



Hard Hat News

ASA of Baltimore, Inc.

JANUARY 2012

Looking Ahead to 2012

By Denise Lindross

The New Year marks the halfway point in ASA of Baltimore's fiscal year, but for many of our members it begins a new one. Let's take a look at what is ahead of us as you prepare your new budgets and make those resolutions!



their company, a three month ad in the newsletter and recognition from the podium at the event itself. The cost for this is only \$500 and they sell fast. We still have spots left for March, April, May and June.

Marketing Opportunities

Be sure to remember to set aside marketing funds in your budget for

ASA! We have many opportunities throughout the year including:

Membership Directory: Our annual membership directory is distributed to all members as well as to area general contractors, project managers and facility managers. Ads in the directory puts your firm out front and visible to build new business relationships and increase your name recognition throughout the industry. Letters will be mailed to all members prior to Jan. 10th with all advertising rates. Please be sure to reply with any changes you may have in your company contact information so everyone in the construction arena has your current information.

Meetings: Gold sponsors for monthly meetings get maximum exposure with a front page article outlining

Golf Outing: The event sponsor for this crucial fundraiser receives a big bang for their marketing dollar. For \$3,500

sponsors are entitled to TWO foursomes (\$1,500 value) a three month FULL PAGE advertisement in the Hard Hat News, a banner at the event and your logo on all marketing material. This year we are bringing the event closer to home and holding it at the Compass Pointe Golf Course in Pasadena.

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Our President

“ASA Goes to Court” - A Reminder of Our Core Values

On Tuesday December 6th, The Past Presidents of the American Subcontractors Association put on a unique theatrical production called “ASA Goes to Court”. As I took in the atmosphere and the show, it reminded me of our core values as an association. They are advocacy, education and networking. All three of these were working in unison at the December meeting. The skit clearly showed why subcontractors must be in tune with how government decisions affect their business and also why they should be educated as to how the legal system works. The event was attended by about 75 members and many were able to catch up before the holidays and meet some new people. Since this event portrayed so well what we are doing as an organization, I thought this to be an appropriate time to remind everyone of our core values and how we help our members. They are summarized below.

Advocacy

ASA of Baltimore protects the rights of subcontractors and specialty trade contractors to improve the business environment in which they operate before all branches of government and the construction industry. An example of our advocacy at work within the state of Maryland was we played an important part in reducing retainage on public work from 10% to 5%. In addition to this the help with retainage, The ASA National Legal Defense Fund was successful in supporting the interest of specialty trade contractors in Maryland for the Beka Industries, Inc. versus Worcester County Board of Education. In this situation, Worcester County Board of Education was claiming sovereign immunity to avoid making payment for change orders. If the court of appeals had not ruled against Worcester County, it would have been devastating to trade contractors who work on government projects because a precedent may have been set which allowed government entities to avoid paying for changes and additions to the scope

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The Director's Chair



Possibilities

The Old Year has gone. Let the dead past bury its own dead. The New Year has taken possession of the clock of time.

All hail the duties and possibilities of the coming twelve months! ~Edward Payson Powell

I love the New Year. It is time to wipe the slate clean of past fears, barriers and mistakes, time to learn and grow and begin again with confidence and optimism.

But that doesn't mean it is time to dispense of the “old” - in other words, part of ASA's success this fiscal year is based on bringing back some of the old traditions that sustained our association these past 50 decades.

One of those was the recent ASA Goes to Court skit, presented by our Past Presidents Council. I am in the process of working with our web designer to put the marketing piece that Harrison Law Group so graciously video-taped for us at the event on our website. In the meantime, you can use this link (copy and paste it) to get a preview!

<http://vimeo.com/33557306>

ASA National will be putting this piece on their facebook page as well and we hope it will spark some interest in subcontractors that have not yet found the value of belonging to our association. Pass it on to your contacts and use it as a way to help promote the benefits of ASA to your peers.

For all of your support so far this year, thank you. Let's embrace the possibilities this New Year holds and succeed together in 2012!

*Denise Lindross ~ Executive Director, ASA
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Accountant's Corner



What's Wrong With My Project Forecasts?

Like the weather in many parts of the country, the tenor of a job can turn on a dime. It's good that you're trying to get a rough idea of whether, financially speaking, the conditions ahead are sunny or stormy. But the operative word there is "rough."

What to track

If you're merely interested in job status, you should probably just check out your work-in-progress (WIP) report. But what it sounds like you want to know is the estimated cost to complete.

To get a reasonably accurate read on this figure, a project forecast needs information such as your current budget (including the contracted revenue value and your initial numbers) and your actual costs to date broken down into various categories (such as "labor," "materials" and "equipment"). You may also want notes on impending subcontractor commitments and change orders.

In truth, there are many levels of detail you *could* ask of your PMs. Which ones you *should* ask for depends on what's been lacking in their previous forecasts. Remember, the goal here is to accurately predict the factors pushing projected job revenue out of line with costs so that you can better control expenses.

