



Hard Hat News

ASA of Baltimore, Inc.

NOVEMBER 2010

B & B Welding Company, Inc. - Foresight, Elbow Grease and a Little Bit of Luck

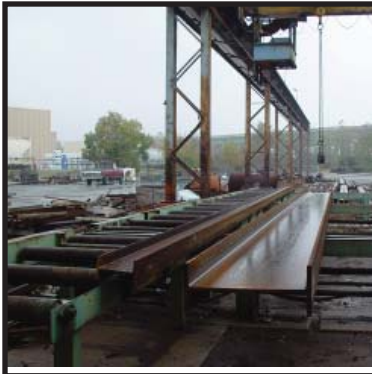
by Denise Lindross

Ask Dennis McCartney about the origins of B & B Welding Company, Inc. and he will proudly tell you about his dad. Ernest “Pop” McCartney was a man who never completed high school, yet had the vision and foresight to realize in the early ‘70s that computer technology would transform the small welding company he bought into a state of the art shop that now boasts high quality CNC equipment and integrated software to make them the most automated steel fabrication shop in the Baltimore area. “He went to Dundalk Community College and took courses,” Dennis boasts. “He was firm in his belief that the future of steel was in technology. In the 80’s we went to a trade show and saw a robot and 10 years later I bought our first one. It hasn’t been the same since!”

Combining their steel fabrication with their in-house detailing company (Chesapeake Design Services) makes them a small, but powerful business. Sprinkle in some good old fashioned elbow grease, a strong work ethic, loyal employees who have a vested interest in the company through B & B’s Employee Stock Ownership Program, and the result will be always be success. Many of B & B’s employees have been with the company for nearly 30 years.

Nothing leaves the shop without passing scrutiny. A stickler for doing things right, Dennis is extremely

proud that B & B Welding Company, Inc. became the first shop in Baltimore (and the second in all of Maryland) to gain AISC quality certification. He is also a sustaining member of the American Welding Society (AWS).



Located with direct access to the interstate and railroad, B&B Welding, Inc. is celebrating 40 years in the construction industry.

Dennis’ strong support of the trade associations that grow his business

is evident in his involvement with ASA of Baltimore. A long time member, Dennis currently serves on our Board of Directors and is the Chairman of our Bull Roast Committee. He also sits on the Membership Committee and has brought in over 30 new members throughout the years.

A little bit of luck doesn’t hurt any either. Because of their strategic location near both I-695 and direct rail access, their shop caught the eye of the project engineer

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Our President



Reward Your Employees and Customers With a Party!

Feeling blue that summer is over? Dreading the thought of another crazy winter? Tired of attending all the political events? Need something to boost employee morale & show them a little appreciation? There's no better why then to send them to a PARTY! Put on your dancin' shoes and head on down to ASA of Baltimore's 3rd Annual Bull & Oyster Roast.

We have completely revamped our event this year. Dennis McCartney and the ASA Bull Roast Committee have been really working hard to put together a great event. This year's event will be hosted on Friday, November 12th (no need to worry about going to work hung-over!) from 8:00 p.m. to Midnight @ 1010 S. Oldham Street, Baltimore, MD 21224.

Tickets are \$50.00 individually or get a group together and fill a few tables (tables of 10 are \$450.00). We will also have 50/50 tickets for sale to benefit our educational scholarship fund, and exciting door prizes. Show your employees how much you appreciate all their hard work during these difficult times, that to treat them to a night on the town including great food, great music and good friends. In addition, you will be supporting ASA and encouraging continued membership participation.

We are also looking for door prize donations. If you have any items that you'd like to donate, please contact Rob or Denise a.s.a.p.

Don't miss out on the fun with your co-workers and friends at ASA! I am looking forward to seeing all of you there, with my dancing shoes on!

Angelia Little, 1st Electric, Inc
ASA of Baltimore President
 2340 Monumental Avenue, Baltimore, MD 21227
 (410) 871-3480 ~ alittle@1stelectricinc.com

The Director's Chair



Election Day Is Upon Us

I don't know about you but I would pay good money to have access to the truth, the whole truth and nothing but the truth. Very little of the election

rhetoric spread over the air during the past six months is based upon cold hard facts. Why is it that in this age of information technology, truth is the one thing so hard to find?

I hope all of you exercise your right to vote and help shape the future of our state and country. What we know for certain is that with every new election comes the opportunity to alter our future.

Once the dust from the election settles ASA will begin to work on our advocacy plan for the 2011 session of Maryland's General Assembly. I am very excited to announce that Mr. Bruce Bereano has been retained as the lobbyist for the legislative coalition in which ASA participates, The Alliance for Construction Excellence. Bruce has been a premiere lobbyist for many years and is regarded as one of the most active and successful lobbyists in Annapolis.

