



The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

Volume 4, Issue 89 December 1, 2007

Between A Rock And A Hard Place

By: Tom Frisby - www.frisbygroup.org

Contractors (both generals and crafts), especially the good ones, are often between Scylla and Charybdis. In ancient mythology, these two monsters lived on opposite sides of a narrow channel. If a ship averted Scylla, it came too close to Charybdis which devoured the ship and its occupants. If I weren't showing off my knowledge of Greek mythology - after all, I am old enough to have been there - I would use the expression "between a rock and a hard place".

When a subcontractor has been financially damaged due to dilatory delays by the owner or his representative or by sequencing delays and disruptions by the general contractor, he often finds himself navigating down this narrow channel between the need for financial recovery and the need to keep the client. Subcontractors, for the most part, do not want reputations for being claims oriented and don't want to risk their place in the market by alienating the general contractor. So, the rock (Scylla) is recovering damages it is actually entitled to recover, and the hard place (Charybdis) is the potential damage to future business by offending the general contractor.

Of course, the general contractor may find himself in exactly the same position with the owner. Assume he has done a lot of work with this owner before but this time the decision delays and other disruptions are much greater and so are the losses. The owner has a limited budget and obviously wants to "cut his losses" to the maximum. Does the general contractor pursue the owner, even if it means a legal forum (arbitration or litigation) and the potential loss of a customer?

This is a card often played in negotiations. The owner telling the general contractor: "Look, there are other jobs coming up. You don't want to lose the prospect of future business with us, do you?" And that same card is often played with subcontractors by the general. So, there you are, in the narrow channel with a financial monster on either side. And so, what do you do?

I attended a negotiation forum at Harvard Law School some years ago and asked this question of Professor Ury who wrote the best seller about Win/Win strategies. His answer: "If you have a valid claim, and it is indeed supportable, and you have tried in earnest to resolve it amicably, and the owner or general contractor as the case may be, refuses to negotiate, then frankly he is not the type of customer you want. If he is willing to put it to you now, he will be willing to again. So, I would not hesitate to take appropriate legal action."

I wonder how many contractors, working in a limited geographical region with limited owners and contractors with whom to do business, would be willing to follow the Professor's advice. And what would be the impact on the contractor's position in the market place?

On the other hand, how often do owners receive large claims at the end of a project, claims which are a surprise to the Owner. How often does the contractor simply provide a total cost claim to the owner to make up for its losses, sometimes unsupported by any cause and effect documentation?

In large part, the solution to this issue is for it to not occur. What does that mean? It means the following:

(continued on page 3)

INSIDE THIS ISSUE:

<i>North Strand Mech., Inc. Mechanical Member Article</i>	2
<i>December Birthdays</i>	2
<i>Safety Tip</i>	3
<i>Page 1 Article Continued</i>	3
<i>Season's Greetings</i>	4
<i>ConsensusDOCS Seminar</i>	4
<i>Welcome New Members</i>	4
<i>Anniversaries</i>	4
<i>Santee Scholarship Tourna.</i>	4
<i>Birth Announcement</i>	4
<i>Condolences</i>	4
<i>Piedmont Clays for College</i>	4
<i>Associations Deliver Value, But They Don't Know How Much By Ed Rigsbee</i>	5
<i>Winter Retreat Hotel Registration Form</i>	6
<i>Winter Retreat MCASC Registration Form & Agenda</i>	7
<i>Creative Destructiveness By Tom Frisby</i>	8, 9
<i>Employment Opportunity</i>	9
<i>2007 Training Courses Registration Form</i>	10
<i>Lennox Industries Associate Member Article</i>	11
<i>Area Meeting Calendar</i>	11
<i>Vision/Mission Statement</i>	12

**2008
Winter Retreat
Park Vista
Resort Hotel
February 21-24, 2008
Make Your
Hotel & MCASC
Reservations
Today!
See Pages 6 & 7 for
Details**

“Tool Box Talks” - Safety Tip

EYES, A PRICELESS POSSESSION

Let's take a quick test. How many basic senses do we have at birth? Name them. Is it one.... two.... four? I'm sure we all agree the answer is FIVE. These five senses are SIGHT, HEARING, TASTE, TOUCH and SMELL.

