Perception / Reality; The Construction Industry Workforce

We exist in a world where enormous energy is devoted to steering the career choices of today’s youth. We notice it as we are bombarded with ads from for-profit universities like Strayer, Phoenix, Capella, and many others. We sense it as the media reports a need for more women in computer science and for more funding of the arts and education. But you feel it as you search for qualified design and construction industry personnel. It has become more daunting than ever.

In recent discussions with a number of industry executives including Ed Audy with Waverly Construction & Management, John Stahl of Swirnow Building Systems, Sherrie Kormann of Marshall Craft Associates, and Paul Hume of GWWO Architects, there is common concern that a shrinking design and construction industry workforce is more than just a cyclical phenomenon. Each has noticed similar trends for years; stating that there are many capable young men and women entering their field but not enough to off-set the general loss through retirement and various forms of attrition. Hume noted that the architectural field is losing as many as two thousand architects per year. This is far more than those simultaneously entering the field. Coupled with predicted economic growth for the industry, this is challenging for businesses attempting to plan for the future. At the same time, it is a missed opportunity for our youth.

While these executives’ sentiments could be viewed as somewhat anecdotal, a recent survey conducted by the Maryland Center for Construction Education and Innovation (MCCEI) concluded that “… Maryland’s construction workforce is simply not prepared for the industry’s future …”. Its report cited concern for a growing shortage of skilled crafters and construction supervisors. The study touted development of new technologies but offered a cautionary note. There is a need for more education, programs, and general awareness so that these technologies can be disseminated broadly enough to meet the ultimate demands of the market.

As an extension to the MCCEI conclusion, local economist Anirban Basu has commented that design and construction segments of our local market make up a meaningful portion of the State’s workforce and have an important influence on the Maryland economy. Within the industry, current rates of retirement and disenfranchisement outpace the rates of those skilled...
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Once a week, homeowners grab their refuse and recyclables, take them to the curb, walk away, and return a couple of hours later to find empty trash cans. But where does it go from there? A recently upgraded facility in Baltimore County, Md., revealed many of these answers.

AIA Baltimore and the Maryland Construction Network held a behind-the-scenes tour of the newly-completed Central Acceptance Facility. The Maryland Environmental Service (MES) operates the recycling and disposal site for the Baltimore County Department of Public Works. Upgrades included the design of a new transfer facility, as well as improvements to the existing municipal recycling center, in order to better serve the needs of residents.

Once trash is picked up from a homeowner’s curb, residential and commercial haulers continue on to a transfer facility to load the waste onto bulk tractor-trailer haulers for transportation to processing or disposal facilities. The county’s new transfer facility was designed to replace the existing aging facility, expand capacity, and significantly improve the overall operation. In order to facilitate continued use during construction and accommodate an extremely aggressive schedule, Sparks-based engineering firm KCI Technologies worked closely with the county and MES to phase the design and construction of the upgrades into two projects. “There were a lot of technical aspects to consider in bringing all of the pieces together,” said KCI Project Manager Dan String, PE. “It was essential that we kept communication lines open and coordinated with all the parties involved in order to get the facility up and running on schedule.” The design of the transfer facility was completed in Summer 2012, with construction beginning that fall. The two-bay top loading facility now accommodates both residential and commercial haulers, and employs mixed waste processing equipment to separate fiber and metal products.

During construction of the transfer facility, KCI completed the design of the infrastructure improvements to the Material Recovery Facility. Previously, homeowners had to sort their recyclables into separate commodities before putting them out on the curb, but a new recycling system has changed that. Now recyclables can be put into one bin and are sorted into marketing commodities by a new Single Stream Recyclables Processing System (SSRPS) which was constructed inside of the existing Commercial Material Recovery Building. It can process 35 tons of recyclable materials per hour. A portion of the former facility was also converted into a warehouse/shipping facility to support the SSRPS. Additional infrastructure improvements included a scale house replacement and a truck wash.

These new designs and construction improvements have made the entire process more efficient and cost effective for Baltimore County. An official ribbon cutting ceremony was held on November 19th to unveil the newly-completed facility.

