



# The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

Volume 5, Issue 99 October 1, 2008

**Ultimate Cause - Rudyard Kipling**  
**By: Tom Frisby - [www.frisbygroup.org](http://www.frisbygroup.org)**

Rudyard Kipling wrote the classic *Gunga Din*. But he also wrote a poem entitled “If”. Kipling throws out a number of hurdles to being a *man* (or, if he had been politically correct, a *woman*). For example, *if you can walk with kings, and yet keep the common touch, you will be a man, my son; and if you can dream and not let dreams be your master, you will be a man, my son*. Pretty good advice for any leader, I would think.

Kipling also threw out another *if* which is probably the basis of the separation of powers in the Constitution, and certainly applies to all business organizations: *if you can place your trust in man, but none too much . . .* The Constitution recognized that concept through its Check and Balance provisions which has worked reasonably well, the idea being that we elect a President because we trust he will do a good job but Congress has to approve many of the things he does; and the President has veto power over Congress, and the U.S. Supreme Court can kick both of those institutions in the teeth.

But in an organization, how does one place trust in another, but none too much. On the one hand, the essence of contracting in the old South (the good ole days) was the *handshake*. As we say, that dog don’t hunt any more. But on the other hand, I think of presidents of construction companies who have placed complete confidence and authority in one of their managers only to learn too late that the manager has either been too lax, incompetent or dishonest and the company is on the financial ropes. Or that the job was just too big for the manager. *Trust relates to competence as well as to character*.

So, how do you place your confidence in another, but none too much? In other words, how do you have a check and balance? Let’s examine a construction contract. The owner must have trust in the contractor (both his competence and his character) in the first place in order to award him a contract. But, even so, the owner still installs certain control mechanisms contractually to provide him visibility of progress (such as the schedule of values, the schedule requirements) and quality performance (test results, inspections), and then has tools of enforcement (crew supplementation, payment withholding, termination).

Ratcheting this down a notch, in a company, the same concept should apply. That is, only people with high levels of competence and potential and character should be hired in the first place. But people happen to have this squirrely characteristic: they are *human beings*. Human beings, all of us, have certain frailties, temptations, greed. They sometimes fail to accept responsibilities and try to hide their mistakes. By definition, a human being isn’t perfect.

Kipling’s recognition of this reality is the basis of his admonition to place your trust in others but none too much.

(continued on page 4)

**INSIDE THIS ISSUE:**

C. R. Hipp Construction, Inc. Mechanical Member Article	2
October Birthdays	2
Safety Tip	3
Welcome New Members	3
Upcoming Events	3
Anniversaries	3
Concerns	3
Birth Announcement	3
Page 1 Article Continued	4
Press Release	4
Do The Right Thing Right By Tom Frisby	5
Compressor Tear Down Training	5
2008 Training Courses Registration Form	6
Snider, Inc. Associate Member Article	7
Area Meeting Calendar	7
Vision/Mission Statement	8



**Friday**  
**October 17, 2008**  
**4th Annual**  
**Piedmont MCASC**  
**Golf Tournament**  
**Deadline To Register**  
**October 10, 2008**

**FRIDAY**  
**Friday**  
**October 24, 2008**  
**1st Annual**  
**Pee Dee Blast**  
**Sporting Clays Event**  
**Deadline To Register**  
**October 15, 2008**  
**Sign Up Today!!!**



**Mechanical Member:  
C. R. HIPPI CONSTRUCTION, INC.**

CR Hipp, Inc. was founded by Mr. Charles R. Hipp, Sr. in 1962. Big Charley (as his friends called him), had come to Charleston, SC while working for WB Guimarin and Albert Heyward in Columbia, SC. Mr. Hipp fell in love with the Charleston area and made the decision to start his own business and to move his family there from Charlotte, NC. Mr. Hipp continued the business until the mid eighties, when he decided to retire. Charley Hipp, Jr., Fred Oliver and Al Hitchcock, all executives with CR Hipp, started a new company called CRH Construction and began doing mechanical work as the old CR Hipp, Inc. wound down its business. Unfortunately, Fred Oliver died in 1987 after a successful heart transplant in Pittsburgh in 1986. Both companies performed work until the last project for CR Hipp, Inc. was completed. CRH Construction's name was changed to CR Hipp Construction Co., Inc. in the late 80's and the company continued to do mechanical and general contracting work all over the southeast. The company held licenses in most of the southeastern states and sent crews all over performing propane standby plants, as well as fuel systems under the name of Engineered Energy Systems.