How to track it

Also important is the format of your forecasts. If your PMs' reports are just conversations over the phone or in the job trailer, you're likely missing all sorts of key specifics. Even if you're using a spreadsheet, it may be outdated or incomplete in terms of the data it calculates and presents.

To get really serious about project forecasts, look into your accounting software. Is it an enterprise system?

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Coach's Quick Notes

Leadership



"A leader is best when people barely know he exists. When his work is done, they will say: we did it ourselves."

Lao Tzu

Leadership is a fascinating topic; and too often confused with management. Now when good management is coupled with good leadership, we have hit a home run. If I had to choose leadership over management however, I would choose good leadership every time.

Management can get things done, but leadership gets things done with enthusiasm; and so many other positive qualities. Leaders inspire folks to do their best and that is why the results are always superior to those who just manage. Perhaps we should look at some of the attributes of a good leader.

Lifetime Learning

Leaders do not work on the principle that they know everything. They are always learning; even from their own team members. Their ego never locks them into the mentality of "my way or the highway". I know we have never experienced that attitude with managers, correct? Because leaders are always seeking more knowledge and information, they are willing to try new things. With a good leader you never hear "we have always done it that way".

Values

Leaders have a rock solid value system. Basically, they walk their talk every day. How many times have we experienced the "practice what I preach, not what I do" mentality. Leaders do not switch their values around depending on how the wind is blowing. And they have the ability to share those values with others and get their buy-in. People who work around true leaders develop a

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Safety Stop

Broken Compact Fluorescent Light Cleanup-Here's What to Do

PART 2

Cleanup Steps for Hard Surfaces

Carefully scoop up glass fragments and powder using stiff paper or cardboard and place debris and paper/cardboard in a glass jar with a metal lid. If a glass jar is not available, use a sealable plastic bag. (NOTE: Since a plastic bag will not prevent the mercury vapor from escaping, remove the plastic bag(s) from the home after cleanup.)

Use sticky tape, such as duct tape, to pick up any remaining small glass fragments and powder. Place the used tape in the glass jar or plastic bag.

Wipe the area clean with damp paper towels or disposable wet wipes. Place the towels in the glass jar or plastic bag.

Vacuuming of hard surfaces during cleanup is not recommended unless broken glass remains after all other cleanup steps have been taken. [NOTE: It is possible that vacuuming could spread mercury containing powder or mercury vapor, although available information on this problem is limited.] If vacuuming is needed to ensure removal of all broken glass, keep the following tips in mind:

Keep a window or door to the outdoors open;

Vacuum the area where the bulb was broken using the vacuum hose, if available;

Remove the vacuum bag (or empty and wipe the canister) and seal the bag/vacuum debris, and any materials used to clean the vacuum, in a plastic bag.

Promptly place all bulb debris and cleanup materials, including vacuum cleaner bags, outdoors in a trash container or protected area until materials can be disposed of properly.

Check with your local or state government about disposal requirements in your area. Some states and

communities require fluorescent bulbs (broken or unbroken) be taken to a local recycling center.

Wash your hands with soap and water after disposing of the jars or plastic bags containing bulb debris and cleanup materials.

Continue to air out the room where the bulb was broken and leave the H&AC system shut off, as practical, for several hours.

Cleanup Steps for Carpeting or Rugs

Carefully scoop up glass fragments and powder using stiff paper or cardboard and place debris and paper/cardboard in a glass jar with a metal lid. If a glass jar is not available, use a sealable plastic bag. (NOTE: Since a plastic bag will not prevent the mercury vapor from escaping, remove the plastic bag(s) from the home after cleanup.)

Use sticky tape, such as duct tape, to pick up any remaining small glass fragments and powder. Place the used tape in the glass jar or plastic bag.

Vacuuming of carpeting or rugs during cleanup is not recommended unless broken glass remains after all other cleanup steps have been taken. [NOTE: It is possible that vacuuming could spread mercury containing powder or mercury vapor, although available information on this problem is limited.] If vacuuming is needed to ensure removal of all broken glass, keep the following tips in mind:

Keep a window or door to the outdoors open;

Vacuum the area where the bulb was broken using the vacuum hose, if available, and

Remove the vacuum bag (or empty and wipe the canister) and seal the bag/vacuum debris,

and any materials used to clean the vacuum, in a plastic bag.

Promptly place all bulb debris and cleanup materials,

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including vacuum cleaner bags, outdoors in a trash container or protected area until materials can be disposed of properly.

Check with your local or state government about disposal requirements in your area. Some states and communities require fluorescent bulbs (broken or unbroken) be taken to a local recycling center.

Wash your hands with soap and water after disposing of the jars or plastic bags containing bulb debris and cleanup materials.

Continue to air out the room where the bulb was broken and leave the H&AC system shut off, as practical, for several hours.