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Social Media Coordinator
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5 Tips to Maximize Your Business Sale Price

The goal of every contractor’s business succession plan is to maximize value, to reduce tax burdens, and to provide other desired benefits. These other benefits may be keeping ownership within a family, making sure a company name lives on, or I have even seen where agreed maintenance of a lovingly restored historic building made the difference. I call this creating an extraordinary exit. As business brokers, business valuators, and succession transaction specialists these tips are what we see successful contractors, engineers, and suppliers do to create an Extraordinary Exit.

1. Start early. I used to put this item last but I am moving it to number one because it is so rare AND so critical to success. Contractors and engineers who “want to sell” and start early win much higher prices and better sales terms. Start by having a valuation or marketability assessment done by a valuation firm that actually sells construction and engineering businesses. Most owners start late, “have to sell,” and are not pleased with the results.

In any event the timeframes are long. It can easily take 3-5 years to properly prepare a contracting business for sale. (You think the business is ready but it is not). Once the business is ready even a simple all cash offer generally has 1-2 years for an owner employment agreement and purchase price escrows. Non-compete provisions tend to be 3 to 5 years. Seller financing can extend for 3 to 10 years.

2. Be highly profitable. You are selling last year’s and next year’s cash flow. This means your profitability should equal the top 25% of your competitors. Think of it this way, do you pay your salespeople big dollars for what they did 5 years ago or their potential that will take 2 years of hard work? “Never” you say. Neither do construction company buyers.

3. Have defined business systems that work. A system that works is where, “ordinary people get extraordinary results every time”. Continuously improve the systems to keep up with technology. Make sure you have a sales system that is not dependent on you (a common error for contractors). For example, would you rather buy a systematized fast food restaurant or a celebrity chef restaurant without the chef? Have a dashboard or other key metrics to gauge how your business is running before the historical accounting statements come out.

4. Have key people in place that can run and improve your business systems that will stay after the sale. Most business’s most important assets leave every night and hopefully return every morning. Treat your key people well and have golden handcuffs in the form of stock options, stay agreements, etc. to keep them around.

5. Most important for contractors because of the cyclical nature of the business. Have a plan B. Even if you are convinced you will sell to a strategic buyer have a management buyout option that really can work (as in the manager is ready, willing, able, and you have discussed this with him or her) and vice versa. This requires hard work and early actions. Which takes us back to Tip 1, Start Early.

Contractors, engineers, and related business owners who follow these tips will have an Extraordinary Exit.

Gregory Caruso, Esquire, CPA, CVA is a Principal, Harvest Business Advisors in Columbia, Maryland. He regularly works with contractors, subcontractors, suppliers, engineering companies and others. He has been involved in more than 50 sales transactions as a broker, and hundreds of management buy-outs, family transitions, and sale transactions as a business valuator, lawyer and principal. [www.harvestbusiness.com](http://www.harvestbusiness.com), gcaruso@harvestbusiness.com, 410-507-5441.
BMA’s West Wing and Northwest Cone buildings house the Contemporary Collection and were redeveloped as the first phase of an overall $20.5 million renovation. The project involved multiple structural and infrastructure improvements, new lighting systems and new finishes in the galleries, new roofs, and skylight replacements. The black box theater was relocated and equipped to display film, video and digital art.
Every business faces a variety of issues (past, current, unknown, and future) that may adversely impact their operation and profitability. Identifying and managing risk for your company requires more than a cursory look at insurance policies once a year. In fact, insurance may be a small part of an overall risk management program.

Look at your business as if you did not have any insurance or contracts in place. Look at the risks and hazards facing your company as “self insured” first. This will give you the basis for an effective Risk Management Program.

What are the risks to your company?
- Injuries to employees
- Injuries to others
- Loss or damage to your property
- Loss or damage to the property of others
- Hazards in and outside of the workplace
- Financial loss
- Problems from your work product
- Loss of customers
- Loss of revenue
- Unexpected expenses
- Contractual
- Regulatory
- Legal

Once you have outlined the risks your company faces then you can determine the most cost-effective way to manage those risks. That becomes your Risk Management Program.

Most companies have some of the components of a Risk Management Program already in place but, it is important to re-evaluate your risk on a continuous basis as things change.

You can split your Risk Management Program up into an administrative function and field operations.

The administrative piece consists of:
- Self Insurance: deductibles, retentions, and uninsured exposures
- Insurance: risk transfer for a premium
- Contractual: risk taken on and risk transferred

The field operations piece consists of:
- Loss Prevention and Claims Mitigation

Each of these fits into your Risk Management Program and will give you what your company’s total cost of risk is. Most business owners look at their insurance premiums as their cost of risk which is far from the truth. You may think you have a “great deal’ but the costs may be much more than you think.