CR Hipp, Inc. operated satellite offices in both Hilton Head and Myrtle Beach for several years during the building boom in the mid 80's. Both locations provided HVAC services but were eventually closed and the only office remaining was the main office in North Charleston.

CR Hipp Construction, Inc. was merged with Building One in December of 1999 and eventually became a unit of Encompass Mechanical Services, with headquarters in Houston, Texas, in February of 2000, when Group Maintenance America and Building One merged to form Encompass. Charley Hipp, Jr. retired from the business when the company was sold in 1999 and Al Hitchcock stayed with the company and became President of CR Hipp Construction Co., now a business unit of Encompass and a location under Ivey Mechanical from Kosciusko, Mississippi.

In January of 2002, the CR Hipp Construction name was changed to Encompass Mechanical Services Southeast, Inc. and Hipp worked only in South Carolina for the large corporation out of Houston, Texas. In November of that same year, the parent company filed for bankruptcy protection under Chapter 11, reorganization. The Charleston office, the old CR Hipp Construction Co., Inc., was re-acquired by Al Hitchcock and David Gregg on January 31<sup>st</sup> of 2003.

The first year back as the old company brought many changes and CR Hipp Construction, Inc. built a new building at 4981 Dorchester Road, approximately 3 miles from the former location of 3537 Dorchester Road. The company moved into the new building by March of 2004. The summer of 2007 brought the latest change for the company as Pete Bailey joined them as their vice president of operations.

CR Hipp Construction continues to perform mechanical work within the Coastal Area of South Carolina and has enjoyed a long relationship with the members of the Mechanical Contractors Association of South Carolina and looks forward to the continued friendships and competitive spirit found in the Association. Hipp focuses on the commercial, industrial, institutional, military, and other government customers within the area.

***C. R. Hipp Construction, Inc.  
4981 Dorchester Road, N. Charleston, SC  
P. O. Drawer 71147, N. Charleston, SC 29415-1147  
Phone: (843) 744-4477 Fax: (843) 747-3399***

***HAPPY OCTOBER BIRTHDAYS***

<b>Michelle Morelli</b>	<b>10/1</b>	<b>Triad Mechanical Contractors, Inc.</b>	<b>Wife of Ken</b>
<b>Bert King</b>	<b>10/3</b>	<b>Honorary Life Member</b>	
<b>Ophelia Brewer</b>	<b>10/5</b>	<b>Easley Mechanical</b>	<b>Wife of Steve</b>
<b>Joyce Ann Kirkland</b>	<b>10/5</b>	<b>W. N. Kirkland, Inc.</b>	<b>Wife of Gary</b>
<b>Nick Miller</b>	<b>10/13</b>	<b>Shealy &amp; Sons Electric Company, Inc.</b>	
<b>Gail Waldrop</b>	<b>10/14</b>	<b>Waldrop, Inc.</b>	<b>Wife of Benny</b>
<b>Beth Thomason</b>	<b>10/16</b>	<b>James M. Pleasants Company, Inc.</b>	<b>Wife of Will</b>
<b>Frank Hill</b>	<b>10/22</b>	<b>Hill Plumbing &amp; Electric Co., Inc.</b>	
<b>Junior Jones</b>	<b>10/22</b>	<b>Waldrop, Inc.</b>	
<b>Wendy Jones</b>	<b>10/23</b>	<b>The Chapman Company</b>	<b>Wife of Randy</b>
<b>Henry Poplin</b>	<b>10/23</b>	<b>B &amp; L Electric Company</b>	
<b>Beth Wilson</b>	<b>10/24</b>	<b>Control Management, Inc.</b>	<b>Wife of Phil</b>
<b>Randy Harley</b>	<b>10/26</b>	<b>Metro Electric Company, Inc.</b>	
<b>Bill Kirkland</b>	<b>10/26</b>	<b>Bill Kirkland Heating &amp; A/C, Inc.</b>	
<b>Jeannie Duke</b>	<b>10/28</b>	<b>Honorary Life Member</b>	<b>Wife of Bob</b>
<b>Jane Brailsford</b>	<b>10/30</b>	<b>Robinson McFadden</b>	<b>Wife of Dan</b>
<b>Terry Smith</b>	<b>10/30</b>	<b>RepSouth</b>	<b>Wife of Bob</b>