Future Cleaning of Carpeting or Rugs: Air Out the Room During and After Vacuuming

The next several times you vacuum the rug or carpet, shut off the H&AC system if you have one, close the doors to other rooms, and open a window or door to the outside before vacuuming. Change the vacuum bag after each use in this area.

After vacuuming is completed, keep the H&AC system shut off and the window or door to the outside open, as practical, for several hours.

*Terry L. Foy ~ Foy Safety Consulting, Inc.
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Dental and Vision Benefits Now Available to ASA Baltimore Members

Dominion Dental Services Program Provides Members Access to Dental, Vision Benefits

Dominion Dental Services (Dominion), a leading provider and administrator of dental and vision benefits headquartered in Alexandria, Va., is pleased to announce that it is now offering dental and vision benefits to ASA Baltimore members through its eDental program. This exclusive benefits program provides coverage for members looking for a voluntary dental benefit for themselves and their families.

All programs cover 100 percent of typical diagnostic and preventive services with more extensive care covered up to 70 percent, depending on the plan. Orthodontia coverage is also available for both children and adults. Rates start at \$7.50 per month, depending on the option selected. There are no eligibility requirements or individual rating involved.

The cornerstone of the program is a customized website created specifically for ASA Baltimore members (DominionDental.com/edental/asabaltimore). The website allows members to search for providers, view details about each plan offering, print brochures and enroll online. Once an individual enrolls online, over the phone or through the mail, he or she is billed directly by Dominion on a monthly or annual basis via credit card or automatic bank draft.

The direct billing program is **available to full or part-time employees** of member businesses. It is available in Virginia, Maryland, Washington, D.C., Delaware and Pennsylvania. PPO plans are now available to members in all states! **Dominion is waiving the \$20 application fee for all enrollments for a limited time only! Enroll now and save \$20.**

Group dental plans are also available on a payroll deduction basis to member employer groups with three

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Leadership

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better value system themselves.

One of my favorite leaders was John Wooden, a past coach for the UCLA basketball team. His results, as in trophies, are phenomenal. But when you look at the lives of those who graduated from his program, you find some very good members of society; not just good athletes.

Vision

Leaders always have a vision; whether it is something in the short term, or the long term. They can see the success they know is possible and are able to get others to buy-in to that dream. They do not let minor detours from that vision dissuade them from trying to accomplish their dream. They truly believe in what they know is possible even when contemporaries believe the opposite. Do you believe Steve Jobs had a vision for Apple? Did he have detours along the way? Did it cause him to give up? Leaders believe in their vision; period.

Focus on Solutions

Leaders always focus on the solutions, not the problems. When folks focus on the problem it immobilizes them to a certain extent. Managers often what to discover who is to blame; rather than the solution. A leader always knows there is a solution; and most importantly he knows it does not necessarily have to come from him. He empowers those around him to find solutions; and they usually do just that. Those solutions often lead to breakthroughs that are transforming for a work team or an organization.

Communications

Leaders communicate in crystal clear terms. Everyone knows exactly where they stand at all times. They say what they mean and mean what they say. There is no “watching your back” around a leader. They are very clear when communicating to others and demand clarity when they are being communicated to. That is why leaders are always asking questions. They want the answers to take the response deeper and clearer. If they ask how things are going – “OK” is not the best response. They communicate in details so that

everything is clear to all concerned.

Trust

Leaders get the trust of others because they walk their talk and because they trust in others. They are not “checking up on folks” all the time. It doesn’t mean they don’t practice the trust but verify philosophy however. They build systems that everyone is aware of that tracks how things are going on an almost daily basis. It lets folks know how they are meeting standards and they usually self-correct without a manager “getting on them”.

Finally:

What is the result of all this leadership stuff – great positive results! Those results are reflected in high morale, a powerful team spirit, everyone feeling that results are “their job”, and of course a very good bottom line.

Nothing to complain about in this scenario is there.

*“Coach” Bill Harrison
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Project Forecasts

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That is, is your accounting functionality integrated with your other financial reporting applications? If not, it probably should be. This way, your PMs can use the most accurate, up-to-date data to generate their forecasts and share their reports companywide.

A better idea

When it comes to construction projects, as with virtually anything else, no one can predict the future with 100% accuracy. But with the right information and an adequate amount of it, you and your PMs should be able to get a much better idea of where each job is headed.

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Join these Sustaining Members! Support ASA of Baltimore!

One of the new features we are offering is to expand on our SUSTAINING MEMBERSHIP. Please review the follow categories and see if one of the features would be something your organization is willing to go a step above normal and customary dues to support.

Top Level - \$5,000 Platinum

1 year Platinum Website Logo Link; HHN Spotlight Article w/ framed display copy; 1 year - ¼ page color ad in HHN

Mid Level - \$3,000 Gold

1 year Gold Website Logo Link; 1 year – color business card ad in HHN

Lower Level - \$2,000 Silver

1 year Silver Website Logo Link; 1 year – B/W business card ad in HHN

Platinum



WILMOT
MODULAR STRUCTURES, Inc.