If you were faced with sacrificing four of these five basic senses, which one would you keep? Most people would keep their sense of SIGHT. Yet on so many occasions, we treat this most priceless possession too lightly. The value of our sight cannot be measured.

The eye is like a camera. The eye too has a lens. The eye consists of the retina, iris, cornea and optic nerves. These parts of the human body, in an almost supernatural way, coordinate their activities to transmit impulses to the brain. These impulses provide vision, the miracle of color, perception and the ability to learn. Eighty percent of everything we learn, comes to us through our sight and the use of our eyes.

It's common sense to take good care of your eyes. Still, we sometimes neglect them. There was an accident recently in which an employee lost the sight of one eye when a grinding wheel exploded. This employee wore a pair of safety goggles at the time of the accident, but unfortunately, they were on his forehead and not over his eyes. The ironic part of this story is that the injured person owned many valuable cameras. He protected each camera lens well with a lens cap, to prevent scratches. How sad that something that could be judged in dollars and cents was worth protecting, but sight was taken for granted.

Medical science today works near miracles, in so many different areas - replacing vital organs such as the heart or lungs or kidneys. They can re-attach arms and legs that have been severed. We were given only two eyes and medical science with all its knowledge, cannot replace them.

Get your eye safety products from RSS Safety by visiting our website online at www.RSSsafetysupplies.com. Use coupon code MCASC2007 to save 10% on your first order.

By: Mel Rosas – RSS Safety, LLC

1122 Industrial Drive, Suite 109, Matthews, NC 28105

Telephone (704) 844-2519 Fax (704) 844-0291

(continued from page 1)

1. Begin the project by building a team.
2. Commit at the beginning to identify in real time issues that can evolve into extra costs or claims. Commit to a “no surprise” philosophy; that is, that there is no “gunny sacking” of potential claims or disputes.
3. Do the documentation that is required. This means to update schedules routinely showing the effect of issues that may arise; to document those issues in daily reports and field documentation (the effective use of the daily diary is of inestimable value); to provide written notice on a timely basis. At the first partnering sessions, we attempt to develop a commitment by all the parties that all outstanding issues will be resolved at least monthly. That means that the first of every month the slate is wiped clean of past disputes. I know, this is difficult but at least get into the red zone, if you can't achieve the goal totally.
4. Rarely do we in the consulting business find documentation that even measures up to “fair”, let alone “excellent”. And the contractor figures he doesn't have the time to document as required, but he has the time and money to pay claims consultants to try to construct a claim out of thin air after the job is over.
5. Be honest. All parties must accept their own accountability. If the owner gets a claim that does not take into consideration the contractor's own problems, credibility is immediately at least tarnished, if not destroyed.
6. Be courageous. I hear this statement often: “Well, if I give the owner (or general contractor) a claim in the middle of the job, he will nail me on back-charges or figure out a way to withhold payments.” First, don't give the other party an opportunity to “nail” you on back-charges. Have an excellent quality control program in effect. (Are you afraid of the customer or your own ability to perform?) Our experience is that the contractor who performs on a timely and quality basis generally is able to get valid claims resolved reasonably; the contractor whose performance is less stellar is the one whose claim is often more subject to the “rock and a hard place” situation.
7. Use Mediation. Mediation is a non-litigious alternative and is required in most construction contracts. If you really have a supportable position, get your claim in, request mediation, and try to use this expeditious and, hopefully, more objective forum to result in a reasonable resolution. One of the values of mediation is that the decision-making stakeholders become involved in the dispute. The lesson: why not the decision-making stakeholders becoming involved early on before the conflict inflames into a full blown dispute or claim. Experience shows that this works most of the time.

**MCASC WOULD LIKE TO EXTEND
OUR APPRECIATION AND SEASON'S GREETINGS
TO ALL OF OUR MEMBERS
FOR THEIR SUPPORT DURING THE PAST YEAR.
TOGETHER, LET US MAKE 2008 THE BEST YEAR
IN THE HISTORY OF MCASC.**

ConsensusDOCS Seminar to be Held in Charlotte, NC

What is ConsensusDOCS? For the first time ever, 20 leading national construction-related associations have collaborated to develop consensus contract documents. Owners, general contractors, subcontractors, sureties, insurers, and engineers have developed ConsensusDOCS, employing best practices and fair risk allocation for all parties, resulting in better project results and fewer disputes.