In preparation for his work on behalf of ACE and ASA, Mr. Bereano has asked me to help him learn about our members and any special relationships you might have with Maryland legislators. Perhaps you went to school with a state Senator or you are golfing buddies with a Delegate? Could it be that you, or one of your employees attend the same church or your daughter plays on the same volleyball team as one of the legislators' daughters? Maybe, as I urged in a previous article, you served as a volunteer to help them win election to office.

It is my goal to contact all our members to help fulfill Bruce's request and also discover what advocacy efforts you would like to see ASA tackle. Therefore, I am asking that between now and the end of the year

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Accountant's Corner



Winning the Subcontractor Lottery with Prequalification

Sometimes getting the right subcontractor for a job may seem like playing the lottery.

You can look over all the “numbers” and think about which one feels right but, at some point, you have to make a choice. Then the waiting game begins, as work gets underway and you see whether you’ve picked a winner or a loser.

A good way to help ensure you win the subcontractor lottery is to prequalify the subs with whom you intend to regularly work. From there, having a sound scheduling system can go a long way toward getting the most from subs that make the list.

History and staffing

The first thing to look at in prequalifying a sub is its company history. When did the business get started? What kind of projects has it worked on? Generally, a sub that’s been around for a while — say, more than five years — is probably doing something right.

Then again, a recent ownership change could affect this rule of thumb. So check into the sub’s owners and managers. Are they reputable individuals with strong track records of being easy to work with? A good way to gather this information, as well as other important tidbits, is to simply ask for trade, financial and business references. Have your attorney check into any legal actions the sub might be involved in as well.

Of course, if a prospective sub happens to be a relatively recent startup, you shouldn’t necessarily dismiss it outright. Maybe a star project manager has struck out on his or her own. In this case, you may need to rely on financial projections and direct interactions. It’s not out of the question to pay a site visit to a sub, check out its

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Safety Stop

OSHA Takes Action With Severe Violator Enforcement Program and Increased Penalties

Thought this was important enough to pass on as is.

WASHINGTON -- Every day, about 14 Americans fail to come home from work to their families. Tens of thousands die from workplace disease and more than 4.6 million workers are seriously injured on the job annually. The U.S. Department of Labor’s Occupational Safety and Health Administration, in an effort to address urgent safety and health problems facing Americans in the workplace, is implementing a new Severe Violator Enforcement Program and increasing civil penalty amounts.

“For many employers, investing in job safety happens only when they have adequate incentives to comply with OSHA’s requirements,” said Assistant Secretary of Labor for OSHA Dr. David Dr. Michaels. “Higher penalties and more aggressive, targeted enforcement will provide a greater deterrent and further encourage these employers to furnish safe and healthy workplaces for their employees.”

The new Severe Violator Enforcement Program is intended to focus OSHA enforcement resources on recalcitrant employers who endanger workers by demonstrating indifference to their responsibilities under the law. This supplemental enforcement tool includes increased OSHA inspections in these worksites, including mandatory OSHA follow-up inspections, and inspections of other worksites of the same employer where similar hazards and deficiencies may be present. SVEP will become effective within the next 45 days. For more information, visit <http://www.osha.gov/dep/svep-directive.pdf>.

“SVEP will help OSHA concentrate its efforts on those repeatedly recalcitrant employers who fail to meet

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Coach's Quick Notes



Motivation

When there is extreme tension in the air; and there is, motivating a team can be very challenging. Leaders are concerned about where the next job is coming from – and at what margins. Team members are concerned if they are going to have a job. And with tighter and tighter margins everyone on a job site from the general contractor to the subcontractors are fighting for every penny. Tension? You betcha!

Previous editions of Quick Notes and The Coach's Corner have addressed micro-managing every aspect of the job today. This also causes tension; but it is necessary.

So if all this tension exists, how do you motivate a team? We must remember the number one motivator of a human being – **appreciation**.

And some of you thought number one would be money. Yes, it is that simple. If you can show simple appreciation; when it is deserved, you will motivate any person or any team. The key is that it must be sincere.

“Thank you” or “good job” are powerful statements of appreciation. Sadly, too many folks are afraid to show simple appreciation. Overcome your fears and try it; your bottom line will improve – guaranteed.

Silent motivation

If we can track and measure the key factors to our success, we can provide a “silent” motivation to the team.

Anyone remember the “old days” when a big red feather or thermometer went up at the local government center when it was United Way time? It wasn't an accident those goals were usually hit; even in a tight economy. That is a classic example of tracking and measuring motivating a group of folks.

When the right things get tracked, and posted for all to see, good things start to happen. Often, companies are tracking and measuring - but not showing their team.