### “Tool Box Talks” - Safety Tip SHOP SAFETY CHECKLIST

The following are common, important safety guidelines to remember when working in the shop environment:

- Under no circumstances should unapproved people be allowed to use the shop equipment. Do not allow unauthorized persons to visit or loiter in the shop.
- Secure the shop when no one is present. It goes without saying that you should *never* leave a machine in operation while it is unattended.
- Check emergency equipment such as first aid kits, emergency lighting, fire extinguishers and eye wash stations monthly.
- Periodically check all hand tools, portable power tools and larger shop equipment. This is usually a good time to submit purchase requisitions for replacement cords, guards and other worn or damaged equipment, such as a scratched face shield that users can hardly see through.
- Check to make sure all cleaning baths and parts washers are safe to use. Take this opportunity to check area lighting, ventilation and fusible links on the self-closing covers.
- Good safety practices start with *good housekeeping*. Use the following guidelines for your shop maintenance:
  - Clean up spills immediately.
  - Keep walkways and stairs free of tripping hazards.
  - Store oily rags in a covered metal container and be sure to empty it every night.
  - Periodically remove excess cutting oils and filings from shop machinery.
  - Keep all tools in their place and red-tag tools that need repair.
- Never wear jewelry or loose clothing around rotating machinery. Be cautious of any item that may become entangled, including long hair.
- Remember to follow all the proper steps when utilizing a lockout/tag-out procedure. Never cut corners because you think it's going to save time.

If you have any doubts or questions about the operation of a particular piece of shop machinery, never hesitate to ask your supervisor or a qualified co-worker.

RSS Safety, LLC  
1122 Industrial Drive, Suite 113, Matthews, NC 28105  
Telephone (704) 844-2519 Fax (704) 844-0291

#### Happy Anniversary

Mr. & Mrs. Harry King - 10/9  
Mr. & Mrs. Gary Kirkland - 10/19  
Mr. & Mrs. Paul Prevatte - 10/19  
Mr. & Mrs. Bob Townsend 10/27

#### Welcome New Members

Joe Schelble - McGill Airflow LLC  
Irmo, SC  
Josh Kilcoyne - Upstate Plumbing, Inc.  
Greer

#### Concerns

Steve Caswell - W. O. Blackstone, Columbia  
Rhett Leake - James M. Pleasants Co., Charlotte

#### Birth Announcement

Blake Austin Wood  
Born September 6, 2008, 8:05 AM, 7 lbs. 2 oz.  
Proud Parents: Kevin & Laurie Wood  
Endeavor Employer Services, Inc., Greer



#### Upcoming Events

4th Annual Piedmont MCASC  
Scholarship Golf Tournament  
Friday, October 17, 2008  
Woodfin Ridge Golf Course  
Inman, SC



1st Annual Pee Dee Blast  
Sporting Clays Event  
Friday, October 24, 2008  
Back Woods Quail Club  
Georgetown, SC

(continued from page 1)

Why do we have what surety agents call *profit fade*? That is, the project shows good margin until the last month or so when the job cost report reflects a loss? It is because in some cases the project manager is hiding the loss either because of wanting to protect his job or because he is just flat faking it (character), or he just doesn't have the tools in place to know what his real costs are and doesn't know how to keep track of where he is on the project (competence). And by the time the loss is discovered, it is too late to do anything about it.

The idea of having checks and balances is simply to: a) prevent problems while they are small. (One of the philosophers of thousands of years ago said that great leaders do not have great crises because they attack issues while they are small. In fact, when I see companies – including design firms or owners – which often are in the middle of crises, I immediately am suspicious of the quality of their leadership), and b) to attack the issues which created the problem and deal with those issues in as *real time* as possible.