Contracts are one of the most important parts of an effective Risk Management Program. Without knowing what risk you have assumed, or what risk you have put on someone else, you cannot protect your company. The most common mistake contractors make is signing a contract without carefully reviewing it. This may also require your legal representative and insurance broker to review it as well.

Every company can have an effective Risk Management Program that addresses their needs and the exposures they face. You need to take the steps to really understand what risks you have and the most cost-effective way to deal with them.

When you go to Vegas and roll the dice at the craps table, you know how much money you have at risk. You can win, lose, or not take the chance. The same thing applies to the risks your company faces. It might take a little digging to really understand what is at risk, but the effort is worth it. You are protecting your bottom line and perhaps the viability of your company.

Richard Shaw is a Vice President with CBIZ Insurance Services, Inc. and has over 25 experience working with clients to help them manage their risk. You can contact Richard at rshaw@cbiz.com.
What is a joint venture and how does a company go about structuring one?

A joint venture is an association of two or more entities to carry out a single business enterprise for mutual benefit with the understanding that each is to share in the joint venture’s profits and losses and have a voice in its management. If a business decides to enter into a joint venture, the following should be considered when structuring the joint venture.

The scope of the joint venture should be clearly defined, stating specifically what the goal of the joint venture is. The form of the joint venture should be identified – for example, will the joint venture be a corporation or an LLC. The specific duties and responsibilities of each party to the joint venture should be clearly stated. How allocation and distribution of profits, losses and revenue will occur should be clearly stated as well.

In addition, the term of the joint venture should be defined and should include a specific commencement and termination date as well as how the joint venture will be terminated. Restrictive or non-compete covenants should be considered. Whether any conflicts may arise from joint venture parties’ business interests not involved in the joint venture should also be considered. A bank account should be set up where proceeds from the joint venture will be deposited once parties to the joint venture agree on terms for how withdrawals from the account will occur. Tax implications should be considered as well as how to handle any disputes that may arise between parties to the joint venture.

A multitude of unintended and undesired consequences may result if the joint venture is not properly structured. Therefore, a business desiring to enter into a joint venture should consider obtaining legal advice on how to structure the joint venture.

For more information contact:
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In March 2012, OSHA revised the Hazard Communication Standard (HCS, HazCom) to align with the Globally Harmonized System (GHS). The revised standard is being called - HazCom 2012. From my conversations over the past 3 months it seems at this point, six weeks away from the first training deadline, many manufacturers, distributors, and employers are still not aware that a change has taken place.

The Globally Harmonized System was developed by the United Nations as a global approach to classifying hazardous chemicals and communicating those hazards via labels and safety data sheets. OSHA’s alignment of the HCS with GHS brings changes for everyone covered by the HCS. Changes include the subdividing of physical and health hazard classes into sub-categories based on severity, as well as new formats for safety data sheets and labels.

Manufacturers and distributors must reclassify their chemicals and provide GHS-formatted safety data sheets and labels to downstream users. Employers must train their employees on GHS and make any necessary updates to their HazCom programs including workplace labeling strategies. This sounds like a lot of work. Where do you start? Look through the following key deadlines to determine what your next step(s) will be for compliance with the revised HazCom 2012.

First HazCom 2012 – Deadline: Dec. 1, 2013 (Employers)

Employers must train all of their affected employees on how to read GHS-formatted safety data sheets and labels. OSHA makes this the first priority because GHS-formatted documents are already making their way into U.S. workplaces and can be very different from what workers are used to seeing. I personally can’t say that I have seen the new GHS-formatted documents but that won’t stop OSHA, MOSH or VOSH from requesting your training documentation for this first deadline.

Second HazCom 2012 – Deadline: June 1, 2015 (Manufacturers & Distributors)

Manufacturers and distributors must reclassify their chemicals and produce GHS-formatted safety data sheets and labels for items shipping to downstream users. One big change the GHS adoption brings to the HazCom 2012 is the way hazards are classified. Manufacturers and distributors must reclassify their chemicals based on GHS criteria.

