 28 BIDS DUE MCASC: 4:00 PM
Bidders Invited:
o Chancel Construction Group, Inc. , Conway
J. H. Price Constr. Co., Inc., Conway | Lawrence B. Evans, Jr., Tallahassee, Fl, Archt.
GENRL OPEN: 4:00 PM
Hay Construction Co., Inc. Myrtle Beach
S & G Builders, Inc. of SC, Green Sea |

COASTAL AREA

CHAIRMAN DESIGNATING COMMITTEE
 RON RUNYON
 TEL: (843) 556-5636 FAX: 763-3091

NO JOBS LISTED

WEEK OF OCTOBER 18, 2004-OCTOBER 22, 2004

DAY	JOB NO.	4/HR	LOCATION	NAME	BID DATE	TIME
Thursday	3-2703		Lugoff	New Sanct., First Baptist Church	10/21/04	1:00 PM

WEEK OF OCTOBER 25, 2004-OCTOBER 29, 2004

DAY	JOB NO.	4/HR	LOCATION	NAME	BID DATE	TIME
Thursday	3-2704		Loris	New Sanct. Bldg.	10/28/04	4:00 PM

WELCOME NEW MEMBERS

BWI DISTRIBUTION, INC. — COLUMBIA — GRADY SHARPE
 CREGGER COMPANY, INC. — CONWAY — DOYLE VARNADORE
 L. R. GORRELL COMPANY — GREENVILLE — RON BREWTON
 L. R. GORRELL COMPANY — N. CHARLESTON — ROBERT BRASWELL
 MADDUX SUPPLY — JEFF ROGERS — GREENVILLE

SYMPATHY**MCASC would like to extend sympathy to the following families:**

James W. Gable, Sr., Father of James Gable, Meetze Plumbing Co., Inc., Irmo
 Thomas R. George, Sr., father of Robbie Stephens, Temporary Services, Spartanburg
 Marshall E. Walker, Walker Electric Co., Inc., Rock Hill

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

Mildred George, mother of Robbie Stephens, Temporary Services, Spartanburg
 Bob Townsend, B & W Mechanical, Charleston, at home
 Carol Coleman, Wife of Harvey Coleman (Walker-White) Columbia, at home, Chapin

ATTENTION MCASC MEMBERS WORKING IN THE STATE OF FLORIDA

John Babson with BB& T/Boyle Vaughan Insurance has brought the following to our attention. If you are performing work in the State of Florida you need to endorse your current policy to include Florida to be shown under Section A of your Workers' Compensation Policy. Florida needs to be listed with the appropriate payroll. If your company is performing work in Florida and you do not have a policy indicating the Florida exposure in your possession, the job will be shut down immediately and you and the contractor will be subject to substantial fines and penalties. If you have any questions or would like additional information, please call John Babson at 803-748-0100.



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 \$ _____

Credit Card (Circle) VISA, Master Card
_____ N/A At This Time

Expiration Date: _____

Authorized Amount: \$ _____

Name on Card: _____

Card Billing Address: _____

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 fail ing to withdraw from a course two
 weeks prior to its start will be bil led
 for the entire cost of the course.
 No Exceptions.

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 & AL 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 & AL 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!

MCASC AUTHORIZES PETITION TO SOUTH CAROLINA SUPREME COURT

MCASC General Counsel, Dan Brailsford has recently filed a petition to intervene in a Supreme Court Appeal. The following letter, in which Dan sought our authorization, explains the basis for the Association's interest in this issue.

MCASC and ASAC have been requested to petition the South Carolina Supreme Court to appear in a request for rehearing of a recent insurance decision, which apparently severely restricts insurance coverage available to contractors for defective construction. In L-J, Inc. v. Bituminous Fire and Marine Insurance Co., Op. Number 25854 (9 August 2004) the Supreme Court held that a contractor's CGL policy did not provide coverage to the general contractor for defective road work by its subcontractors, even though the immediate cause of the failure of the road was exposure to surface water runoff. The court found that the faulty workmanship of the subcontractors, which resulted in damage to the roadway system only, did not constitute an "occurrence" under the CGL policy. In so holding, the court confused the issue of the existence of an occurrence, with the issue of the type of damage caused by that occurrence. Finding coverage for damage to construction should be a two-part test:

(1) Was there an occurrence?

and

(2) Did the occurrence cause damage to 'covered property.'?

By confusing these two distinct elements in the coverage determining process, the court may have made it impossible for coverage ever to apply to damage to the work itself caused by the faulty work of a subcontractor. The case is important to subcontractors because, since 1986, CGL policies have provided coverage to general contractors for damage to the work itself caused by the faulty workmanship of subcontractors. This GCL coverage has kept subcontractors out of a lot of litigation, because claims for the above described losses are insured and defended by the general contractors' CGL carriers. Under the Bituminous decision, since the general contractors will be defending on their own without coverage, the subcontractors will inevitably be dragged into litigation at an early stage.

The decision also threatens coverage under the subcontractor's own policy for damage caused by the subcontractor's faulty workmanship but affecting other property than the subcontractor's work. Until now, coverage for such direct damage to third-party property has almost always been found to exist where the faulty workmanship set in motion an intervening event such as deterioration of property through exposure to the elements of some other condition. Bituminous could be interpreted to say that there can never be an occurrence when the initial problem was faulty workmanship and the damage occurred over an extended time period.