In fact, "DOCS" stands for Designers, Owners, Contractors, Subcontractors and Sureties. This diverse coalition demonstrated the power of unprecedented collaboration, with the release of this comprehensive series of more than 70 collaboratively drafted contracts and forms.

Get the Most from ConsensusDOCS! ABC of the Carolinas, AGC of America, ASAC, Carolinas AGC, Carolinas Roofing & Sheet Metal Contractors and Mechanical Contractors Association of South Carolina will host a presentation of ConsensusDOCS December 6 in Charlotte, NC at the Renaissance Place Hotel. **\$99** *Registration fee includes lunch and full day presentation.*

NOTE: Additional programs will be offered early 2008 in Greenville, Columbia, & Charleston, SC, & Greensboro & Raleigh, NC. For Registration Forms, Please Contact the State Office at (803) 772-7834.

Birth Announcement

Lincoln Snow Holcombe

Born September 6th, 7 lbs., 11 oz.

Proud Parents: Wesley and Stacey Holcombe
Summerville Mechanical, Inc.

Condolences

Darlene McGee & Family
Bryce Mechanical - Florence
On the loss of her mother,
Estelle Soles Purvis

Jerry & Pam Moore
On the loss of Brother-in-law & Brother
Robert L. "Buddy" Mathews

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

Happy Anniversary

Mr. & Mrs. Lewis Caswell - 12/20

Mr. & Mrs. Randy Harley - 12/21

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

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

By Ed Rigsbee, CSP

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.

IMPORTANT NOTE

Mr. Ed Rigsbee will be one of the Workshop Facilitators for the Winter Retreat at the Park Vista Resort Hotel in Gatlinburg, Tennessee, February 21-24, 2008.

Please Make Plans To Attend. See Pages 6 & 7 For Details.



**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!
----------	-----------------	------------------------

CREATIVE DESTRUCTIVENESS

By: Tom Frisby

Alan Greenspan notes the economic phenomenon called "creative destructiveness" in his recent book entitled "Turbulent Times". The concept is that technology continues to creative evolutions that destroy the old technology. For example, go from smoke signals to Morse Code telegraph, to the hand cranked phone to the cell phone and to e-mail . . . and so it goes. Each new creative evolution of electronic communication wiped out the old methods of communication.

How about "creative destructiveness" in the construction industry? What are the changes that have been made and what are the changes in process? What will be left behind, and what will replace it? What are the transitions: what are we in the middle of? What is brand new, dramatically different?

As a whole, the manufacturing industry has become vastly more productive over the years. At best, the construction industry has held its own, or even lost grounds, in some instances. Is it possible for there to be a major breakthrough in productivity? I would say: don't count on it. We suffer from the inability to attract young people and retain the ones we have. We are not able to compete with McDonald's or Starbuck's, both of which offer benefits, 401K's and a comfortable/safe place to work. In the last 20 years, the key reason for so-called productivity gains resulted from a transition from union to non-union labor; i.e., we brought the wages down. But that was often illusory, because we didn't reduce the man-hours per task because of the untrained workmen who replaced the union personnel.

And contractors often do not use the tools available to them, like scheduling, earned value, three step quality programs.

What are the trends, and what should the trends be:

First: Reduce the need for field labor. I wonder why we continue to lock ourselves into a labor intensive masonry industry that often chokes off the production flow of other trades when there are alternatives, such as pre-cast, tilt up panels, etc. We are doing "spools" in the mechanical industry, and in the energy industry a lot of stuff that was once built in place is not coming in prefabricated, or modularized. A lot of housing is more of an erector set than a building project from the ground up. That trend must continue and even accelerate. If you are counting on an overnight boom in highly skilled and motivated craftsmen, give it up. A few of you are doing it, but most are still waiting on the tooth fairy and it isn't going to happen.

Second: Integrate manufacturers and engineers in "productivity by design" alliance. Contractors don't invent. Contractors didn't come up with MI cable, manufacturers did. If I were a contractor organization, I would spend more of my money on forum (fora?) discussing the possibilities for more prefabrication and modularization.

