I hope by now everyone who is reading this has already been put through the “scare” about SILICA. I will attempt to glean some of the key points for you without going into detail.

SILICA exposure can be dangerous however it can be reduced with proper equipment and control measures put in place. One of the main health effects of the exposure is silicosis. Silicosis is an irreversible, often disabling and sometimes fatal fibrotic lung disease.

- **Chronic silicosis** is the most common type of silicosis and usually occurs after at least 10 years of exposure to respirable crystalline silica.
- **Accelerated silicosis** may occur within 5-10 years due to high levels of exposure.
- **Acute silicosis** may occur within a few months to less than 2 years due to extremely high levels of exposure.

Symptoms of silicosis may include:

- Shortness of breath.
- Cough (with or without blood or mucus).
- Fatigue or weakness.
- Night sweats.
- Fever and loss of appetite may indicate other diseases associated with silica exposure such as TB infection or lung cancer.

- There may be no symptoms for early stages of the disease.

Other health effects of Silica exposure:

- Crystalline silica has been listed as a known

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**SILICA – The New Buzz Word Throughout The Construction Industry**

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*Continued On Page 27*
Meet & Greet

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Website Accessibility
Problems & Best Practices

Are you reading this article on a computer? I would venture to guess that you are. How did you access this page? Did you have to navigate through multiple web pages? While you were at it, were you surfing the internet, doing some online shopping, watching a video, reading some other articles on the web? My guess is that many of you already did (or will likely do so after reading this piece).

We use computers at school, at work, and at home. Every day, we log on to websites to conduct research, to shop, to check the news, to listen to music, and even to watch shows and movies. The internet has become an indispensable tool for nearly every facet of life.

When most people log onto a website, they take for granted their ability to read a webpage, navigate links, click through web-content, and consume media. Yet, for many people, parts of the web are inaccessible and unusable. Blind individuals, individuals with low vision, individuals with limited manual dexterity, and individuals who are deaf or hard of hearing are adversely impacted by websites that are either incompatible with assistive technology or that lack features that enable these individuals to access and comprehend the website. For these individuals, using the internet can be a cumbersome, clumsy, and nearly impossible task.

“Website accessibility” is a term used to describe the functionality of a website by individuals with disabilities that may or may not use assistive technology to operate the website. The issue of website accessibility has become a growing concern for educational agencies as the use of computers and the internet becomes a bigger part of education programs and an important tool for distributing notices and information to stakeholders.

Recognizing that many school websites contain barriers to access for individuals with disabilities, the U.S. Department of Education Office for Civil Rights (OCR) has recently targeted local and state education agencies and schools for investigation and enforcement on the issue of website accessibility. Government standards for accessibility are in the works, but in the meantime OCR has adopted a set of generally accepted guidelines governing accessibility called the “web content accessibility guidelines” (WCAG). WCAG is based on 4 principles:

1. The website must be **perceivable** (i.e. provide text alternatives for images, provide captions for multimedia, present content in different ways, make it easy to see and hear content, contrast alternatives)

2. The website must be **operable** (i.e. make all functionality available through a keyboard, help users navigate content, adequate time to perceive content)

3. The website must be **understandable** (i.e. text is readable, content operates in a predictable way, user can correct and avoid mistakes)

4. The website must be **robust** (i.e. website is compatible with assistive technology tools)

OCR’s authority for investigating website accessibility complaints derives from its jurisdiction to enforce Section 504 of the Rehabilitation Act (applicable to federal funding recipients) and Title II of the Americans with Disabilities Act (applicable to state
It's not all about finances

Are you the type of person that can handle repairs around the house? Do you enjoy decorating, painting and updating? Then perhaps, owning a home is for you. Or do you prefer to have everything taken care of for you? Or maybe you want a bunch of amenities such as a pool and gym – it may make sense to rent.

Buying a home is likely the biggest financial decision you’ll make. You don’t want to be house poor; make sure you do your research and feel comfortable with all the expenses associated with a new home.

### How long are you planning to stay?

How long you intend to stay in a particular area could have a huge impact on your decision to rent or buy. If you’re the type of person that likes to jump around to different towns and change jobs often, buying a home might not be for you. The longer you stay in a home, the longer you have for your home appreciates, and your mortgage debt is being paid down.

### Does it make sense financially?

Buying a home requires a large initial investment. Closing costs will be approximately 2 to 5% of the purchase price. That’s on top of your down payment, which most lenders require 20% down to avoid private mortgage insurance. Don’t forget property taxes, homeowner’s insurance and escrow costs. If you feel comfortable with all the initial and ongoing costs, then it may be time to start looking for your future home.

### Location, Location, Location

Do your research. Housing markets affect whether it’s best to rent or buy. Depending on the area, sky-high rent prices or over priced homes may be the deciding factor. Review your finances and decide how much you’re comfortable with paying each month and determine which is best for your situation.

### How’s your credit score?

Run your credit score and see where you fall. Your credit will determine what interest rate you will get on a home loan. If your credit isn’t great, it may be a good idea to rent and work on improving your score. Paying down any debt, paying your bills on time, and ensuring your credit report information is accurate are all ways to help improve your score.
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It’s OK To Be A Copycat If You Copy The Right Cat

A friend of mine, Donovan Simpson, is an entrepreneur who runs a farmer’s market. He told me about his plans to expand his business, and I asked him what steps he is taking to reach his goals.

He explained that he has been visiting all of the successful markets in the area and learning all he can about how they run their businesses. His theory is that you don’t always have to reinvent the wheel in business. Sometimes you just have to figure out how the good businesses do things and imitate them.

One of my dad’s critical rules for success was: “Don’t criticize; analyze.” This is a great way to approach looking at your competition in business.