Silver



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Donald N. Hoffman, MS, CPA,
Daniel J. Wahlberg, CPA, or
Stephen W. Oliner, CPA, CFE, CVA, ABV

ASA Core Values

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of work on their projects. The ASA National Legal Defense Fund hired one of our members, Harrison Law Group, to represent them in this matter and was successful.

Education

The ASA of Baltimore strives to provide business management education to subcontractors. Our members already know how to perform at a high level within their trade. Our goal is to provide assistance with the other areas of the business. We have at least 3 meetings per year with various education topics and speakers. In the past we have addressed techniques on motivating employees, accounting practices, and risk transfer documents. The Business Practices Interchange is another one of our most widely used educational tools. This allows our members to discreetly inquire about firms they may not be familiar doing business with by asking other members if they have had interactions with those companies. ASA National also provides online training seminars that can be done at your convenience.

Networking

The ASA of Baltimore offers networking opportunities to its membership in a number of different ways. There are monthly membership meetings which give our members time to mingle with one another and learn about each other's business. After all, most subcontractors rely on their peers to help them accomplish jobs. For example, one of our concrete members may subcontract the masonry work on one of their jobs to another one of our members. We are also planning a GC Expo. It will give our members time to meet exclusively with General Contractors in the area and begin to develop relationships with them. Our Crab Feast, Bull Roast, and Golf Outing provide members with opportunities to bring their employees and customers into a fun atmosphere where they can enjoy themselves with other people in their line of work.

*Daniel Workmeister, President
Consolidated Insurance Center, Inc.
410-356-9500
dworkmeister@cicinc.com*

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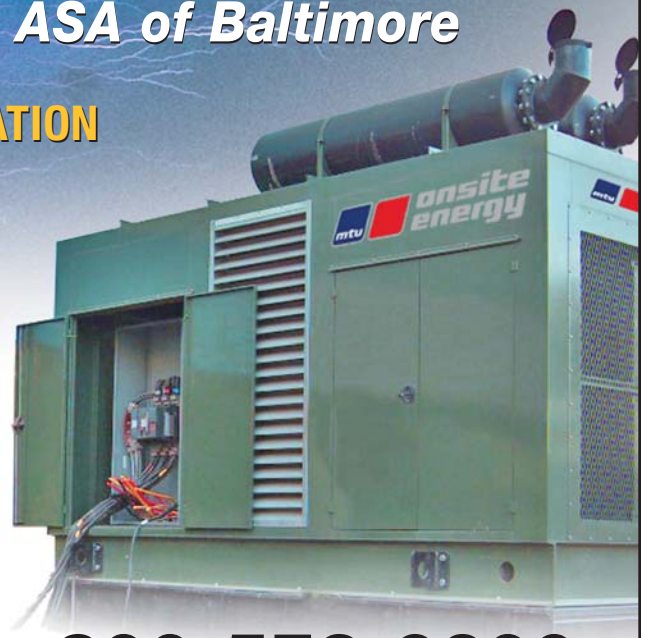
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Dental and Vision Benefits

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or more employees. Members also have access to a vision plan on both a direct and group billing basis.

For more information, please visit DominionDental.com/eDental/asabaltimore or call 888-518-5338.

About Dominion Dental Services

Dominion Dental Services (Dominion), incorporated in 1996, is a leading provider and administrator of dental and vision benefits in the Mid-Atlantic, offering managed care and indemnity programs, claims adjudication and comprehensive plan administration. Among our 470,000 customers are leading health plans, employer groups, municipalities, associations and individuals. Dominion is headquartered in Alexandria, Va.

The Dominion group of companies includes Dominion Dental Services, Inc., the licensed underwriter of the dental plans, and Dominion Dental Services USA, Inc., a licensed administrator of dental and vision benefits. Vision plans are underwritten by Security Life Insurance Company of America, and are marketed and administered by Dominion Dental Services USA, Inc. For more information, please visit DominionDental.com.



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Click Here to check out our virtual tour! http://www.youtube.com/watch?v=0Z9pfOSXzjE&feature=channel_page

(Keep in mind it doesn't show the storage space)

Feel free to stop by and take a look at the office space anytime between 10-6 Mon-Fri.

FAQ's

Monthly rentals/security deposits.

The two large offices are \$400 each a month and the small office is \$300 a month and there is no security deposit required.

Utilities

Utilities are included (e.g. Electric, Water, etc.), but you are responsible for phones, internet etc.

Availability

The property became available as of 9/26/2011.

How much?

We have a monthly lease that will be due upon signing. Therefore, if you moved in during the middle of the month I will prorate you for the current month and have you pay the next full month in advance.

What's included?