Taking profit fade as an example, the ultimate cause of profit fade is often the first 25% of the project when the job starts slipping because of late deliveries and/or decisions and yet the delays are not recognized on the schedule or in the contractor's reporting system. So, unless those delays are made up in some manner early on, they will carry to the end of the project when the contractor is trying to put two pounds of feathers in a one pound bag. The tools to identify are already in the contractor's system: the construction schedule, cost reporting, daily records, logs. But the process of using these tools effectively and monitoring them is lax or in some cases, non-existent. The schedule must be updated, productivity must be monitored by using earned value or other performance/physical measurements. Toward the last 25% of the project, a new detailed schedule to complete showing all activities left to be accomplished, the units that it is taking to accomplish each one, the equipment and material not yet ordered or on the job developed and monitored . . . gee, just the fundamentals, Coach Lombardi.

In other words, the check and balance in the construction industry is to establish expectations and short term, measurable goals, and to have systems in place that are *effectively used* to monitor *performance*. (Performance measurement is *not* looking at the cost report and seeing that 50% of the labor is spent and thinking that you are 50% complete. Performance must be measured on the basis of installed material and equipment, not just manhours.)

Check and balance in the construction industry also involves the "old man" who from time to time walks jobs, runs the company by managing people and not just cost reports. It is rare that a president who has a real camaraderie with his people, including his field people, gets *taken* or very surprised by what is going on. If the president's next in command is playing games with the books or forecasts, believe me, someone else knows what is going on and is anxious to get it stopped. But if the president isolates himself from his people, he will never have a clue until it is too late.

Trusting but none too much does not mean that paranoia is called for. It does mean that if the framers of the Constitution believed that checks and balances were necessary to protect our government from abuse, maybe the system is also good enough for contractors as well.

## PRESS RELEASE

Jennings-Dill, Inc. Mechanical Contractors announced the following organizational re-structuring and promotions.

**Ralph Bailey** has been promoted from Estimating Manager to Vice President of Preconstruction Services. Bailey has been with the company for 37 years.

**Tim Turner** continues as Vice President and will focus on Business Development. Turner has been with Jennings-Dill, Inc. for 27 years.

**Scott Spongberg** will retain his title as Plumbing Division Manager and additionally will head up construction efforts as Field Operations Manager. Spongberg has been with Jennings-Dill for 23 years serving mainly as Project Manager.

**Bruce Henson** has been promoted to Vice President of Operations and General Manager. Henson joined the firm in 1991.

**Jack Dill, Jr., P.E.** will continue to lead the corporation as President and CEO.

Jennings-Dill, Inc. is a Greenville based mechanical contracting firm founded in 1947 and specializing in institutional, commercial and industrial installations.

**Do The Right Thing Right**  
**By: Tom Frisby - [www.frisbygroup.org](http://www.frisbygroup.org)**

"Water, water everywhere but not a drop to drink. Water, water everywhere but yet the boards did shrink." Some guy by the name of Dick Tracy, or was it Sam Coleridge or someone like that wrote this a long time ago. But if he were living today, he would write: "Paper, paper everywhere, but darn little of it really useful!" At least construction consultants and construction attorneys would write something like that.

As I have written before, I see very few really effective construction schedules. Fewer that are updated routinely and effectively. Fewer than that are actually used as management tools. And so when there is a schedule related claim, how does one do the forensic investigation when the project schedules are, at best, less than adequate, such as: show monthly delays or impact due to RFI's, change orders, submittal delays, workmanship or delivery delays.

And how few cases are there where the daily reports truly show where the crew is working, what interferences it is dealing with (no matter whose fault), what crew movement and material handling is going on, etc. And wouldn't this be nice to have by the project manager in real time to enable him to take corrective action when there is still time to mitigate damages? Often there are daily reports but without effective information. Why: Because we have fallen into the trap that "foremen and superintendents don't like to write". Well, I don't like to lose money because I have superintendents and foremen who brag about their illiteracy, either. Yet I do not blame field people but management who does not educate supervisors to the need for adequate field documentation and insist upon it. Field safety begins at the top and so does effective scheduling and field documentation.

I am startled . . . well, I guess not startled because I see it so often, that I am called upon to evaluate claims in excess of a million dollars which lack field documentation support, or timely and adequately written notification as required by the contract documents.

I just don't get it.