As many of my regular readers know, I frequently write about some of the top performers in my industry and the philosophies and habits that make them successful. I have been very fortunate and grateful recently to realize how much respect the people in my industry have for one another, even though we are fierce competitors. But that’s not always the case.

Instead of focusing on what makes others in my industry top performers, I could become jealous and bitter. I could write about how I don’t like the way they do business, while ignoring the fact that their clients clearly do. People take this approach every day.

If I focused only on my criticisms, especially if they were driven primarily by jealousy, I would miss the point. Individuals and companies who reach the top in this industry don’t get there by accident. Sitting around griping about them wouldn’t do anything to change the fact that they have something – a philosophy, a business practice, etc. – that makes clients want to work with them and that makes them more successful than everyone else.

But if I put aside jealousy and bitterness and focused instead on what they do that makes them so successful, I could use the things I learn to improve my own skills and add to my own success. I could give credit where credit is due and acknowledge that sometimes you don’t have to reinvent the wheel in business.

You just have to figure out what the successful people are doing right, and then put your focus and energy into finding ways to incorporate those things into your own business.

Ro Waldron

Ro Waldron is a commercial real estate broker and author with 28 years of experience in the Washington, D.C. area market. Through his vast experience in commercial real estate Ro adds value for his clients using his knowledge, connections and successful track record with many of the major players in this market.

Ro's experiences in commercial real estate and as a player and coach on NCAA college football teams form the basis for his successful blog, “Ro's Words of Encouragement.” To learn more about Ro, please visit www.rowaldron.com.
The Value Of Setting & Meeting Expectations

A construction company has the same opportunity to differentiate itself as any other business—by creating high customer satisfaction. The Institute on Customer Service in London, U.K. has many years of data showing that companies with higher customer satisfaction ratings are on average 45% more profitable than their competitors. One key element of customer satisfaction is trust, whether you are in a relationship business or not. (Is there any business that is not a relationship business?) And what is a cornerstone of trust? It is telling customers what to expect from your business and doing everything possible to consistently meet those expectations. And when you are unable to meet those expectations, you are better than your competitors at dealing with the situation.

You may see or hear advertisements from companies that tell you that they will exceed your expectations. How do they know what they are? In marketing parlance their assertion could be viewed as an unsupported claim. What customers want is to know what to expect and your performance in meeting those expectations is rewarded with their trust. Think of all the companies you deal with as a business and as a consumer. Why do you do business with them? How much of your decision is based on the fact that you trust them? And why do you trust them?

In construction, you are probably dealing with two basic types of customers: those that are very experienced in construction projects and those that are not. The ones that are experienced are likely to be quite clear in their expectations either through their request for bids or their responses to your questions about what they expect. Even if you have the winning bid, managing the project should include regular measurement of the customer’s views of expectations met.

For customers who are not experienced in utilizing construction services, the burden of educating them on what to expect falls on you. You probably already have a storehouse of knowledge of what to tell them based on your experience in being in the business. You could ask them how they would like to see their project proceed and how they want to be kept informed of progress. You can also warn them of the surprises that happen on every project and how weather and local government oversight can affect construction progress.

Whether your customer is an experienced consumer of construction services or not, remember the adage that every vacuum in communications is filled with negative assumptions. Be proactive in communicating good news and bad. Take calls, respond to e-mails promptly and make sure your customers understand what is going on with their project. Just because you send a message does not mean it was understood. Communication is really a circle not a straight line. You send a message and then test to see if there are questions and if so, get them answered.

There are significant rewards for all this effort in communicating and consistently meeting customer expectations. You create trust in you and your business, which generates positive word of mouth. You build your personal and company brand. You sustain a successful organization, which attracts good employees. You differentiate your company in ways that competitors find very difficult to imitate. And, you will likely be the most profitable company in your territory.

Paul Riecks is a Principal at INSIGHT. At INSIGHT, we believe that every business has the opportunity and the potential to be as successful as its owners want it to be and deserves the chance to reach that potential. One of the best resources available to business owners and CEOs for help in reaching their company’s potential is the deep pool of knowledge shared with other business owners and CEOs. So what we do is form INSIGHT Groups—each with 10-15 owners and CEOs—and facilitate their monthly meetings where they advise each other, share ideas and experiences and gain the clarity they need to achieve the success they seek. www.gaininsight.net
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For more information on this effective and efficient member benefit, contact MCN’s Verna Regier at 443-982-7329 or at verna@mdconstructionnet.net.
A ladder is an important tool at construction sites, designed to take you on a vertical path from point A to point B. It is simple in its design, yet hundreds of construction workers are injured or killed in accidents involving ladders every year. Who would ever think that such a common tool with minimal moving parts could be so dangerous? Ladders, while simple, are unforgiving when they are misused. The following are some tips for choosing the proper ladder for the job and using it safely.

**Choosing a ladder.**

Select a ladder that is safest and most useful, ensuring it is the correct length to safely reach the height of the work area. Check that the ladder is of the correct duty, or weight rating, posted on the ladder. The combined weight of the worker, the tools, and the materials used on the ladder should never exceed the weight rating. Check for any missing or broken rungs or any other weaknesses, and that there is no grease or debris that could cause a slip or fall.

**Placing a ladder.**

When placing the ladder, ensure it is on firm, even footing. Its feet should be one-quarter the length of the ladder away from the upright surface that is to be climbed. If using a step ladder, make sure it is fully open with the spreaders locked. Never use a step ladder as a single ladder. Once it is in position, tie off the ladder, or have a co-worker hold it for support if there is no place to tie it.

**Climbing a ladder.**

Wear clean, slip-resistant shoes. Always face the ladder when climbing, and maintain at least 3 points of contact (two hands and one foot, or two feet and one hand) at all times. Staying focused on your position and points of contact are vital for safe climbing. Never climb the back side of a ladder. Also, be in good health. Avoid climbing a ladder if you are not feeling well or are on prescription medication.