Third: The trend toward design and build helps accelerate projects and reduces disputes. We will see over 80% of the construction in our country (infrastructure and private) be procured by some form of integrated delivery systems such as design/build, turnkey, build-own-operate.) Thus, destruction of an old delivery system with a creative new method of procurement.

Fourth: Lean construction will one day revolutionize how we build. Not only the "just in time" procurement process, but also how we schedule with concepts such as the "last planner" catching on, and real planning instead of dead tree CPM's that are not being effective.

Fifth: Energy (green buildings, LEED, sustainability) will be the name of the game, in building materials, distributed generation, solar, etc. A great field for design and build to take the lead.

Sixth: Why can't we get it right in the design phase? Because of CAD, of building integration modeling, it really is possible to avoid most of the conflicts that arises on a job, like conflicts between the design disciplines, inadequate space in the overhead for all the stuff that goes above the ceiling. (And projects that have hundreds and even thousands of RFI's.) And to do adequate pre-bid soils investigations to find out the subsurface problems in the design phase and not the construction phase. The future will belong to the design team whose commitment and execution is "to get it right in the design phase".

(continued on next page)

(continued from page 8)

Seventh: And why can't contractors get it right? Why can they do the three step quality program of Preparatory-Interim-Final instead of being somehow driven to the "inspect and correct" mode that typifies so many projects? The trend will be through pre-qualification to reduce the number of contractors who do not excel at quality (creative destruction?) and replace them with contractors who revel in a job well done.

Eighth: Real team building, real conflict prevention, and real time conflict resolution. If you aren't weary of claims, protracted and costly disputes, then you must be a construction lawyer. It is slowly evolving, but the future trend is to reduce the opportunity for disputes to develop (like with staph infections, you wash your hands ten times a day). Historic design-bid-build with uncoordinated contract document, dilatory decision-making, contract durations that are too compressed day one . . . that is a perform storm for claims to develop. This gets back to delivery systems, team collaboration from the inception of the program through close-out.

Ninth: Accountability will one day reign. Construction Managers will take their place on the food chain of accountability and will be CM's at risk and not simply agents with no liability. No damages for delay clauses will be banned throughout the industry because they are unfair (though presently enforceable) and counter productive. And part of accountability will be for the general contractors and construction managers to understand what their craft contractors do and how their productivity is adversely affected by disruptions to their production flow. And general contractor superintendents will know more about a building than just coming out of the ground and erecting steel.

Tenth: We will dump the consultants. Contractors, instead of scheduling consultants, will schedule and plan their work. Principals of the various parties will work out their differences in real time rather than calling in claims consultants and lawyers.

Eleventh: There will be stunning success stories: often the smaller contractor, committed to the development of field supervisors and work force, committed to excellence at every step of the way, to continuing to operate within his strengths. And owners who take charge as soon as they decide to build, selecting the best delivery system for the project with the best available team members . . . and making "team" a culture and not a slogan. And I think that there will be a trend of "engineer led" projects, instead of "architect led" projects, especially in the design and build arena. For example, a renovation project that is largely mechanical-electrical-plumbing should be led by an engineer and not the architect, it seems to me. But even a large learning center may have far more structural and MEP details than architectural. Just something to chew on.

The foregoing represent some of my own observations, but honestly, this was triggered by an article in "Under Construction", a newsletter of the ABA Forum on the Construction Industry (August 2007 edition). I think I have expressed my own views and have not plagiarized except for the idea.

As usual, such articles are not written as dogma but intentionally provocative. Your comments are always welcome.

Contact Tom Frisby at www.frisbygroup.org

EMPLOYMENT OPPORTUNITY

Instructors Needed

Midlands Technical - Continuing Education Department - Part Time Adjunct Positions

- HVAC
- Mechanical and Electrical Maintenance
- High Voltage Electrical
- Steam Boiler Operations
- Plumbing
- Custodial
- Carpentry
- Masonry
- Surveying
- CNC Operations & Programming
- Conventional Machining – Mills and Lathe

Extensive hands on experience required. Prior teaching and development experience preferred.