Can you imagine a sporting event where the team owners insisted that the scoreboard could not be seen by the players on the field? Why are you laughing; it happens every day in most companies.

But what do we measure? Simple, but not easy. What is a clear measure of productivity? Average cost to pour x amount of concrete? Feet of wire pulled? Feet of pipe installed? Cost per square feet of carpet laid? Doors set per day? All done correctly, of course.

Maybe just tracking our meeting daily targets – e-mail and ask for a form that might help in this area.

“Coach” Bill Harrison
Phoenix Learning Institute
 703-909-8230
 wiharrison@comcast.net



Happy Thanksgiving!

Insurance Updates

The “Quickie” Safety Manual on Manual Material Handling

Almost every employee is a material handler at some time on the job. Everyone lifts and shifts something, and that means everyone needs to be trained to handle materials safely.

Virtually every job involves some handling of materials—even your job. You likely lift the odd box, move piles of folders, or carry home a loaded briefcase. Your employees, too, are frequently engaging in material handling activities of one kind or another—even office workers.

Almost every manual material handling activity carries some potential for injury, from minor to severe. That’s why at every stage in the process it is essential for workers to understand and follow best practices for safe material handling.

Safe Lifting and Shifting

When it comes to most manual material handling jobs, the most important lesson is how to lift and lower objects safely. This isn’t as simple as many of your workers probably assume. And a lot of them could be out there right now lifting any old way and putting their backs at risk. Unless you train them in the specifics of safe lifting, you’re likely to experience a higher injury rate—particularly back injuries—than you would if employees were lifting properly.

Safe lifting is really a four-step process that involves not only the actual lift, but also preparing to lift, moving the object safely, and placing it properly at the end of the move.

Step 1. Preparing

Train your employees to follow these steps when preparing to lift and move an object:

- Know in advance where you are going to set the load down, and whether stairs or ramps are involved.
- Make sure the entire path is free of obstructions or slipping hazards.

- Watch out for nails, splinters, or anything else that could cause injury.
- Wear appropriate protective gear—gloves that will provide a safe grip, and safety shoes in case of a dropped load.
- Think your way through the entire procedure.

Step 2. Lifting

Teach them the safe lifting technique:

- Face the load with feet about shoulder-width apart, one slightly ahead of the other.
- Bend at the knees and keep the back straight (not vertical, but in a forward lean), with chin tucked in so that the neck and head follow the same straight line.
- Grasp the load and draw it close to the body, with arms and elbows tucked to the sides.
- Lift gradually and smoothly, using the leg muscles, not the back muscles, to power the lift.

Step 3. Moving

Emphasize safe carrying rules, such as:

- Move steadily and slowly, keeping the load close to the body and balanced.
- Turn the entire body when changing direction, as turning only the upper body causes severe strain.
- When walking through doorways or between machines, adjust the grip or turn the load slightly so that fingers won’t be trapped between it and the other surface.

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Prequalification

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office and, if possible, even see how it goes about its business on a job site.

Financials

As mentioned, a sub's financials can and should play a critical role in your prequalification effort. Although the raw dollar amounts associated with the company may not tell you the whole story, they'll give you a strong foundation upon which to build a reasonably accurate assessment.

Request at least the most recent year's worth of financial statements and go over the numbers with your CPA.

Look at items that give you an idea of the sub's cash flow and how well capitalized it is, such as:

- Current ratio (or quick ratio),
- Debt-to-equity ratio,
- Overhead expenses, and
- Total revenues.

Also inquire about the sub's bonding capacity. Does it have enough? Is its surety willing to give the company a thumbs-up? Other types of insurance are important, too — a subcontractor that skimps on coverage may be a legal disaster waiting to happen should something go wrong on the job site.

Scheduling capacity

As part of the prequalification process, look into a subcontractor's scheduling capacity. That is, examine the company's ability to smoothly and effectively integrate itself into your job schedules.

How tech-savvy is the subcontractor? These days, a company you can contact only via landline telephone or clunky fax machine may not be as responsive as one whose owners and managers provide multiple means of communication (voice mail, email, text messaging and so forth). This can make a big difference when you need to make last-minute adjustments to the job schedule.

In addition, use your interactions with a sub during prequalification to gauge how receptive it may be toward reminders about job scheduling. A company that responds quickly and in a friendly manner should earn points in the "easy to work with" category. And scheduling reminders and updates play a big role in getting a job done right.

Standard operating procedure

During a time when the rocky economy and its slow recovery are causing construction companies to look closely at risk management, prequalifying subcontractors is fast becoming standard operating procedure for many general contractors. After all, that's just what the prequalification process is: a way to manage the risk of bringing these outside providers into your projects and give yourself a better shot at keeping the project on time and within budget.