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*Continued On Page 32*
The ongoing struggle for women to find equality in the workplace is far from over, but Maryland is clearly committed to that battle.

According to the Department of Labor blog:

“On average, women in America earn about 79 cents for every dollar a man makes. In Maryland, women make about 84.3 cents for every dollar a man makes, on average. Women of color face a racial wage gap on top of the gender gap. Compared to white non-Hispanic men, Asian-American women make about 82.2 cents on the dollar, African-American women 69 cents, and Latinas 47.1 cents.”

The law that was passed and went into effect on October 1, 2016, in MD prohibits employers from discriminating against employees based on their gender identity and/or sex. It specifies that employers must be equal in both their pay for the same position and for offering job opportunities. The law also prohibits employers from prosecuting employees for discussing their pay and asking about wages. By addressing one of the roots of wage problems, it looks like women may be closer than ever to achieving equal pay for equal work.

Why is it important to discuss wages among the staff?

One of the most insidious reasons that women are being paid less is that they don’t always know that they are being paid less than their male counterparts. A culture that doesn’t allow for free discussion on this topic will hide the wage inequality, but this law will not only encourage employees to discuss their wages. This law will protect them from the suspicion and persecution of their employers.

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What Is Subcontractor Default Insurance (SDI)
And How Does It Differ From A Surety Bond?

Today, we see larger contracts where the general contractor (GC) is not bonding their sub-contractors (SC) but is electing to use Subcontractor Default Insurance or SDI. SDI was started by Zurich Ins. Co. in 1995 with their product known as SubGuard. Since then, other insurers have developed and are offering their own products.

SDI is sometimes used by large general contractors that have annual sub contract costs of $75MM and up and is used as an alternative to surety bonds for subcontractors.

Some Key Differences Between SDI and Sub-Contractor Surety Bonds

SDI is a two party indemnity agreement between the general contractor and insurer. It will pay the GC’s loss, due to sub-contractor default after deductible. A surety bond is a three party agreement involving the surety, GC, and SC.

The GC has greater control over managing a SC default and has more “skin in the game” since they will be absorbing any loss which is in excess of the deductible.

The GC must have the ability to evaluate a subcontractor, both operationally and financially. The GC may be in a good position to evaluate the business practices of the SC, particularly if they have worked together previously. A surety is usually better able to perform the financial qualification.

SC or supplier protection if working for a SC working under an SDI agreement. If working for a SC that is bonded to the GC, and the work is covered by the Miller Act, second tier SC and suppliers to first tier SC have rights under the GC’s bond. Third tier SC and suppliers to second tier SC do not have these rights.

Why Have Some Larger GC’s Elected to use SDI Instead of Bonding SC’s?

There are several reasons, one of which is cost. Some GC’s are willing to take on part of the financial risk of default by accepting large deductibles. This can produce lower costs than SC’s bonding and passing along costs within their bid. Typically, SDI will cost 50% of bonding SC’s. On a job with $10MM in major SC costs, the bond premiums would likely run $125,000. SDI might cost $63K with a large, six figure deductible.

Some GC’s believe they can respond to a potential default situation more quickly than a surety. They also have more flexibility on how and when to respond since the GC controls the situation and can only make an indemnity claim to insurer after loss is realized and deductible is satisfied.

How does This Impact Sub-Contractors?

A SC that has a competitive bond rate or sufficient bonding capacity may have a competitive advantage over SC that do not have same.

A second tier or lower SC on a private job would have no payment bond protection if the SC for whom they are working is not bonded back to the GC.

Since the GC will be doing their own SC qualification, the SC will likely be required to provide the GC with business and personal financial information, corporate documents, and other confidential information. SC are generally more comfortable providing this information to their surety or bank, and not a GC who may not follow the same standards for protecting this information.

The Following Comparison Was Prepared by NASBP (National Association of Surety Bond Producers)

Bonding provides a more level playing field for new SC to get into the process. If they can get bonded, they can usually qualify. Under SDI, the GC has their own qualification standards which may make it difficult for the new contractor to be considered.

Continued On Page 29
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If you have trouble keeping up with latest technology tools, you’re in good company. With a business to manage, it’s hard to find the time to figure out which tools you should invest in.

Last month I spoke at a seminar hosted by the Maryland Construction Network. At the seminar we looked at five tried and tested technology trends and tools that aren’t going away. Let’s take a look at the tools you simply can’t ignore, and the benefits that each will offer to your construction business.

1. Mobile Technology

When we compiled the results of our 2017 Maryland Construction Industry Survey, we were surprised at the large number of contractors who aren’t using mobile technology to access email, project management systems, electronic files and timesheets.

Mobile technology keeps your workers connected to each other and the office, yet some construction contractors are reluctant to rely on devices like smart watches, mobile phones, laptops and tablets because of security concerns, among other things. While it’s wise to be concerned about security, mobile devices can be very safe when you put the appropriate security measures in place.

Mobile devices can be used to complete a variety of tasks in the field. For example, you can:

- Get real time data for reports that help with decision making
- Instantly submit timesheets
- Monitor, manage and track equipment

5 Technology Tools Every Construction Contractor Should Invest In

Continued On Page 30
Hiring Issues Still Facing Construction Industry

The construction industry typically faces a myriad of challenges such as weather, availability of materials, building codes, asbestos and lack of skilled workers. These factors can delay a project, but the last one can shut you down.

No project can be complete without workers. Business owners are frantically searching for good help to get the job done. Some of these owners have, in the past, hired illegal transient workers simply for the manpower, to get the latest project complete. This practice has become less commonplace, as hiring managers have become aware of the stiff fines and penalties that the government has levied upon these actions. On September 18, 2017, The Department of Homeland Security/U.S. Citizenship and Immigration Services once again launched a new I-9 Form and is actively auditing businesses to determine citizenship and/or the legal ability to work in the U.S. Most business’ have caught onto this practice and are better educated and stringent about determining the legality of their employees to work in the states.