Third HazCom 2012 – Deadline: Dec. 1, 2015 (Distributors)

Distributors get an extra six months to distribute products with old labels and SDSs. The last day for distributors to divest themselves of old products is Dec. 1, 2015. OSHA granted this extension to accommodate distributors that may receive shipments too near the June 2015 deadline to easily comply with it. However, by December 2015, all manufacturers and distributors operating in the United States must be fully compliant with GHS.

Fourth HazCom 2012 – Deadline: June 1, 2016 (Employers)

Employers must be fully compliant with OSHA’s adoption of GHS at this time. They must complete any necessary updates to their hazard programs and workplace labeling procedures, and all affected employees must be trained on any new hazard or safety procedure identified during the chemical reclassifications done by manufacturers and distributors.

A few additional points of information for this final deadline:

- Employers will not be exempt from complying with either the old HazCom Standard or the new one (or some combination of the two). In other words, employees must not lose any of the protections they had under the old HCS.
- HazCom 2012-compliant workplace labels (also called secondary container labels or in-plant labels). This is one area where OSHA is a little more flexible. Employers can continue to use their current workplace labeling systems.

Continued On Page 10
June 1, 2016, may seem a long way off, however it is likely to come more quickly than you will want. Start now! There should be plenty of time for everyone to transition safely and efficiently to GHS and HazCom 2012 compliance. Employers still using paper-based solutions to manage SDSs might want to consider the ways an electronic system can provide additional resources for tracking and flagging GHS documents and producing workplace labels in the OSHA-preferred GHS format.

Stay safe,

Terry L. Foy
President
Foy Safety Consulting, Inc.
foysafety@comcast.net
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Reference: OSHA Adopts GHS – Now What?
By Glenn D. Trou

Gilbane Building Company, a privately-held, family-owned firm, provides full construction management consulting and facilities-related services.
Demographic trends seem every bit as unimpressive. The youngest of our baby boom generation become 50 this year. It is likely that the youngest of the mini-boom begotten by them are now teenagers. The largest segment of this mini-boom group then is older, and therefore, has already picked a career path.

Given these predictions and the competition for labor from the arts, science, technologies, humanities, and social sciences alone; our industry is behind in the race to attract human resources. This should be a wake-up call for most of us. The design and construction industry is being out-sold by competing career paths at the same time as the population subset most likely to become the skilled labor of our industry’s future is flat or in decline.

There is no question that the recession upset labor demand but perception about our industry is a big issue. While construction is a physically active industry, it is exciting and rewarding as well. The direct link between cause and effect of the industry can be fulfilling to workers who enjoy working with their hands. They can design or manage a process that quickly evolves to become places where people live, worship, work, shop, and play. Trends in both design and construction fields are exciting as well. Development of cutting edge software like Building Information Modeling (BIM), on-screen estimating software's, GPS measurement, and the inclusion of green and renewable design concepts have the potential of bringing excitement and energy to a new generation of designers and contractors. And, there is enormous satisfaction that comes from being a member of a team that produces something which brings joy and function to society.

Historically, the industry has paid well above the living wage rate with mechanics, supervisors, and project managers, having earning potentials ranging from $40,000 to $100,000 plus. The relatively fragmented nature of the industry sets the stage for even higher possibilities including those of business ownership. According to Basu, there is a massive return potential for those who get in now. The challenge is in trying to connect young people to opportunity.

What should, or can be done, to make this connection? While the fragmented nature of the building industry creates opportunity; the industry itself is part to blame for its condition. Business executives and small business

Continued On Page 12
mind-sets tend to bring focus to the immediate needs of their organizations. Yet many local businesses agree that there is an implied responsibility to support the next generation of workers. Buy the voice must be louder if we are to make connections with these young men and women and; it needs to be soon. There isn’t much time left to begin focusing on long-term labor issues.

Today, there are a number of independent programs but very few coordinated attempts to promote the future of the industry. Organizations such as:

- The Building Congress & Exchange Foundation vets and funds organizations which support a mission of design and construction educational programs and supports the development of these programs.
- ACE Mentor engages, excites, and enlightens high school students toward careers in architecture, engineering, and construction through mentoring.
- Living Class Rooms, through their Fresh Start Program, uses carpentry as a medium to teach reading, writing, math, history, and science.
- The Maryland Center for Construction Education and Innovation (MCCEI), local community colleges, and technical schools provide technical education and training.

All of these are doing great things but they need help in order to make a bigger difference.