*Donald N. Hoffman, MS, CPA
Hertzbach & Company, P.A.
410-363-3200
dnh@hertzbach.com*



**ELECTION DAY
IS
TUESDAY
NOVEMBER 2**

OSHA Takes Action

Continued from page 3

their obligations under the Occupational Safety and Health Act. It will include a more intense examination of an employer's practices for systemic problems that would trigger additional mandatory inspections," said Michaels.

Last year, OSHA assembled a work group to evaluate its penalty policies and found currently assessed penalties are too low to have an adequate deterrent effect. Based on the group's findings and recommendations, several administrative changes to the penalty calculation system, outlined in the agency's Field Operations Manual, are being made. These administrative enhancements will become effective in the next several months. The penalty changes will increase the overall dollar amount of all penalties while maintaining OSHA's policy of reducing penalties for small employers and those acting in good faith.

The current maximum penalty for a serious violation, one capable of causing death or serious physical harm, is only \$7,000 and the maximum penalty for a willful violation is \$70,000. The average penalty for a serious violation will increase from about \$1,000 to an average \$3,000 to \$4,000. Monetary penalties for violations of the OSH Act have been increased only once in 40 years despite inflation. The Protecting America's Workers Act would raise these penalties, for the first time since 1990, to 12,000 and \$250,000, respectively. Future penalty increases would also be tied to inflation. In the meantime, OSHA will focus on outreach in preparation of implementing this new penalty policy.

"Although we are making significant adjustments in our penalty policy within the tight constraints of our law, this administrative effort is no substitute for the meaningful and substantial penalty changes included in PAWA," said Dr. Michaels. "OSHA enforcement and penalties are not just a reaction to workplace tragedies. They serve an important preventive function. OSHA inspections and penalties must be large enough to discourage employers from cutting corners or underfunding safety programs to save a few dollars."

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

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- Financing & Bonding Assistance
- Litigation Support
- Business Valuations
- Acquisitions & Dispositions



Donald N. Hoffman, MS, CPA,

Daniel J. Wahlberg, CPA, or

Stephen W. Oliner, CPA, CFE, CVA, ABV

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Material Handling

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Step 4. Placing

And finally, train workers to place loads safely at the end of the move:

- To lower the load, reverse the lifting steps: bending the knees, keeping the back line straight and the feet in the proper position.
- If the load must be placed at shoulder height or above, plan to rest it at about waist height and change the grip before completing the lift.
- To make sure that fingers are not pinched by the load when setting it down, let one edge or corner rest on floor or table and then slide hands up the side of the object before completing the placement.

Other Considerations

Besides knowing the proper techniques of lifting, moving, and placing a load, it is important to fairly assess both the scope of the job and one's own strength.

Encourage employees to ask for help if the load is too heavy or awkward (too bulky or too long) to manage safely alone.

When employees perform a team lift, one person gives the orders to lift, turn, and set down. All members of the team perform these tasks in unison. They should move slowly and steadily, keeping the load level and weight evenly distributed, without changing their grips while carrying.

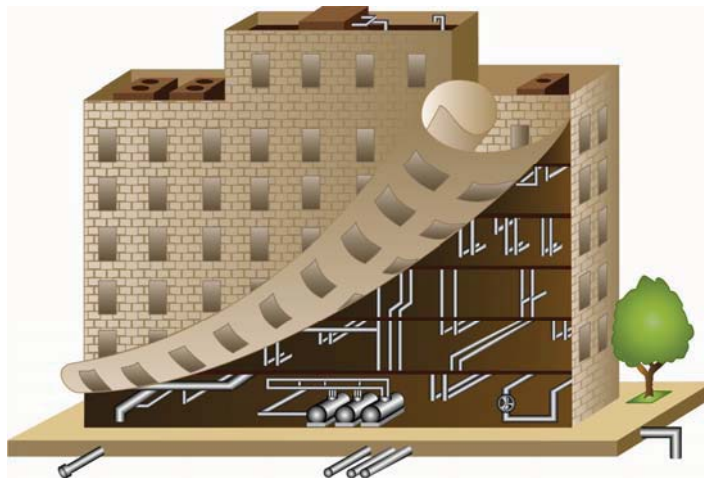
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Why the Stampede?
Everyone is getting tickets to the
ASA of Baltimore 3rd Annual
Bull and Oyster Roast Before They SELL OUT!



FEATURING The EPICS!

If you love THE EPICS you won't want to miss this exclusive appearance by one of the area's most popular bands! Playing a repertoire of the 60's and 70's, the 7 piece band rocks the hits of Motown, the Beatles and Chicago

Tickets are on sale now for the American Subcontractors Association of Baltimore 3rd Annual Bull and Oyster Roast! The event will take place on **Friday, November 12, from 8 pm – midnight** at the UAW Local 239, 1010 S. Oldham Street, Baltimore, MD 21224.