Alarm, Electric, Water, Kitchen, 2 Bathrooms, Integrated access gate (you will have your own pass code), Parking, Storage is also available (separate charge if needed), Security Patrols around office building, Shared conference Room (meetings only)

Looking Ahead to 2012

Continued from front page

Sustaining Membership: We value your membership and appreciate your annual dues however, if you feel you want to do more to assist ASA of Baltimore in growing, there are three additional levels of membership you can attain. Platinum Membership is \$5,000 (\$3905 in addition to annual dues of \$1095); Gold Membership is \$3,000 (\$1905 in addition to annual dues of \$1095) and Silver Membership is \$2,000 (\$905 in addition to annual dues of \$1095). As a Sustaining Member you get free website links from our site to yours, a spotlight business article in the Hard Hat News if you wish and a year free ad in the newsletter, as well as recognition at all meetings and events.

Advocacy

Don't miss the opportunity to network with our legislators at the ACE Annapolis Legislative Reception. It will held at the Governor Calvert House, 58 State Circle, Annapolis on Wednesday, January 18 from 6-8 pm. Admission is free but you must register with Ms. Beatrice M. Roderick by Thursday, January 12 by phone (410-276-1926) or email (Roderick@MCA-Maryland.org). ACE (Alliance for Construction Excellence) is comprised of several construction trade organizations from Maryland, Washington DC and Virginia. ASA is proud to be a part of this team as we monitor all legislative activity affecting subcontractors and fight for your rights in the industry.

Meetings and Networking

Our joint networking meeting with the AGC is coming up in just a few weeks. Mark your calendars now for Thursday, January 26 from 5-7 pm at the Holiday Inn, Inner Harbor and come out to meet new customers and strengthen ties with existing ones. Our monthly membership meeting for February will be held at Squire's Restaurant in Dundalk on Thursday, February 23. You won't want to miss this informative meeting. We will be bringing you updates on relevant changes to your insurance and benefit compliance and a picture of what is happening in Annapolis. As spring rolls in, we will be holding our March meeting at Nick's Seafood in the Historic Cross Street Market again this year, one of our most popular networking events of the year.

Leadership

Becoming involved in ASA of Baltimore on one of our many committees or as a director on our board offers your brightest employees (or primary owners!) the chance to hone their leadership skills, help with planning and budgeting and strengthens our association. We begin recruiting for the Board of Directors now for election in the spring. If you are interested in being more involved, call Denise at 410-344-1470 for committees you can serve on or Angelia Little at 410-242-0303 to run for the board elections. The time you will donate will be well worth the lessons you learn and the additional contacts you will make in the industry.

Education

Our education committee, headed by Nick Thrappas, is developing a new program for ASA members - The Subcontractors Boot Camp. Initial plans for this benefit are to hold it twice a year, one full day (possibly two) and to include all topics a new project manager or leadership team members needs to be able to understand construction law, processes, and skills. It will available to members in the fall of 2012.

The New Year brings with new promise, resolutions and offers everyone a chance to better themselves, professionally and personally. I look forward to working with all of you and wish each of us continued success, health and happiness.

READY OR NOT HERE IT COMES
HAPPY NEW YEAR



*You are Cordially Invited to Attend a
Reception Hosted by the*

Alliance for Construction Excellence

American Subcontractors Association of Baltimore
DC Metropolitan Subcontractors Association
Iron Workers Employers Association
Mechanical Contractors Association of Maryland
Mechanical Contractors Association of Metropolitan Washington
National Electrical Contractors Association, Maryland Chapter
National Electrical Contractors Association, Washington DC Chapter
Sheet Metal and Air Conditioning Contractors National Association, Mid-Atlantic Chapter

Wednesday, January 18, 2012
6:00 – 8:00 PM

Governor Calvert House
58 State Circle
Annapolis, Maryland

Please RSVP by Thursday, January 12, 2011 to Ms. Beatrice M. Roderick
410-276-1926 / Roderick@MCA-Maryland.org

The Alliance for Construction Excellence (ACE) is a coalition of premier construction specialty contractor associations allied to create awareness about the value of quality construction. ACE represents subcontracting firms that employ highly skilled technicians for field construction work and provide employees with high-value wages, family medical care, retirement plans, and continuing education through workforce development and apprenticeship training programs.