So, you ask, what am I doing wrong that could shut me down?

How are your workers classified? In the ongoing search for skilled workers, construction companies often borrow workers from other jobs, hire short-term workers for specific projects and process a new hire in the quickest fashion to get them to work and ultimately paid. Oftentimes, this harried process results in the worker being hired and classified as an independent contractor. To be classified as an IC, the worker must meet the exact criteria of an IC, these criteria are determined in the three common law rules that dictate an IC. First, behavioral – does the company control what the worker does, or how he does it? Second, financial – how is he/she paid? Are supplies and equipment provided by the company? And lastly, the type of relationship – are there written contracts or employee-type of benefits provided, i.e. workmen’s comp? Your understanding of these rules and how you apply them will make all the difference in regards to compliance. The keys are to look at the entire relationship, consider the degree or extent of the right to direct and control, and finally, to document each of the factors used in coming up with the determination.

If an IC should truly be an employee (W-2) and is not classified that way, you are at risk to be penalized by the Department of Labor for failure to withhold taxes, pay overtime, Federal Unemployment, Social Security and Medicare taxes. The Internal Revenue Code includes some hefty penalties for failing to deduct and withhold taxes of misclassified employees, doubling the penalties for employers who disregard reporting requirements. The federal government dislikes something more than employees not get what they are owed, it dislikes not getting what it is owed!

In addition, other punitive damages may also apply. Misclassification of workers could potentially shut you down.

The best way to avoid these penalties is to properly classify all your employees and independent contractors. And if you need help sorting that out, and experienced HR professional can help, and ultimately, save your business.

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When a construction project deteriorates into a legal dispute, the problems often trickle down. When this happens, subcontractors may find themselves without payment for the work performed. Usually, the subcontractor has a contract with the general contractor. But what if the general contractor has filed for bankruptcy, or gone insolvent, or is absolutely missing? It is tempting for subcontractors to seek payment from the project owner, and this attempt is met with mixed success.

The most straightforward path for subcontractor payment is to have a contract and sue for breach of contract. Subcontractors are generally in contract (called privity) with general contractors. Unless the subcontractor also entered a separate contract with the owner, the subcontractor generally cannot succeed on a claim for breach of contract against the owner. Assuming the typical circumstances (e.g. no contract between owner and subcontractor), the best method for a subcontractor to seek payment from an owner is through filing a mechanics’ lien claim. Also, while not technically a claim against the owner, another viable option is to file suit on a payment bond (if one exists on the project).

If a mechanics’ lien claim or payment bond claim are not an option—perhaps obligatory deadlines have been missed, or some other obstacle exists—then, few options remain. Subcontractors can attempt to pursue payment from an owner under a creative theory of unjust enrichment, estoppel, or other causes of action. Sometimes these claims are successful in pursuing payment, but it is very fact specific and depends on the individual circumstances.

In Pennsylvania, rare cases have recognized a subcontractor’s right to payment from the owner on the theory of unjust enrichment. This generally requires the owner to have represented to the subcontractor that payment would be assured. See D.A. Hill Co. v. Clevertrust Realty Investors, 573 A.2d 1005 (Pa. 1990); Gee v. Eberle, 420 A.2d 1050 (Pa. Super Ct. 1980). To emphasize, the majority of Pennsylvania cases have rejected the subcontractor’s claim for unjust enrichment against the owner. Maryland case law indicates a similar position: recovery against the owner on the theory of unjust enrichment is not impossible, but it is still rare and usually requires the owner to have made certain representations to the subcontractor. Bennett Heating & Air Conditioning, Inc. v. NationsBank of Maryland, 674 A.2d 534 (Md. 1996).

In other rare circumstances, the subcontractor may also have a priority right to the specific construction funds. See, e.g., Trevena Bldg. Supply v. Toll Bros., Inc., 996 A.2d 520 (Pa. Super. Ct. 2010). These claims are complex because the specific funds must be identified and attached. Timing becomes crucial; the subcontractor may need to first acquire a judgment, or perhaps place the fund-holder on notice prior to the funds being dissipated.

When payment is withheld or delayed, it is important to timely consult with an attorney to evaluate legal rights. Failure to act in a timely manner may result in the waiver or loss of certain legal rights.

The author, Jeffrey Bright, is an attorney licensed in both Maryland and Pennsylvania. He focuses his practice on construction law, commercial litigation, and related fields. He is the Owner of Bright Law Firm, PLLC, (www.bright-lawfirm.com), which is located in Lancaster, Pennsylvania. He can be reached for comment at jbright@bright-lawfirm.com. The content of this article is not legal advice, as legal advice requires an analysis specific to the circumstances.

“Success is not final, failure is not fatal: it is the courage to continue that counts.”

~ Winston Churchill
How Can You Reduce The Chances Of Injury In Your Business?

Appoint A Health & Safety Representative – Regardless of the level of risk in your business, it is important to appoint a person with knowledge and expertise in the field to manage health and safety. When a lack of safety training causes things to go wrong the results can be catastrophic – even deadly. Ensuring that’s never the case is a decision made by those with the authority to see it through – leaders who understand that safety is never to be taken for granted.

Develop Health & Safety Policies & Procedures (for your business) – This will show your commitment to employee health and well-being and provide guidelines for your staff in case of emergencies. Good Health and Safety Policies and Procedures demonstrate how seriously your organization takes its health and safety responsibilities. Your policies should include additional considerations for jobs with a higher risk for injury as well as a detailed section that requires Health and Safety training for all employees including during the orientation process for new employees.

Build Risk Assessment(s) – Also known as JHAs or JSAs, this will help you recognize and control hazards in your workplaces, create awareness among your employees, set risk management standards based on acceptable safe practices and legal requirements, reduce incidents, and save costs by being proactive instead of reactive.