In short, a confusing court decision affecting insurance coverage is bad for the whole industry.

The request came to me from George Mullen, an attorney who has already filed an amicus brief in the previous decision. He does not believe the Supreme Court will grant our petition to actually write an amicus brief for the court, but he thinks that filing a petition for authority to do so might have a beneficial effect on the outcome of his request for reconsideration of the Bituminous decision.

I believe it would be in the best interest of the MCASC and ASAC to file a petition for authority to submit an amicus brief. I will volunteer the legal work and drafting, if the associations will agree to sponsor this action in name only.

**Associate Member:
Victaulic Company of America**

Victaulic, the world leader in grooved and plain-end mechanical pipe joining systems, was founded in 1925 to market a radical new concept in the piping industry — a mechanical bolted coupling that would engage into grooves and feature a gasket seal.

Unique Approach

The grooved piping method dramatically reduces the amount of installation time and reduces total installed costs as compared to welding, threading or flanging and is now used extensively for many demanding fluid-handling applications.

What began as simply a faster, easier and more economical way of joining pipe has evolved into a whole new approach to solving piping problems — a total "systems" approach. Today, Victaulic offers complete, start-to-finish solutions that anticipate a project's every need.

Added Value

The benefits of lower total installed cost, reduced downtime and maintenance ease are only part of the Victaulic system package. Victaulic goes above and beyond to support its customers from design through construction.

Victaulic offers comprehensive estimating, pre-planning, project-coordination and software-solutions services.

Victaulic Company employs 2500 people around the globe.

***Victaulic Company of America
4901 Kesslersville Road, Easton, PA 18040
Greg Wheeler — SC Manufacturers Rep
Phone: (843) 260-5444 Email: gwheeler@victaulic.com
Web: www.victaulic.com***

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

**Meetze Plumbing Co. — Irmo
Atlantic Occupational Health — N. Charleston**

OCTOBER/NOVEMBER 2004 MONTHLY AREA MEETINGS

PIEDMONT AREA

Tuesday, October 12, 2004 @ 6:00 PM
Location: 2409 S. Pine Street, Spartanburg
Sponsored By: W. N. Kirkland, Inc.

Topic: Rick Davis & Mike Martin
with BWI Distribution, Inc.
to Speak on "3-M Fire Caulking"

PEE DEE AREA

Thursday, October 21, 2004 @ 6:30 PM
Location: 413 N. Irby Street, Florence
Sponsored By: Noland Company.

Topic: Doug Young with ITT Industries
to Speak on
"Variable Frequency Drives"

COASTAL AREA

Tuesday, October 26, 2004 @ 6:00 PM
Location: 1553 Kings Street Extension, Charleston
Sponsored By: Transworld, Inc.

Topic: Steve Gennett, President & CEO of Carolinas AGC
to Speak on
"Construction Trends That Will Affect Our Business"

MIDLANDS AREA

Thursday, November 4, 2004 @ 6:00 PM
Location: 5728 Shakespeare Road, Columbia
Sponsored By: Walker-White, Inc.

Topic: Bonnie Austin of Midlands Workforce Investment
to Speak on
"Worker Recruitment, Training & Salary Supplementation"



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Columbia, SC
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Fax: (803) 731-0390
E-mail: mflowers@mcasc.com
www.mcasc.com

*Serving mechanical contractors in
South Carolina since 1912.*

MCASC Executive Board & Staff

Ned Forsberg, President
Darlene McGee, Vice-President
Steve Brewer, Treasurer
Tommy Burkett, Secretary
Billy Starrett, Associate President
Mona Flowers, Managing Director
Carol Fore, Administrative Assistant

Mechanicals make it happen -
Be part of the best!

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

This Away.....(Continued from Page 1)

and input and give them respect.

The former is usually characterized by a “command and control,” whereas the latter is an “empowerment” approach. I believe Maslow would have taken the “empowerment” approach. It’s also interesting to note that the two approaches describe the Russian system of government (command and control, shrouded in fear), against the American democratic, capitalistic approach which is quintessential “empowerment.”

Which approach beat the Russians? Which is the approach to beat your competition?

*This article reprinted with permission from Charleston Regional Business Journal. August 9-22, 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*

Long Time Contractors’ Licensing Board Member Passes Away

Long-time Contractors’ Licensing Board Member Marshall E. Walker of Rock Hill passed away on August 30, 2004, at age 86. Mr. Walker served on the Board longer than any previous or current member. He served from December 18, 1957, until December 31, 1987, for six different Governors, Timmerman, Russell, McNair, West, Edwards and Riley and served as Board Chairman for more than 25 years.

Mr. Walker started an electrical contracting business, Walker Electric, in 1945 and worked as an electrical contractor until the time of his passing for a span of 49 years.

Mr. Walker’s dedication to serving others and his many accomplishments will be remembered and appreciated by many individuals in whom he has come in contact throughout South Carolina and the nation during a remarkable lifetime of achievement.

Surviving Mr. Walker are two sons, Marshall E. (Rock) Walker, Jr., and Wesley (Frank) Walker, current Contractors’ Licensing Board member since January 11, 1989, and past Board Chairman, and daughter Betsy Walker.