Well, there is another thing I don't get. I don't get why Owners don't insist on quality programs by their designers. I would have a separate allowance for quality review from which to reimburse the designer for its quality program. And I don't get why there is not widespread constructibility programs (again, I would set up a separate allowance for the designer to be reimbursed from upon showing time sheets proving the hours spent in constructibility.) Without these two functions (quality and constructibility) we have more RFI's and changes and delays associated therewith, more killer bees, and more paper. And greater cost, more schedules that are missed.

I hate the expression of doing things right. You can spend a lot of money doing punch lists and do them right. But the right thing is to do the work properly in the first place and not have punch list. (The three step quality program.) That is the right thing. Do the right thing right or else you are put in the position of doing the right thing to correct the wrong thing. Punch lists and correct work are the wrong things. Doing them right is still unnecessarily spending your money. RFI's, which for the most part I consider punch lists to drawings, are also doing the wrong thing right . . . meaning the right thing is to spend that extra time to avoid those conflicts in drawings. And doing the right thing is the Owner granting adequate time and money for the design team to do the right thing, and for the Owner to not make a national sport out of changing criteria in the construction working drawing phase or post contract.

In this paperless society, there remains mountains of paper. Just often not the right paper.

### **Compressor Tear Down Training School**

Carrier-Bryant Southeast has asked us to let members know that Totaline Southeast is having two (2) classes on "2008 Compressor Tear Down Training School".

**Columbia**  
**Monday, November 10, 2008, 5:00 PM**  
**230 Business Pard Blvd.**  
**Columbia, SC 29223**

**Charleston**  
**Wednesday, November 12, 2008, 5:00PM**  
**4460 Tile Drive**  
**Charleston, SC 29405**

**For information call: (803) 462-3088**

**For information call: (843) 554-0651**

# MCASC 2008 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 \$ \_\_\_\_\_

**NOTE:**  
**WE OFFER A DISCOUNT**  
**IF YOUR COMPANY REGISTERS**  
**THREE (3) OR MORE**  
**FOR THE SAME COURSE.**  
**SEND 3...THE 4<sup>TH</sup> IS FREE**

NOTE:  
 All Courses Will Be Held At  
 The MCASC State Office  
 Training Facility  
 1504 Morninghill Drive

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

Piping Tips For Better  
Hydronic Systems  
NC License Types: H-1-I, H-1-II  
October 15, 2008 - Columbia  
Time: 9:00 AM - 4:00 PM  
Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

Nuts & Bolts For A Profitable  
Service & Replacement Business  
NC License Types: P-I, P-II, H-1-I,  
H-1-II, H-2, H-3-I, H-3-II, FS, FP, IC  
November 12, 2008 - Columbia  
Time: 9:00 AM - 4:00 PM  
Member: \$ 175.00 Non-Member: \$ 225.00

NC, GA & AL APPROVED

Surviving An OSHA Inspection  
NC License Types: P-I, P-II, H-1-I,  
H-1-II, H-2, H-3-I, H-3-II, FS, FP  
December 10, 2008 - Columbia  
Time: 9:00 AM - 4:00 PM  
Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

9 Keys For Successful Service &  
Contracting Businesses  
NC License Types: P-I, P-II,  
H-1-I, H-1-II, H-2, H-3-I, H-3-II  
October 29, 2008 - Columbia  
Time: 9:00 AM - 4:00 PM  
Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

Gaining Life-Time Customers  
NC License Types: P-I, P-II, H-1-I,  
H-1-II, H-2, H-3-I, H-3-II, FS, FP, IC  
December 3, 2008 - Columbia  
Time: 9:00 AM - 4:00 PM  
Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

Collections In The  
Construction Industry  
NC License Types: P-I, P-II, H-1-I,  
H-1-II, H-2, H-3-I, H-3-II, FS, FP  
December 17, 2008 - Columbia  
Time: 9:00 AM - 4:00 PM  
Member: \$175.00 Non-Member: \$225.00

**Associate Member:  
SNIDER, INC.**

Snider, Inc. was founded in April 1989 by Rod & Mark Snider. With a lot of hard work, great manufacturers, good people and a loyal customer base. Snider, Inc. has grown to be one of the premiere rep agencies in the Carolinas.