Deal with Hazards Promptly – Out of 4,836 worker fatalities in private industry in calendar year 2015, 1,034 or 21.4% were in construction. The leading causes of private sector worker deaths in the construction industry were falls, followed by struck by object, electrocution, and caught-in/between. These “Fatal Four” were responsible for more than half (64.2%) of the construction worker deaths in 2015. Eliminating hazards leading to the Fatal Four would save 664 workers’ lives in America every year.

Provide Adequate Sanitation Facilities for workers:
- Provide clean, sanitary restrooms and wash areas
- Provide adequate water facilities regardless of the job location
- Provide a place for workers to rest and eat as well as for mitigation in the case of excessive heat exposure
- Ensure there is adequate ventilation, reasonable working temperatures and suitable lighting
- Keep work areas free of obstructions and provide adequate warning signage
- Provide suitable means for trash and waste disposal

First Aid Training – Train an adequate number of employees in First Aid/CPR to allow coverage across all of your job sites and be sure to have a first aid kit on location in the work place, on remote job locations, and in company vehicles. Thousands of employees are injured at work each year, but having someone around to manage accidents can prevent serious consequences from occurring. The first 4 minutes of an emergency are the crucial moments which determine how severe the illness or injury will become.

Mark Twain once said, “It is better to be careful 100 times than to get killed once.”

According to the Bureau of Labor Statistics the annual total of 4,836 fatal workplace injuries in 2015 was the highest since 2008. Combine this with the estimate that 80 of every 100 accidents that happen in the workplace are ultimately the fault of the person involved in the incident. These are two very good reasons to provide workers more incentive to practice safety within the workplace.

Seven common causes of accidents in the workplace;
1. Shortcuts

Humans are notoriously lazy, so taking shortcuts is a rather common practice in all walks of life. We all like to get our work done without unnecessary effort, getting the most out of the time and energy we spend.

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Construction is the number one industry for the number of suicides and the number two industry in suicide rates. As such, it is an industry imperative to shatter the mental health stigma and create caring cultures within our companies.

Maryland Construction Network has partnered with the Construction Industry Alliance for Suicide Prevention and the Construction Financial Management Association (CFMA) to promote awareness of mental health and suicide prevention. Much ground has been covered since CFMA’s 2015 Annual Conference, thanks to the tireless efforts of Cal Beyer and Sally Spencer-Thomas.

To help focus these efforts, CFMA established the Construction Industry Alliance for Suicide Prevention, with the goal of providing and disseminating information and resources for suicide prevention and mental health promotion in construction. Through the information and resources CFMA has compiled, the Alliance looks to help those in the construction industry create awareness of the problem, cultivate a culture of caring, and start the conversation in the workplace.

Dozens of articles have been published, the first of which appeared in the Nov/Dec 2015 issue of CFMA Building Profits. And; many presentations have been made throughout the construction industry.

Alliance members join our movement by assisting with the dissemination of resources and information to their membership. Membership in the Alliance provides organizations and associations with the opportunity to continue to help shape the construction industry through promoting the safety and well-being of companies’ most important assets – human capital. We’ve developed a set of FAQs that provides additional information for your reference.

Explore the beginnings of a movement to build a zero suicide industry. Yes; we’re on social media at #SuicidePreventionCFMA.
I have been an associate member of the Construction Financial Management Association (CFMA) since 2007. Over the years, I have volunteered both locally and nationally in a number of positions. I served several years as the President of the Maryland Chapter of CFMA and was a member of the CFMA Executive Committee for three years. In my current role, I serve as the National CFMA Secretary (one of CFMA’s five elected officers). These positions have given me the opportunity to get involved in a wide variety of activities that help with education, knowledge sharing, networking, charitable work and community involvement. I am very proud of the work done by CFMA’s volunteer members throughout North America on so many fronts. What I am most proud of is the work that has been done so far in Suicide Prevention in the Construction Industry.

CFMA is leading the charge in building a zero-suicide industry. Construction leads all industries in the number of suicides and is the number two industry in terms of suicide rates. As a result, this issue is critical to the construction industry. We are working towards removing the stigmas associated with mental health and suicide. Cal Beyer, Sally Spencer-Thomas, Michelle Walker, Kristy Domboski and others have all worked selflessly to promote awareness of mental health and suicide prevention.

The start of this movement came over two years ago. There have been eight suicide prevention summits at CFMA Chapters throughout the country. In June of this year, I attended my first summit in Boston, Massachusetts. The experience was both uplifting and heart wrenching at the same time. It was incredible to hear the stories of family members who dealt with death by suicide in their own families and even a story of an individual who attempted suicide himself. It was uplifting to see the support systems that are now in place for those people who are looking to get help and that this issue is being discussed openly as a real health issue like other diseases as opposed to being stigmatized.

There are several other summits already planned and others currently being organized. I am scheduled to attend a summit in Seattle, Washington on October 24th and be the moderator at a summit scheduled for 2 pm on November 8th at the Manor Country Club in Rockville, Maryland.

CFMA has led the effort to create the Construction Industry Alliance for Suicide Prevention. The goal of the alliance is to provide information and resources for suicide prevention and mental health promotion in the construction industry. The alliance encourages companies, organizations and associations in the construction industry to focus on the safety and mental health issues facing the employees. The alliance has worked on putting together resources for companies to use and guidelines for those planning suicide prevention summits. Information and Resources can be found on the Construction Alliance for Suicide Prevention page of the CFMA website. There are currently 53 members in the alliance. Special thanks to the Maryland Construction Network for being one of the early adopters of the CIASP and for publishing one of the first articles on this topic.