Most successful businesses are accustomed to reacting to problems by focusing on solutions. It is time for business leaders to get involved. An investment of time and money today will have a payback which will be vital for the future of our industry.

By: John F. “Jef” Eyring
President
Waverly Construction & Management Company

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¹ The Corporate Membership Rewards program is for eligible Commercial Card Clients. Terms, conditions and restrictions apply; for a copy or for more details, call 1-800-800-8004.
² Actual float time will vary based on the date of the charge, the billing cycle cutoff date, and the payment date.
³ The number of checks cut will be reduced based on converting suppliers to card payments.
Fraud Alert: How Contractors Can Stay On Guard

Every type of company is vulnerable to fraud. But contractors have it particularly bad. You’ve got the money coming into the office. You’ve got the equipment, tools and supplies on the job site. And, often, you’ve got operations spread out over several locations. For these reasons, construction company owners must always be on guard for fraudulent activity.

Where are you vulnerable?

The best question to regularly ask yourself is: “Where are we vulnerable?” The answer can change as your company grows or takes on different types of jobs.

For example, say you have a project that results in an abundance of scrap metal. This material is a valuable commodity, especially during periods of economic uncertainty. An unscrupulous employee, acting in collusion with an accomplice in the scrap or junkyard business, can order more metal (copper is particularly in demand) than you need. He can then hide the cost in job reports and sell the excess to the accomplice for cash.

To prevent this type of fraud, make sure no one person is responsible for both ordering materials and approving their costs. Additionally, someone other than the person who orders materials should check them in when they arrive at job sites.

Another example pertains to contractors who have moved into the maintenance and repair sector. In this scam, an outside mechanic submits phony maintenance and repair invoices. An employee then approves them and splits the payment with the mechanic.

Again, oversight is the key to preventing such schemes. Someone other than the employee who approves maintenance costs should review invoices. If a cost seems off-base, the reviewer should check with equipment operators to see when — or whether — the work was done.

Is your office safe?

Of course, fraud doesn’t threaten only the job site. As always, you must keep your office staff alert to external scams of all sorts.

One example that may seem shockingly simple but sometimes succeeds is the “dead vendor” trick. Someone sends you invoices bearing the logo and letterhead of an apparently legitimate vendor. What you don’t know is that the company in question is either closed or about to close because the owner has recently died or retired. Before you’re aware the company is “dead,” you’ve paid the bogus charges and the fraudster is off to another scam.

To prevent this one, be sure to always pay close attention to invoices. Consider setting up an approved vendor list, and train your staff to double-check any unfamiliar vendors or unusual orders.

Are you in control?

In addition to the frauds we’ve mentioned, construction companies are unfortunately subject to the same internal rip-offs that all businesses must guard against. To protect yourself, be proactive.

Establish internal controls that make it difficult for fraudsters to succeed, and adopt a “zero-tolerance” policy toward any type of unethical behavior. Make background checks a routine part of your hiring procedures, and incorporate the basics of fraud deterrence in your employee training programs. (Your CPA can coach you on exactly what these basics are.)

Among the most common ways fraudsters get caught is when someone sees something and tips off management. So invest in a third-party tipline and make sure all workers know their responsibilities in reporting suspicious behavior.

Beyond that, work with your site supervisors, financial advisors and office administrators to identify and address weaknesses in your operations that could lead to fraud. If the same person who pays the bills also approves purchase orders and reconciles the accounts, for example, it would be easy for that person to write fraudulent checks undetected. Assign the job of

Continued On Page 15
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reconciling the accounts to someone else, and fraud becomes much more difficult.

Did you see that?

No contractor can see everything that goes on at his or her construction company. But by always being alert to the latest fraud threats, you can increase the likelihood that you’ll deter those who try to steal from you and catch those who do.

Daniel J. Wahlberg, CPA is a partner at Hertzbach & Company, PA, in Owings Mills, Maryland and Rockville, Maryland. He can be reached at (410) 363-3200 or by emailing dwahlberg@hertzbach.com.

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This non-profit organization is currently in its infancy stages and can benefit from the support of local and national sponsors. The pending 501(c)3 is based in Baltimore, Maryland and is directed by Baltimore City native, Derrick Brooks. Contact us for more information to include program participation, donations, and sponsorship opportunities for 2014 and beyond.