Snider, Inc. now employs 22 people and operates a 69,000 square foot warehouse in Charlotte at 3520 Westinghouse Blvd. right on the South Carolina border with easy access from I-77 or I-485. We welcome you to visit us in person or on our website: [www.SniderInc.com](http://www.SniderInc.com).

Elkhart Products was the first company Snider, Inc. represented and was followed closely by Erico pipe hangers and Florestone mop receptors and laundry sinks. Other lines were added with each additional manufacturer being carefully considered by Snider, Inc. management and sales force.

South Carolina is covered by Jamie Roberts in the Upstate & Columbia. Adam Varnadore covers the coast and Phillip Ayers handles Rock Hill. Brandon Payne, Phillip Ayers, David Hawthorne, Bernadette Zielinski, Brad Pittman and Adam Varnadore handle North Carolina.

The lifeblood of any stocking representative is the inside sales force and warehouse. Snider, Inc. has no receptionist. Anyone who answers the phone is ready and able to help. Alan Garner, Dana Jones, Randy King, Jean Wollaber, Bobby Railey and Jason Cannon do an excellent job assisting customers and manufacturers on the phone. The phone number for Snider, Inc. is: 704-588-0915, the fax is: 704-588-0954

Snider, Inc. is proud to represent the following manufacturers throughout the Carolinas:  
**Ayrlett, Bow, Bradford White, Cimberio, Elkhart, Erico, Florestone, Grundfos, Imcoa, Irwin, KBI, Lee Brass, Lenox, Liberty Pumps, Metal Products, Mission, REMS Tools, Viessmann Boilers, Vulcan thread rod, Ward Malliable fittings & nipples, WARDFLEX CSST.**

*Snider, Inc.*  
**3520 Westinghouse Blvd., P. O. Box 7567 (28241-7567)**  
**Charlotte, NC 28273**  
**Phone: (704) 588-0915; Fax (704) 588-0954**

**Congratulations to our next Associate & Mechanical Members who will be  
highlighted in the upcoming issue of "The Tool Box":  
Southeast Integration Services, Charleston - Associate Member  
Burkett Electric & Electronic Systems, Inc., Columbia - Mechanical Member**

**OCTOBER 2008 MONTHLY AREA MEETINGS**

**MIDLANDS AREA**

Thursday, October 2, 2008 @ 6:00 PM **Joint With ASHRAE**  
Location: Mill Creek Hunt Club, Bluff Rd., Columbia  
Sponsor: Control Management, Inc.

**Topic:** Increase Profits With Break-Even Analysis...  
Even In A Slow Economy  
**Speaker:** Chuck Panoff  
The Carpedius Group, Ltd.

**PIEDMONT AREA**

Tuesday, October 14, 2008 @ 6:00 PM  
Location: 70 Chrome Drive, Greenville  
Sponsor: Gateway Supply Company, Inc.

**Topic:** Construction Workforce Initiative  
**Speaker:** Steve R. Sanders, PhD, PMP  
Director CICA  
Clemson University

**PEE DEE AREA**

Friday, October 24, 2008 @ 9:30 AM to 5:30 PM  
Location: Back Woods Quail Club, 647 Hemingway Lane,  
Georgetown  
Sponsor: Pee Dee Area

**1ST ANNUAL PEE DEE BLAST  
SPORTING CLAYS EVENT**

**COASTAL AREA**

Tuesday, October 28, 2008 @ 6:00 PM  
Location: 1553 Kings Street Ext., Charleston  
Sponsor: Transworld, Inc.

**Topic:** Increase Profits With Break-Even Analysis...  
Even In A Slow Economy  
**Speaker:** Chuck Panoff  
The Carpedius Group, Ltd.



P.O. Box 384, 29202  
1504 Morninghill Drive  
Columbia, SC 29210  
Phone: (803) 772-7834  
Fax: (803) 731-0390  
E-mail: mflowers@mcasc.com  
www.mcasc.com

*Serving mechanical contractors in  
South Carolina since 1912.*

**MCASC Executive Board & Staff**

Chris Cullum, President  
Richard Miller, Jr., Vice-President  
Jim Brewer, Treasurer  
Henry Poplin, 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 (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.