Construction has long been a male dominated industry filled with tough guys who never take time off, joke about not having any kind of feelings or generally being insensitive. As a result, mental health issues have never been on the radar of owners, human resource departments or managers. Physical ailments due to the labor intense nature of the work are typically the focus of safety directors. Mental health problems can accompany these chronic long term physical ailments but are rarely addressed or seen as issues. Construction businesses often have low profit margins, high pressure deadlines, nightshift hours, labor shortages and seasonal layoffs. Success on any project can be a major challenge as there is a limit to how much profit can be made but there is no limit to how much loss can be incurred. One project can make or break a company’s year or completely bankrupt a business. These are just some of the stresses faced by owners and employees in this industry.

Unfortunately, over the years I have seen my share of deaths by suicide in the construction industry. I have

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How Can Contractors Best Mitigate Rising Prices?

Contractors are often dependent on the price of materials and labor when planning and completing a project. As the August Bureau of Labor Statistics (BLS) data showed signs of a general decrease in inflation rate, pricing for final demand construction has been deviating from that of the overall economy. The accelerating rate of construction inflation is evidenced not only in the overall trend of specific products and materials, but also in the producer price index (PPI) for completed building types.

The Associated General Contractors (AGC) of America compiles a summary table of several construction price and cost indexes, as reported by the U.S. Bureau of Labor Statistics. This table serves as an excellent resource for overall construction price.

From July 2016 to July 2017, there was a 3% rise in the PPI for goods used in construction. Meanwhile, the price index for new nonresidential construction increased at a slower pace of 2.4%. As the sales price of completed buildings keeps trailing behind the costs of materials, profits on construction contracts continue to be squeezed. Once a contract is awarded and construction begins, it becomes increasingly difficult for contractors to adjust for the rising cost of materials. How can contractors best mitigate rising prices?

Contractors must monitor pricing daily and reflect current pricing in their bids. Contractors should establish budget line items in their project estimates to track major material costs on projects. Breaking down each major cost component by line item will help project managers identify changes in pricing compared to amounts used during the bidding process. Tracking costs as a whole by contract does not allow for proper analytics to be applied. Utilizing construction accounting software will help contractors track costs on jobs and better predict when estimates may need to be adjusted. Accurate job costing today leads to better estimating in the future. Comparing actual costs to budgets will help a contractor identify when there is a problem on the job. For jobs that are not starting in the next 12 to 24 months, it is a best practice for contractors to reduce the risk of price inflation by locking in prices for subcontractors and supplies.

Contractors should also take time to review local bid results when made available to the public. Consistently bidding the lowest on projects within your niche may be a sign that your pricing may need to be adjusted. Bidding projects just to win work can lead to lower profit margins and an increase in labor costs to complete projects timely.

Contractors also need to understand their contract clauses. This is especially true for clauses relating to contract allowances and escalation clauses. In an increasing cost environment, it pays to have a well-worded contract to allow for cost increases and surcharges. For example, some state departments have fuel price adjustment clauses that cover the method of payment adjustment for fuel price increases or decreases. Other price increase clauses state that Unit Pricing may be adjusted on an annual basis. Such clauses are effective on each anniversary date upon written notice. Do not lock yourself into today’s pricing on long-term contracts where pricing of materials could increase by over 20% over a two to three-year period.

As indicated from the AGC summary table, all major categories of materials used in construction experienced significant increases compared to 2016. Among the major contributors to the rise in construction materials costs were increases in the cost of diesel fuel (20.4%), iron and steel crap (20.3%), copper and brass mill shapes (15%), and steel mill products (10.2%). While the short-term trend for some inputs are reversing, it is clear the shortage of skilled labor is beginning to impact the construction industry.

Rising labor costs due to a shortage of skilled workers continues to be one of the biggest challenges for construction contractors. According to 1608 participants in AGC’s 2017 Workforce Survey, 70% of contractors had a hard time filling some hourly craft positions. An additional 38% stated that they had a hard

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What To Look For In Construction Site Cameras

A good construction manager is always trying to improve on one thing, project after project, job site security. Construction site cameras can be key to achieving this goal. Construction theft and vandalism is one of the biggest problems facing the construction industry today. The growing problem is already costing the United States more than $1 billion a year, according to the National Association of Home Builders and the National Equipment Register. With beautiful stones, expensive equipment and precious metals, thieves will sometimes cause more damage than it’s worth just to get the goods.

Construction managers and their teams can use today’s technology to combat vandalism and theft. But construction site cameras can provide many more benefits that directly affect the team at the site. Not only can they increase cross-team collaboration on a construction project, but they can also create more efficiencies for a CM than ever before. Choosing the best technology for your site, especially when it comes to cameras and video surveillance, is a choice that can make or break the success of your project.

Before You Purchase Construction Site Cameras

Before investing in anything for a construction project, it’s smart to write down your wants and needs. For example, are you a CM that works on large projects in highly-populated areas? If so, perhaps theft and vandalism may be a top priority for the camera(s) you purchase. How you install and use them is an important step in achieving your goals.

However, maybe you tend to manage multiple projects at once and need eyes on all projects at all times. It could be that part of your project plan to is record milestones, and a camera is used for photographic evidence. Maybe your needs are all of these — and that’s okay! Knowing your goals for having a camera will make decisions about the camera you need easier.

Three Questions To Consider When Assessing Cameras For Your Site

- Will it provide adequate site coverage?

Using construction site cameras isn’t worth much if it’s not showing you and your team the images you need to make decisions and monitor the activity. Sometimes, adequate coverage is more about the volume of ‘eyes’ on the project. For example, a smaller construction site may only need one camera. It could be adequate. However, the bigger the site, the more cameras you may need to get the entire site covered.