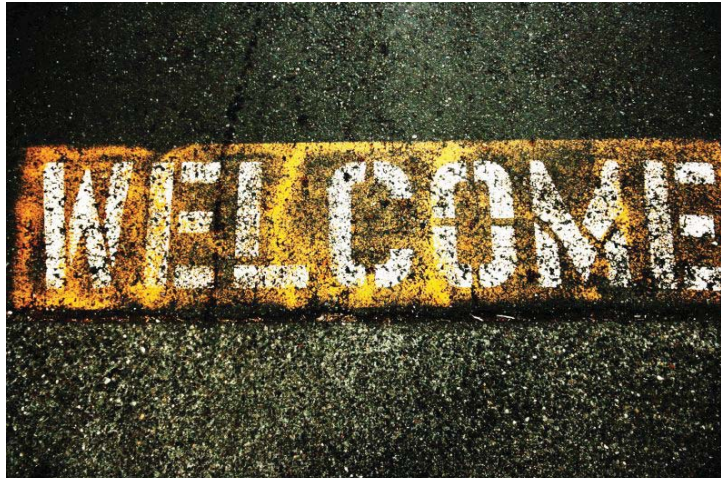
Member News

Hertzbach Announces that Thomas P. O'Neill Has Joined the Firm as a Principal

Thomas P. O'Neill, CPA, has joined the firm as a principal. Tom has over thirty five years of public accounting experience. Prior to joining Hertzbach, he was a Managing Director/Partner with McGladrey and Pullen. Tom's expertise is primarily in the areas of mergers and acquisitions, growth strategies, compensation arrangements and maximizing liquidity and returns to shareholders. He has extensive knowledge in servicing clients in financial institutions, homebuilders, nonprofit institutions, manufacturing organizations, and real estate developers, owners and operators. Tom also serves on the Board of Directors of several public companies and private organizations.

Hertzbach & Company, P.A. one of 2011 Top Workplaces

Hertzbach & Company, P.A. was recently named one of 2011 Top Workplaces! The inaugural ranking of "Baltimore's Top Workplaces" was created by *The Baltimore Sun* and WorkplaceDynamics. Companies from across the Baltimore region were surveyed and contest results were based on employee satisfaction. Hertzbach was honored to be a top workplace in the small employers category. The ranking of *Baltimore's Top Workplaces* was published in a special magazine insert of the December 4, 2011 issue of *The Baltimore Sun*.



ASA of Baltimore Welcomes Another New Member!

PAYCE, INC.

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sspiers@paycepayroll.com

www.paycepayroll.com



THIS MARCH, EXPERIENCE THE HEART OF THE RIVERWALK WITH ASA

Save the Date!

ASA BUSINESS FORUM AND CONVENTION 2012

**MARCH 1-3, 2012
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SAN ANTONIO, TEXAS**

Don't miss the premiere national learning and networking event for construction subcontractors, featuring:

- Workshops and general sessions explaining the latest tools and techniques to find, bid and work on the best projects, control costs, and manage other core company operations. Participate in a National Business Practices Interchange!
- NEW! Meet national/regional prime contractors at the first-ever GC Expo on March 1, from 4:30 to 7:00 p.m. The GC Expo is open to ASA members only from 4:30 to 5:30 p.m.!
- Half-day programming on Thursday and Saturday.
- Special events, including the first-ever GC Expo, the ASA President's reception, the FASA Golf Outing, the Farewell Dinner Dance, and the Spouses' Event.
- The latest products and services from ASA's Sponsors and Exhibitors on display.



Photo Courtesy of the San Antonio Convention & Visitors Bureau, Stephanie Colgan



Photo Courtesy of the San Antonio Convention & Visitors Bureau, Al Escobedo

REGISTRATION

Members: \$825 by Jan. 28 (\$925 after Jan. 28)
Spouse/Guest/2nd Registrant: \$725 by Jan. 28 (\$825 after Jan. 28)

Register online at www.asaonline.com or call 703.684.3450, Ext. 1304.

HOTEL RESERVATIONS

Call 1.888.421.1442 and reference "American Subcontractors Association Business Forum," or reserve online at www.asaonline.com.

Reservation cut off date: Jan. 28.



Photo Courtesy of the San Antonio Convention & Visitors Bureau

National News

FMI Expects Long, Slow Recovery for Construction Markets

FMI's *U.S. Markets Construction Overview*, which focuses on the U.S. domestic construction market, contains good news and bad news for subcontractors. The good news is that 2012 should bring a 6 percent rise in construction put in place; the bad news is that "total put in place construction volume is pushed out to 2015 before it matches the prior peak of 2007."

"This is consistent with our general view of a long and slow recovery of the construction markets," FMI said. "If there is one thing almost everyone can agree on as we approach the end of 2011, it is that the near-term future of America's economy, political structure and, consequently, the construction industry appears more uncertain than at any time in recent memory."

The uncertainty is altering the way many contractors plan for the future. The radical uncertainty of today's marketplace has increasingly led us to advocate 'multiple-scenario' strategic planning as a better model for many of the contractors we work with."

FMI expects government construction spending, particularly for infrastructure, to decline, "possibly sharply," as budget battles continue in Washington, D.C. "There is a sense that we are facing a long-term slowdown, while at the same time needs for public construction are on the rise," FMI said. "The budget gap between available or planned funding for public construction projects is large and growing; however, the national political gap is even larger. That is the basis for ongoing unease and sets an unharmonious tone for business everywhere."