Contact : Coach Derrick Brooks
Email: train2win2012@gmail.com  Phone: 443.558.8343 or 443.739.8146  Online: Instagram @train_2_win
Then Here Are Four Things To Do Well.

In a recent meeting, Peter Van Buren, President of TerraLogos Energy Group and Director of Sales and Marketing for Efficient Home, Inc. brought up four duties that anyone who wants to make and lead substantive changes must perform well and sustain. By its very nature, business and sales involve the on-going management of change. Peter has published his blog on the topic. He and I worked on the additional content below for this four-part blog series.

Part I: Communicate

The first duty is communications. Few of us love change. In order to accept it, we must learn what the change is, why the change is necessary, what the change means for us and how we might benefit from it. If this sounds like Simon Sinek’s WHY, it is. Sinek’s 18-minute video on THE WHY is always worth revisiting so here is the link.

Communications must be viewed as a circle, not as a straight line. Just because a message is sent does not mean that it is received and understood. So, the message must be sent in a way that the people who must understand it will accept it. Then the message must be tested for understanding and reinforced. And remember that every vacuum in communications is filled with negative assumptions. So, be sure to sustain positive communications about the change to fill and eliminate vacuums.

Part II: Facilitate

Facilitation is a skill that requires asking questions, testing for understanding and getting everyone in a meeting involved in discussions. It is a powerful way to teach because it enables people to learn by understanding rather than by being force-fed and lectured to. It also sends a message that their intelligence is recognized rather than overlooked. Facilitation involves your participants in the discussion so that they do not feel as if you are talking down to them. Asking people their reaction to the coming change gives valuable feedback on its impact and on the potential ways and timing of implementation. Facilitation can generate understanding, acceptance, ownership and hopefully enthusiasm. Facilitators ask open-ended questions— questions that require some thought to answer, not just a simple “yes” or “no” answer. The questions that generate “yes” or “no” answers are closed-ended and good for prosecutors, not facilitators.

Part III: Lead With Passion

Think of all the times in your life when you have been inspired (another Simon Sinek point.) If the inspiration came from a person, did you sense a fire within them, a strong belief in what they were saying? Think of the times in your life when you have inspired someone else or a group of people. Did you feel a fire within yourself? Passionate belief can scare people. It can give them an excuse to dismiss what you say as a fanatic or worse. But properly managed, the passion for necessary change can inspire people to come along, if it is communicated well and reinforced. If you were alive that August day in 1963, it would have been almost impossible not to be inspired by Martin Luther King’s “I Have a Dream” speech. Or to hear Ronald Reagan say to Mikhail Gorbachev “Tear Down that Wall.” Since those two passionate speeches were given, just imagine the millions of lives that have been affected and have been changed. The change that you need to inspire may
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not be as cosmic as those examples, but consider the importance of the change you want to make, and lead with this passion.

Part IV: Patience With A Sense of Urgency

Trying to be patient while maintaining and communicating a sense of urgency may be the most difficult task of the four change agent duties. Remember that you are ahead of the others in considering and accepting the change. You need to bring them along with you by helping them to understand the change that must occur. You have to be patient with everyone as they too come to understand, accept and be inspired by what has to happen. At the same time, there have to be targets set and milestones passed, so that the change can be successfully implemented. If it is a new service that will differentiate your business, the window of your advantage may close quickly. So tasks must be accomplished and results tracked. This is why clear communications must be sustained, every opportunity to facilitate understanding taken and inspiration repeated to rally the troops from discouragement when the inevitable obstacles present themselves.

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January 22, 2014
Direct Connect Networking Event & IMAGINiT Technologies Educational Program
3:30 – 5:00 p.m. & 5:00 – 7:30 p.m.
Union Jack's British Pub
10400 Little Patuxent Pkwy
Columbia, MD 21044

March 6, 2014
Direct Connect Networking Event & Towson Golf & Country Club Open House
5:00 - 7:30 p.m.
Towson Golf & Country Club
12801 Stone Hill Rd
Phoenix, MD 21131

April 10, 2014
Small Business Seminar:
Joint Venturing & Partnering
Pessin Katz Law P.A.
901 Dulaney Valley Road, Suite 400
Towson, MD 21204

April 16, 2014
Project Tour: Gilbane at Morgan State

May 13th, 2014
Direct Connect Networking Event
TBD

June 2014
OSHA In A Nut Shell Seminar
TBD

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