Cost is \$50 each and a table of 10 for \$450.

Full Bull and Oyster Roast menu furnished by Superior Catering by M&M including:
 Raw Oysters on the half-shell; Top Round Beef and Sweet Honey Ham on the Pit;
 Homemade Maryland Crab Soup, Bar-B-Que Chicken, Italian Sausage, Mac & Cheese,
 Sauerkraut & Kielbasa, Bake Ziti, Caesar Salad and of course, Mary's FAMOUS Sweet Corn Casserole.

There will be dancing, wheels, games and many valuable door prizes!

All proceeds benefit the American Subcontractors Association of Baltimore

**This event is proudly sponsored by:
 B & B Welding Company, Inc.**



ASA of Baltimore is a trade association of subcontractors and suppliers of construction related materials and services. ASA of Baltimore benefits and promotes the interests of its members and the construction industry through education, legislation and the dissemination of information through social and professional interaction.

***For tickets and more information contact
 Denise Lindross at 410-344-1470
 or Dennis McCartney at 410-388-1100***

B & B Welding Company, Inc.

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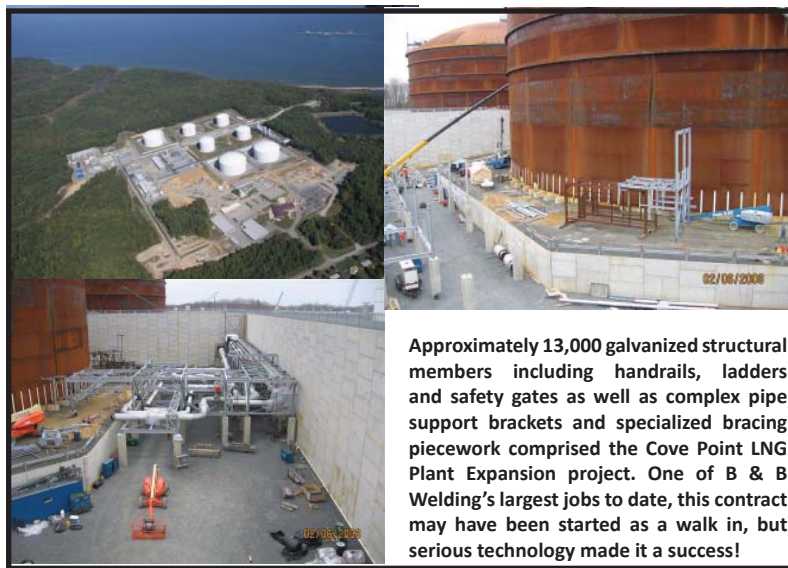
of CB&I as he was headed for the airport. Knowing that the big cranes in B & B's yard meant the capability of moving large pieces of steel, he stopped in to see what the company could offer. "I was the only one here," remembers Ralph Eisenhuth, Jr., B & B shop foreman. "He was impressed with our operation and left some drawings with us for what turned out to be the new Dominion Cove Point LNG Plant expansion." Dennis took the drawings, tweaked their software and turned them into a 3-D model. It ended up being one of their

and railroad engineers and galvanizers and redesigned the sign on their computer system. On May 17, 2008, the sign was finally hoisted onto the circa 1927 railroad trestle, a testimony to the proud industrial heritage of the community and is a continual source of pride for Dennis.

Just as he supports his community, Dennis and his hard working crew at B & B Welding, Inc. are strong advocates for the programs and initiatives ASA of Baltimore promotes for subcontractors. That is why Dennis decided



Gateway to the Community: The Dundalk Heritage Sign, mounted to a 90-year old train overpass, welcomes visitors entering Dundalk, Dennis McCartney's home town, and was a 7 year labor of love.



Approximately 13,000 galvanized structural members including handrails, ladders and safety gates as well as complex pipe support brackets and specialized bracing piecework comprised the Cove Point LNG Plant Expansion project. One of B & B Welding's largest jobs to date, this contract may have been started as a walk in, but serious technology made it a success!

most lucrative jobs to date! Keeping track of 13,000 pieces was done using their new P2 Programs and FabSuite software to scan and barcode each individual item. Because of their diligent quality control measures, each piece ended up fitting despite a mountain of change orders and a tight schedule. "It really put us on the map with CB&I!" Dennis claims.

to sponsor our upcoming Bull and Oyster Roast on November 12 at the UAW Hall in Dundalk. After attending the fundraiser last year at a different venue and being dissatisfied with the affair, Dennis did was Dennis does - took the bull by the horns and signed on as chair of the committee. He is no stranger to running an affair of this nature, having done so for his High School Alumni Association for many years, so he can honestly promised every member who comes out to support ASA this year it will be a party to remember! Get your table today before they sell out. Flyers are enclosed in this issue of Hard Hat News.