You should also consider whether you need to see live coverage of your site, or if a delay is sufficient for you. Constructor Magazine suggests the camera should take and transmit images at least every 15 minutes. As a CM, it’s up to you to decide if that’s sufficient enough for your needs. A few ways to figure that out would be to ask yourself:

- Who needs to see these images?
- Can we make the decisions we need to make with that kind of delay?
- Who will be responsible for watching the cameras or responding to the alerts they send?
- Is that person expected to respond to alerts

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Think About Licenses Before Working Out Of State

Construction markets can turn on a dime. One new manufacturing plant or infrastructure project can transform a sluggish region into a booming economy. Problem is, these hot markets often ignite across state lines. In such cases, you may rush to commit valuable time and resources to preparing a bid. Among the many small details that could trip you up, however, is proper licensing.

**Lead time required**

When approaching the bid stage, it pays to think ahead if you want to snag out-of-state work. Contractors who bid across state lines and plan to put off licensing until they land their jobs may be in for an unpleasant surprise — some states allow only licensed contractors to bid on work.

Licensing requirements for bidders may depend on a project’s size. One state may require that contractors be licensed if they’re bidding on a project that’s, say, $50,000 or more, while another may set the cutoff at $25,000 or more.

The lead time required for licensing also varies widely, which can trip you up if you land a job and then want to start it quickly. Some states review license applications only during official meetings, and those meetings may be held quarterly. If your job is time-sensitive, check on the state’s licensing timetable so you don’t miss a licensing application deadline.

**Details matter**

Once a project is awarded and it comes to performing the work, you will find that each state has its own twist — so research the details closely. Not all states require licenses for contractors. License requirements may also vary based on the municipality where you’ll be working and the scope of work.

In some states, a license to perform work isn’t required if a job falls below a certain dollar threshold. As with bidding, the job performance threshold varies from state to state — for example, it might be only $2,000 or it might be $50,000.

Other states don’t license contractors directly but have alternative requirements that you’ll need to meet. For example, you may be required to register with the state and, once registered, apply for licenses in the specific towns or counties in that state where you’ll be working.

While you’re researching the specifics, don’t forget your subcontractors. Some states require subs to be licensed separately — even if they’re working under a general contractor’s supervision. Other states require licenses only for certain trades, such as plumbing or electrical work.

**Paperwork involved**

When you apply for an out-of-state license, prepare for a mountain of paperwork. Some commonly requested documents for license applications include:

- Professionally prepared financial statements,
- Summaries of your assets, including equipment,
- Copies of your general liability and workers’ compensation insurance certificates that list the state licensing board as an additional insured,
- References from your suppliers, and

Since construction markets can turn on a dime, it’s crucial to be prepared and have your paperwork in order. Good luck!
You’ve Implemented A New ERP – Now What?

Implementing an Enterprise Resource Planning platform can be a daunting challenge, as we’ve previously discussed. The investment in time and resources is usually something that most large organizations only undertake in rare occasions, and fairly infrequently. Now that the system is Live and the organization is using the new tools available, many organizations simply return to focus on their core business, and the project team that implemented the new software returns to their “day jobs”.

Just like any aspect of modern business, software is constantly changing. Nearly every major ERP platform, regardless of the industry it is designed to support, offers upgrades and patches that add new functionality and possibilities for integration with third parties. In a lot of cases, these updates are simply added to the IT maintenance plans alongside Windows and other productivity software updates. In reality, updates to the organization’s ERP requires a robust planning, testing, and deployment program that doesn’t end when the implementation completes.

If an organization takes the time and resources to implement an ERP platform, there must be a continual improvement program to ensure the organization continues to take full advantage of that platform. Depending on the size of the organization, this process can either be managed by formal team, or performed ad-hoc by designated subject matter experts within various functional areas of the business.

While an ERP Continuous Improvement Program may exist under several different conditions, the goals of the program are fairly standard across different types of organizations:

- Keeping abreast of regulatory and compliance changes in the ERP
- Continues review of business processes and how they can be improved in conjunction with ERP updates
- Identify opportunities to improve margins or reduce costs utilizing the ERP in conjunction with improved business processes

Change for the sake of change, however, is never in an organization’s best interest. Any continuous improvement program needs to have defined goals for promoting only those changes which have a direct impact on the business. For example, even if an ERP update introduces a new feature or workflow, it may not be beneficial to the current organizational structure or business processes, and implementing the new features could have a disruptive effect on the organization. Having a trusted group of Subject Matter Experts from the various functional areas can prevent negative disruptions from occurring while focusing on the improvements that can have a positive effect on the organization.

Continuous Improvement Programs may seem like a burden, but their benefits can have profound effects on the organization. Additionally, continuous and structured reviews of updated ERP features and enhancements is the only way an organization will fully utilize the benefits of their license and Maintenance & Enhancements fees being paid to the software vendor. Ultimately, these types of endeavors can help the organization continue to grow revenue while reducing costs using all the tools available to them.

Chris Lounsbury is the Director of Professional Services with Business Information Group. He has been working on technology solutions to business problems and opportunities for the last 15 years, helping clients solve complex enterprise data and software problems across multiple industries and business sizes. In addition to his work providing high quality consulting services to his clients, Chris is an avid writer, motorsport fan, and car enthusiast.
How To Effectively Combat Rising Automobile Rates

Commercial Auto Premiums continue to trend up and the expectation is that this will continue in 2018. Many clients did not see an overall increase in their insurance premiums due to offsets from lower premiums in lines of coverage other than automobile.

Premiums are going up for a variety of reasons including the following:

- Higher Vehicle Values – The cost to replace or repair continue to rise.
- Medical & Legal Costs Of Accidents – These costs also continue to increase.
- Reliance Of Technology In New Vehicles – Autos have are much more dependent on technology.
- Uninsured/Underinsured Motorist Claims – More claims are being filed under this coverage and corresponding premiums are usually much too low to support the increased activity.
- A Simple Fender Bender - In addition to repairing the bumper, this may also entail replacing sensors and a camera.