Day and evening positions are available. If you are interested in learning more about these opportunities, please contact: Richard Parker at Midlands Technical College, PO Box 2408, Columbia, SC 29202 or call 803-691-3872 or email parkerr@midlandstech.com



MCASC 2007 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:

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

NOTE:

WE OFFER A DISCOUNT
 IF YOUR COMPANY REGISTERS
 THREE (3) OR MORE
 FOR THE SAME COURSE.

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
 October 3, 2007 - Columbia
 Time: 9:00 AM - 4:00 PM
 Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

- T. G. I. M. - Thank Goodness
 It's Monday
 October 17, 2007 - Columbia
 Time: 9:00 AM - 4:00 PM
 Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

- Collections In The
 Construction Industry
 October 24, 2007 - Columbia
 Time: 9:00 AM - 4:00 PM
 Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

- Pump Maintenance
 November 7, 2007 - Columbia
 Time: 9:00 AM - 4:00 PM
 Member: \$ 175.00 Non-Member: \$ 225.00

NC, GA & AL APPROVED

- Measuring & Maximizing
 Employee Productivity
 November 28, 2007 - Columbia
 Time: 9:00 AM - 4:00 PM
 Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

- T. G. I. M. - Thank Goodness
 It's Monday
 December 5, 2007 - Columbia
 Time: 9:00 AM - 4:00 PM
 Member: \$ 175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

- Boiler Installation
 December 12, 2007 - Columbia
 Time: 9:00 AM - 4:00 PM
 Member: \$175.00 Non-Member: \$225.00

NC, GA & AL APPROVED

- Surviving An OSHA Inspection
 December 19, 2007 - Columbia
 Time: 9:00 AM - 4:00 PM
 Member: \$175.00 Non-Member: \$225.00

**Associate Member:
LENNOX INDUSTRIES**

Lennox is the leader in advanced, energy-efficient HVAC systems that provide reliable comfort for light commercial buildings. From retail stores to restaurants, schools to healthcare facilities, Lennox HVAC systems are designed to improve comfort, reduce total cost of ownership, protect indoor air quality and simplify installation and maintenance.

Lennox is the brand contractors and their customers trust for dependable, high-performance heating and cooling products and superior customer service. Lennox is your one-stop-shop for a wide range of innovative systems including Packaged Rooftop Units, Commercial Controls, Split Systems, Heating Systems, Indoor Air Quality Systems, and Aftermarket Products.

Mechanical Contractors choose Lennox for:

- Easy-to-install units with smart design features that save time at the job site.
- A full line of ENERGY STAR® products to help your customers control costs.
- Direct ordering from the manufacturer and fast, on-time delivery with factory-installed options.
- Fully stocked regional distribution centers to meet your immediate replacement needs.
- Equipment configured to job specifications to save time and labor.
- Exceptional customer service to help you get the answers you need, when you need them.

With more ways to reduce labor and improve profits, it's easy to see why so many contractors choose Lennox.

For additional information, please contact your Lennox office at 1-877-832-7910.



Lennox Industries
107 Walker Street
Fort Mill, SC

Phone: (803) 431-3464, Fax (803) 802-5688

**Congratulations to our next Associate & Mechanical Members who will be
highlighted in the upcoming issue of "The Tool Box":
Dixon Hughes, Spartanburg - Associate Member
W. O. Blackstone & Company, Inc., Columbia - Mechanical Member**

DECEMBER 2007 MONTHLY AREA MEETINGS

MIDLANDS AREA

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

**No Meeting or Event Planned
For December**

PIEDMONT AREA

Thursday, December 6, 2007 From 5:30 - 7:30 PM
Location: Wild Wing Café, 15 W. Washington St., Greenville
Sponsored By: Dixon Hughes, PLLC
Joint With ABCC, CFMA, MCASC, NAWIC, & PCEA

**Upstate Holiday Collaborative
Bring An Unwrapped Toy For
Toys For Tots**

PEE DEE AREA

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

**No Meeting or Event Planned
For December**

COASTAL AREA

Saturday, December 8, 2007 From 6:30 - 11:00 PM
Location: Marriott Charleston, 170 Lockwood Blvd., Charleston
Sponsored By: Charleston Contractors Association,
Charleston Electrical Contractors Association,
MCASC, & NAWIC

**Charleston Area Contractors
Holiday Gala
Bring An Unwrapped Gift For
My Sister's House**



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

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.