A home grown Dundalk native, Dennis believes in giving back to the community that gave him roots. One of his favorite projects involved fabricating and erecting a sign onto the CSX railroad trestle just at the city/county line going into old Dundalk. Dennis was asked to store some compounds for the sculpture at his shop. Once he picked up the pieces he realized he needed to get further involved. "It was going to be a bucket of rust as it was." B & B Welding Company, Inc. worked with county



To create the complex wavy roofline of the Baltimore Visitors' Center, B&B fabricated roof beams of tubular steel that fitted into a grid system. To support the cantilevered north end of the roof (the high point in the wave), B&B constructed two sloping ten-inch pipe columns with stainless steel pins. To hold up the main building, they created architecturally exposed 16-inch steel tubes, or columns.

Join these Sustaining Members! Support ASA of Baltimore! HOW IT WORKS!

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. 60" x 24" Banner – 2 sponsors per banner - to be displayed at all ASA events
2. 1 year Platinum Website Logo Link
3. HHN Spotlight Article w/ framed display copy
4. 1 year - ¼ page color ad in HHN

Mid Level - \$3,000 Gold

1. 60" x 24" Banner – all sponsors on one banner -to be displayed at all ASA events
2. 1 year Gold Website Logo Link
3. 1 year – color business card ad in HHN

Lower Level - \$2,000 Silver

1. Counter top banner with all sponsors on one banner – to be displayed at all ASA events
2. 1 year Silver Website Logo Link
3. 1 year – B/W business card ad in HHN

PLATINUM



Windsor Electric Company



GOLD



SILVER



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OF BALTIMORE

Thanks you all
for your
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Member News

Gross Mendelsohn Expands Staff

Gross, Mendelsohn & Associates, P.A. is pleased to announce that Tammy Lee joined the firm's audit and accounting department as a staff accountant. Prior to joining Gross Mendelsohn, Terry worked at a public accounting firm in Virginia. Lee graduated from Old Dominion University.

Also, Greg Gribben joined the help desk of Gross Mendelsohn's Technology Solutions Group. He attended the Computer Career Institute of Johns Hopkins.

Gross Mendelsohn is a full-service CPA and consulting firm serving the complete financial needs of privately-held businesses, nonprofit organizations and families in the Mid-Atlantic region.

In addition to offering traditional audit, accounting and tax services, the firm specializes in personal financial planning, litigation support, asset management, business valuation and technology consulting.

For more information, visit the firm's website at www.gma-cpa.com.

Goodman & Company Senior Associate Earns CPA License

Goodman & Company, LLP, one of the region's largest certified public accounting firms, is pleased to announce that Christopher Yau, Senior Associate in the firm's Rockville office, has successfully passed the CPA exam.

Yau holds a Bachelor of Science degree in Accounting from Messiah College and joined Goodman & Company in 2007.

With more than 80 partners and 500 professional staff, Goodman & Company is a regional certified public accounting and business advisory firm delivering quality accounting, tax and specialized services with offices located in Chester, Danville, Newport News, Norfolk, Richmond, Roanoke, Rockville, MD, Tysons Corner, Virginia Beach and Washington D.C. The firm is recognized as the fourth-largest certified public accounting firm based in the Mid-Atlantic, and in the top 30 nationally. Goodman & Company is an independent firm associated with Moore-Stephens International Limited. Visit www.goodmanco.com for more information.



Election

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you allow me to meet with you for fifteen minutes and complete this important task. Expect a phone call from Denise or myself to set-up the appointment.

ASA, in conjunction with the other members of The Alliance for Construction Excellence, has already scheduled a evening legislative reception at the Calvert House in Annapolis on Wednesday, January 19th. If you attended last year's reception you will recall we were joined by nearly one hundred of our legislators

including Senate president Thomas V. Mike Miller and Speaker of the House Michael E. Busch. Please mark your calendar and plan to join us as we convey the impact of the construction industry upon Maryland's economy. A flyer will be distributed with the December issue of the Hard Hat news.

One last reminder . . . Don't forget to join us at the Bull Roast on the 12th. Bring your friends and family for a fun evening with ASA!

Robert W. Bertazon ~ Executive Director, ASA
PO Box 43958, Nottingham Maryland, 21236
410-344-1470 ~ rob@asa-baltimore.com

Achieving Greatness: The Value of Association

By Don Yaeger

Association leaders and corporate executives have long recognized that great lessons – lessons in leadership, team building, handling adversity, and managing success – can be learned from their peers in the world of sports.