FMI said that with the anticipated reduction in government spending with no new taxes, the lack of funding for infrastructure will become more of a problem. "The dilemma we are facing is how to have our infrastructure without breaking the budget," FMI

said. "The solutions proposed are akin to looking for a white knight and, lately, that white knight takes the form of P3s [public-private partnerships] and national and state infrastructure banks. A better way to increase infrastructure investment would be for the economy to return to pre-recession spending levels with an improving economy generating greater tax revenues even without raising taxes. The problem is that the desired growth rate the country needs in order to keep up with population growth and to maintain current levels of quality of life, etc., will not occur until we have more jobs like those created by building more infrastructure. Therefore, we are caught in a bind with no white knight in sight." ASA is lobbying to reform federal and state laws to ensure that adequate payment assurances for subcontractors exist on P3s.

Don't Miss the ASA Business Forum and Convention 2012 in Festive San Antonio

Don't miss out on the excitement and learning opportunities at the ASA Business Forum and Convention 2012 March 1-3, 2012, in San Antonio, Texas! You'll learn about business management "hot topics," such as "How to Find, Court and Work for the Best Prime Contractors," "Controlling Your Operating Costs," "How to Work Your Booth at a Trade Show," "Costly Insurance Mistakes to Watch Out For," and more!

ASA's annual Business Forum and Convention is the premier educational and networking event for construction subcontractors. The convention's educational workshops promise to deliver excellent speakers and content, with two half days and one full day of educational opportunities. For a complete [schedule](#) of events and workshop descriptions, visit the ASA Web site and click on "Register for an Event."

Don't miss out, too, on the exciting opportunity to meet and network with national and regional general contractors, including ARCO, Alberici Constructors,

National News

BL Harbert International and Clark Construction Group, which are just a few of the GCs that will be on-hand for subcontractors to meet and learn about upcoming projects during ASA's first-ever GC Expo on March 1.

There will be plenty of time for fun, as well, including an ice-breaker social, a cooking demonstration for spouses and guests, a FASA golf outing, and a farewell dinner dance.

[Register](#) for the convention today! Early registration prices are: \$825 for members by Jan. 28, 2012, or \$925 after Jan. 28, 2012. Executive directors, spouses, guests and other registrants from a company that is already registered pay \$725 by Jan. 28, 2012, and \$825 after Jan. 28, 2012. ASA has negotiated a discounted nightly room rate of \$189 (single/double) for rooms on the nights of Feb. 28, 2012, through March 3, 2012. This rate is available until Jan. 28, 2012. Prices and availability are not guaranteed after that date. To make reservations, call (888) 421-1442 and ask for a room in the American Subcontractors Association room block, or reserve online through the [Hyatt Regency San Antonio Riverwalk](#).

Web Insight: Find the Education Resources You Want in FASA's Online Store

ASA's Web Insights series of articles introduces you to several areas of the ASA Web site. In this article, you'll learn how to find and order products, such as webinar recordings, audio podcasts and publications, available through the Foundation of ASA online store.

From the ASA home page, www.asaonline.com, click on "Browse Products" in the index at the top of the page to directly access the FASA online store. In the store, you'll find audio-visual recordings, such as "Seller Beware! Why You Need to Know Your Customer BEFORE Signing the Subcontract" and "Putting Your Best Foot Forward: How to Impress Prospective Clients and Get the Job;" audio podcasts, such as "Addressing the

Additional Insured Problem" and "Defending Your — Not Others' — Mistakes;" and publications, including "Lien and Bond Claims in the 50 States" and "Specialty Trade Contractor's Guide to Marketing Success."

You can also review FASA products in "[The Construction Subcontractor's Education Catalog](#)."

Take a tour of the ASA Web site by watching the video at the bottom of the home page. Questions? Contact ASA at (703) 684-3450, Ext. 1321, or communications@asa-hq.com.

Learn How to Recover Your Overhead Costs in ASA's First Webinar of New Year

Many subcontractors can make more money by doing a better job of accounting for costs like equipment maintenance, rent and salaries of office staff.

Learn about different methods of tracking overhead costs and how to choose the right method for your company by participating in ASA's webinar, "Recovering Your Overhead Costs," scheduled from 12:00 p.m. to 1:30 p.m. EST/9:00 a.m. to 10:30 a.m. PST on Jan. 10, 2012.

Presenter Perry C. Barnett, CPA, Rushton & Company, LLC, Gainesville, Ga., will help you get a handle on your bottom line and provide techniques for controlling your overhead costs.

Registration costs \$99 for members or \$179 for nonmembers and allows access with one Internet connection and one telephone line. Participants may project the webinar onto a screen or wall and listen to it on a speakerphone for a group training event. After the program, registrants will receive a link to watch and listen to the recording of the webinar and a printable ASA Certificate of Completion.

[Register online](#) or call (703) 684-3450, Ext. 1304.

Professional Council

Members Helping Members

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Stout, Causey, & Horning, P.A.
410-785-8038
pdelaney@scandh.com

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rshaw@cbiz.com

SAFETY: Terry L. Foy
Foy Safety Consulting, Inc.
410-446-3995
foysafety@comcast.net

Each month a list of professional service members will be listed in the Hard Hat news as the Professional Council on call for the month. They will be more than happy to address a question from ASA members.