This explains why some of the most sought after public speakers at corporate events are sports greats – Miami Heat President Pat Riley, Duke basketball coach Mike Krzyewski, former Pittsburgh Steeler running back Rock Bleier and former LSU basketball coach Dale Brown are among the most popular speakers on the circuit. The lessons they teach and exhibit in their world translate perfectly into yours.

In my 20-plus years as a writer for *Sports Illustrated* and author of more than a dozen books, I have been blessed to spend hours interviewing great winners like Riley, Krzyewski, basketball legend Michael Jordan and Hall of Fame running back Walter Payton.

Some of the best lessons I have learned, however, have come at the foot of the greatest winner of them all, the late John Wooden, former UCLA basketball coach and winner of unprecedented 10 NCAA championships. Wooden also was an oft-tapped corporate consultant on the subject of leadership.

Before Wooden's passing, I often traveled to Los Angeles to talk with him about Greatness and the traits of those who have achieved it. One characteristic he was passionate about was that the truly "great" understand that value of association. They know they can only become great if they surround themselves with others who are headed in that direction.

Just a couple of years ago, the then 97-year-old Wooden, his mind sharp as any 30-year-old I had met, got a twinkle in his eyes when told me he had a story to share, one I would enjoy sharing with others.

"Many people, when they ask me about coaching great players, always ask me about my two most famous centers, Lew Alcindor (who became Kareem Abdul-Jabaar) and Bill Walton," the coach said, "But one of the greatest I have ever coached is a player many wouldn't suspect. It was Swen Nater."

I think Coach enjoyed the look of surprise on my face. I remembered Nater, but just barely. What I remembered was that he was cut from his high school basketball team as because, even at 6-foot-11, he was too clumsy to offer the team any value. He didn't give up, though, and several years later made a community college team. He became talented enough that several four-year colleges offered him scholarships.

At the time, UCLA and Wooden were in the middle of one of

the most spectacular runs in all of sports, winning seven of eight national championships. Alcindor had graduated, but Wooden had a new center, Walton, who he thought might be even better.

Nater's community college coach asked Wooden to consider his player. "I was told he could, at the very least, be a great practice opponent for Walton," Wooden recalled. "So I spoke with Swen. I was honest. I told him he could go to a small school and play all the minutes he wanted, or he could come to UCLA, where he likely would never start a game, but where he could play against the best center in the country every day. That's the best I could offer him." Nater didn't flinch. He accepted the opportunity and, as Wooden had promised, he didn't start a single game at UCLA.

"Swen understood that to become the best he needed to associate himself with the best he could find," Wooden said. "There was no better than Bill Walton." Or John Wooden.

When his three years at UCLA were complete, Nater had been part of a team that won a record-breaking 88 straight games and had played for three more national championships – all as Walton's backup.

Nater then made history when he became the first player selected in the first round of the professional basketball draft without ever starting a college game. He played 12 years professionally and now is a senior executive in the corporate offices of COSTCO. His career "is absolutely and directly the result of having made the decision to associate myself with folks who were the very best," Nater told me. "I learned that you are who you associate yourself with."

Coach Wooden was succinct: "Mark these words... You will never out-perform your inner circle. If you want to achieve more, the first thing you should do is improve your inner circle."

At its core, that is exactly why associations hold annual events. Those conventions are a member's opportunity to improve his or her inner circle, to learn and associate with the very best.

Like Swen Nater, I hope that each of you have identified those in your profession from whom you could learn, those who share your passion for greatness. Then, while attending your state or national conferences, introduce yourself, spend time asking and learning what it is they do that makes them successful. These lessons are often transferable.

Then take the lessons home with you. Make your aspirations known to your staff and your membership because they want to associate themselves with greatness, too. You'll be amazed by what you can achieve when you surroaker, New York Times best-selling author and longtime associate editor of *Sports Illustrated*. He speaks on the subject of Greatness, taking lessons from the world of sports and translating them to business and professional audiences. He can be reached through his Web site: www.donyaeger.com.

National News

Invite a Friend to Naples for Business-Critical Education and a Round of Golf

ASA's flagship education and networking event for subcontractors, the ASA Business Forum and Convention 2011, will take place at the Naples Beach Hotel and Golf Club (www.naplesbeachhotel.com) in sunny Naples, Fla., March 3-5.

While you're making your plans to attend, why not encourage a friend you've recently introduced to ASA to come as well? Be sure to tell him/her about not only the business-critical education programming offered to all convention participants, but also the gorgeous 6,488-yard, par-72 championship golf course located on the property.

ASA is giving every *new* member a gift certificate for a registration to the Business Forum and Convention 2011. This non-transferable gift certificate entitles the new member to one free, full registration for any staff member from the member firm.

The convention's new, alternating half-day/full-day format will give you and your friend more free time to network, and explore the convention property, Naples and the surrounding area.

Located in the heart of Old Naples, only 35 minutes from Southwest Florida International Airport (RSW), the beachfront Naples Beach Hotel and Golf Club offers dozens of amenities, including a large beachside swimming pool, a complete fitness center, and a world-class luxury day spa. ASA has negotiated a discounted nightly room rate of \$219 (single/double) for rooms on the nights of March 1-5, and the hotel has waived its resort fee. Wireless Internet is included in the guest rooms. Don't delay taking advantage of these special arrangements.

The ASA convention features educational sessions and special events like the ASA President's Reception, the FASA Golf Outing, ASA's Farewell Beach Party,

and (new this year) the ASA's Spouses' Cookies and Coffee.

Click on "*Register for an Event*" to register through ASA's secure, online system, or call (703) 684-3450, Ext. 1304. ASA members can save \$100 off the regular \$899 registration fee by registering by Feb. 1.

Make your room reservation. The room block cutoff is Feb. 1. Call 1-800-237-7600 and ask for a room in the American Subcontractors Association room block, or reserve online at www.asaonline.com.

Get busy making plans now. And don't forget to tell your friend to bring his/her golf clubs!

Want to Continue Receiving *The Contractor's Compass* in the Mail? Tell ASA!

Starting with the fourth quarter 2010 issue of *The Contractor's Compass*, ASA will mail the magazine to only those members who have specifically requested to continue receiving the magazine in print. All members will continue to receive the e-mailed version of the magazine, regardless of whether they choose to receive the printed version. If you prefer to continue receiving the magazine in your mailbox, tell ASA.

It's easy: Fax or mail the printable "opt-in" request form on *The Contractor's Compass* page of www.fasaonline.com, or submit your request online by visiting <http://bit.ly/9ln72y>. In this time of unprecedented options for receiving information, ASA makes it easy for you to receive the content you want in the format you prefer.



National News

Deadline to Apply for ASA's 2010 Excellence in Ethics Certificate is Dec. 17

Through Dec. 17, ASA is accepting applications for its 2010 Excellence in Ethics Certificate, which recognizes subcontractors and suppliers that demonstrate the highest standards of integrity. Apply now and make sure your company gets the recognition it deserves for having a corporate ethics policy and training program!

A complete description of the evaluative criteria, submission requirements, and the official application form are available on the ASA Web site (www.asaonline.com) under "Education and Events." The Web site offers resources to help you prepare your company's entry, including:

- Model policies, such as a model whistleblower policy and a model non-discrimination and equal employment opportunity policy.
- Model language to request the recommendation letters needed for a successful entry.
- A timeline to help you prepare and gather the documentation your company will need to submit a successful entry.

ASA will honor certificate recipients at an awards ceremony this March at the ASA Business Forum & Convention 2011 in sunny Naples, Fla.

For more information, e-mail education@asa-hq.com.



ASA Works to Repeal Expanded Form 1099 Reporting Requirements

During the contentious health care debate last winter and this spring, ASA was among the first trade associations to warn lawmakers that the expanded Form 1099 reporting requirements included in the law would negatively impact businesses across the county.

After hearing from ASA members during the Champions Academy in September, most members of Congress now realize that expanded reporting requirements would create a huge paperwork burden. Several attempts were made to repeal the law before Congress adjourned in early October, but they fell short.

ASA is calling on Congress to eliminate this new burden. Visit <http://capwiz.com/asaonline> and click on "Take Action to Repeal New 1099 Requirements" to ask your members of Congress to make repealing this law a legislative priority when they return to Washington.

For more information, contact ASA at GovernmentRelations@asa-hq.com.

Tell Congress to Make Estate Tax Reform a Priority

Tell your members of Congress to consider estate tax reform when they return to Washington, D.C., for their "lame duck" session after the congressional elections. If Congress fails to act, on Jan. 1, 2011, the estate tax will increase from zero to 55 percent with a tax exemption for heirs set at \$1 million. Visit <http://capwiz.com/asaonline> and click on "Enact Estate Tax Reform NOW!"

For more information, contact ASA at GovernmentRelations@asa-hq.com.

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Foy Safety Consulting, Inc.
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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.

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You find this year's ASA Educational Seminar Series timely, meaningful, and immediately beneficial. Our intention is to offer it affordably, so that you will consider attendance to share your ideas and best practices for our mutual success; after all, that is the greatest benefit our organization can offer.

We start this year with a common theme; survival techniques in this economy. Two of our greatest concerns is getting work and getting paid for work we've done. Our first two seminars deal with these very issues. Our third seminar updates us on the status of the healthcare reform act and its impact on our businesses.

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Email: rob@asa-baltimore.com

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Tuesday, November 9
Membership Committee
9:30 am

Board of Directors
10:30 am
ASA of Baltimore Office



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