Annual Joint AGC/ASA January Meeting



When: Thursday, January 26, 2012

Where: The Holiday Inn
Inner Harbor
301 W. Lombard Street, Baltimore, Md 21201

Time: 5:00 - 7:00 pm

You will enjoy delicious hors d'oeuvres
and an open beer and wine bar

Join us as general contractors and subcontractors take a
moment to network, discuss industry trends,
solicit new business and share ideas

BE A BEVERAGE SPONSOR FOR THIS EVENT: \$250
You will receive recognition at event
and a link from ASA website to your website

ASA OF BALTIMORE CALENDAR 2011-2012

SEPTEMBER 2011

September 22 ~ 5:30 - 8:00 p.m.
Squires in Dundalk
Speaker: Terry Foy
How to Prepare For a MOSH Audit

FEBRUARY 2012

February 23 ~ 5 - 7 pm
Squires in Dundalk
Speaker: Michael Pappas, Esquire
Legislative Update

OCTOBER 2011

October 27 ~ 5:30 - 8:00 pm
The Bowman Restaurant
Speaker: Edward Seglias and Jennifer Horn-
Crossing Borders

MARCH 2012

March 22 ~ 6 - 9 pm
Cross Street Market
Networking

NOVEMBER 2011

November 18 ~ 8 pm - Midnight
3rd Annual Bull & Oyster Roast
UAW Local 230
1010 S. Oldham Street, Baltimore MD 21224

APRIL 2012

Annual Joint Association Networking
Venue, Date and Time TBD

DECEMBER 2012

December 6 ~ 6-9 pm
The Bowman Restaurant
ASA Goes to Court - A Mock Trial Presented by ASA of
Baltimore Past Presidents

MAY 2012

May 17 ~ 4 - 8 pm
Holiday Inn Inner Harbour
GC EXPO

JANUARY 2012

Annual ASA/AGC Joint Dinner Meeting
Holiday Inn Inner Harbour
Networking Cocktail Party

JUNE 2012

June 28 ~ 5 - 7 pm
Year End Wrap Up & Networking
The Bowman Restaurant

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CALENDAR OF EVENTS

ACE Legislative Reception
Wednesday, January 18
6-8 pm
The Governor Calvert House
58 State Circle
Annapolis, MD

Thursday, January 26, 2012
Annual Joint ASA/AGC Networking Event
5 - 7 pm
The Holiday Inn, Inner Harbor

Hard Hat News

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Executive Director.....Denise Lindross

BOARD & COMMITTEE MEETINGS

Membership Committee

Tuesday, January 10

10:30 am

Board of Directors

Tuesday, January 10

10:30 am

ASA of Baltimore Office

Happy New Year



Annual Joint AGC/ASA January Meeting



When: Thursday, January 26, 2012



Where: The Holiday Inn
Inner Harbor
301 W. Lombard Street
Baltimore, Md 21201

Time: 5:00 - 7:00 pm

You will enjoy delicious hors d'oeuvres and an open beer and wine bar

Join us as general contractors and subcontractors take a moment to network, discuss industry trends, solicit new business and share ideas

BE A BEVERAGE SPONSOR FOR THIS EVENT: \$250
You will receive recognition at event and a link from ASA website to your website

Regular registration for the January meeting ends on Friday, Jan. 20. Late registration is subject to availability and additional fees. Cancellations must be received by noon Monday, Jan. 23 for refund or credit. Substitutions are allowed.

Company Name _____ **Phone** _____

Attendee Names (additional list on back) _____ **E-Mail to confirm registration** _____

AGC/ASAMembers \$50 _____ **#Non-Members \$65** _____

I WISH TO SPONSOR THIS EVENT: \$250 EACH _____ **TOTAL \$** _____

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*You are Cordially Invited to Attend a
Reception Hosted by the*

Alliance for Construction Excellence

American Subcontractors Association of Baltimore
DC Metropolitan Subcontractors Association
Iron Workers Employers Association
Mechanical Contractors Association of Maryland
Mechanical Contractors Association of Metropolitan Washington
National Electrical Contractors Association, Maryland Chapter
National Electrical Contractors Association, Washington DC Chapter
Sheet Metal and Air Conditioning Contractors National Association, Mid-Atlantic Chapter

Wednesday, January 18, 2012
6:00 – 8:00 PM

Governor Calvert House
58 State Circle
Annapolis, Maryland

Please RSVP by Thursday, January 12, 2011 to Ms. Beatrice M. Roderick
410-276-1926 / Roderick@MCA-Maryland.org

The Alliance for Construction Excellence (ACE) is a coalition of premier construction specialty contractor associations allied to create awareness about the value of quality construction. ACE represents subcontracting firms that employ highly skilled technicians for field construction work and provide employees with high-value wages, family medical care, retirement plans, and continuing education through workforce development and apprenticeship training programs.