How can you effectively combat auto rates that are going up?

- Driver Selection – Establish a program to review and manage drivers. Work with your insurance broker and carrier to develop a standard to which your employees must continue to meet. Driving a company vehicle is not a right but a privilege.
- Driver Training – Schedule, at least annually, driver training through your broker, safety team, or insurance carrier. Defensive driving seminars are very effective and provide some great “common sense” reminders.
- Vehicle Maintenance Programs – Keep your autos in good repair and develop a regular schedule of maintenance. Also, require employees to go through a vehicle check on an ongoing basis. Employees need to communicate any issues that need to be addressed.
- Fleet Management/GPS – Provides real-time data on the location of every vehicle. Alerts can be sent to management for speeding or hard braking. This feedback can be used to counsel and train drivers that may tend to go too fast or hit the brakes to hard.
- Hands Free (or no use) Cellphone Policy – Have a written policy to eliminate your drivers from using their phone only on a hands free basis. This should also prohibit any texting or emailing.
- Dash Cams – These can provide a playback that can assist in accident investigation as well as a way to see what your employees are actually doing while driving.
- Safety Services – An 800 number for call-ins from people who may see your vehicle being operated in an unsafe manner.

Your insurance costs are driven by four factors: Your loss experience, the insurance industry/carrier’s loss experience, the risk profile your company has, and how much risk you want to take. The more you manage your claims and provide the resources to prevent and reduce claims, the better the outcome of your insurance premium.

Unfortunately, auto insurance has some characteristics of health insurance. Costs of auto accidents are going up for both bodily injury and damage to vehicles. Carriers have to charge enough premium to make a profit. Without having a strategy to combat these rate increases, you will end up taking on a larger burden than others.

Richard Shaw is a Senior Client Executive with RCM&D with over 25 years of experience working with clients to help them manage their risk. You can contact Richard at rshaw@rcmd.com.
Courage To Use Stop Work Authority

When people learn that I’m a safety consultant who believes all accidents are 100% preventable, they challenge my position on the issue.

The traditional safety model incorporates these five elements:

- Upper Management Commitment
- Employee Participation
- Hazard Analysis
- Hazard Control
- Training.

I completely agree and go further because as a former Maryland OSHA compliance officer and later Training & Education Specialist, I’ve seen a lot of well written safety programs that belonged to great companies that still had serious injuries. The missing element is the human factor.

Most company CEOs believe in Stop Work Authority and the employees of those companies agree that they do have the authority to stop work if they feel something is unsafe. In reality; people very rarely use that authority. We will fully dissect the reasons why in the next bimonthly article.

For now I want to share a story that shows how the 5 traditional safety program elements work best together when you account for the human factor.

A 120 - person construction services company had an OSHA total recordable incident rate (TRIR) two times higher than the industry average. In the era of safety pre-qualifications in the construction industry, that high TRIR, along with a high Experience Modification Rate (EMR), is the kiss of death.

If your safety performance is worse than average for whatever reason, it is difficult to earn your way into the bidding process for the highly lucrative jobs. That was the back drop that caused a client to hire me. My philosophy is to:

- Train & equip everyone to be able to meet or exceed those expectations.
- And most importantly, provide the support necessary to fully change the safety culture.

At one safety training session, I trained on the proper inspection and use of an “A” frame ladder – you know the top step is not a step and the second to top step is not a step either.

During every training session, I reminded the techs that if they feel something is unsafe to stop and give me a call. I’d rather get a thousand phone calls asking for help instead of one phone call 5 minutes after the accident. The next day I got a call from Gary. He said he went to the job with a 10 - foot A-frame ladder and if he stood on top of the ladder he could change the HVAC filter. I thanked him for making the right decision and told him to go to his next job. Gary was concerned about what the dispatcher would say or how the service manager would react. I let him know that I would handle it. To make a long story short, we demonstrated our upper management commitment by purchasing a 14 - foot ladder and sending an apprentice to help set up and stand watch so Gary could safely and confidently replace the filter 16’ above the ground in an area where there was high pedestrian traffic.

We didn’t make any money on that preventative maintenance contract but when Gary shared his experience with the rest of the techs, what we gained was an understanding by the workforce that we meant what we said; we don’t want anyone to get hurt.

From there, the 7.77 TRIR quickly dropped to 3.54 the following year. Then, to 0.96 and as evidence that the safety culture had changed. The next year came in at 0.91. To review, by having genuine upper management commitment, getting employees involved, teaching them hazard recognition/control skills, and training them to meet your high expectations; you can dramatically improve your safety performance, especially when you take into account the human factor.

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Few construction contractors maintain an attorney on their staff. And many contractors with legal issues, perhaps wary of the cost, wait to call an outside attorney until their legal rights have deteriorated. So how do you know when to call an attorney? In my experience, it’s about knowing when an attorney can bring value to your business. I will be the first to admit that not every situation requires an attorney, but in the construction context, here are some situations when you should pick up your phone to call an attorney: contract reviews, project changes, and payment disputes.

Contracts

Regardless of your company’s size or specialty, you’re going to need to review and sign contracts. I no longer keep track of how many contracts I have reviewed for clients, but I pay very close attention to what each contract I review means to a client. Here are three types of contracts where attorney involvement in progressively more important.

The first category is contracts that are either small for your company or are with an established customer. These are low-risk contracts where taking a loss on the project may not affect your bottom line much, or where there is already trust and a business relationship with the party on the other side. Nine times out of ten, these contracts don’t need attorney review. What may be helpful, however, is to have an attorney draft a form contract for your smaller projects that protects you and reduces your company’s risk.

The second category is contracts that are right in your wheelhouse, but are with a new customer, or where something seems “off.” Remember, you’re an expert in your field, and you should trust that little voice that sometimes tells you, “This doesn’t feel right.” For contracts in this category, it’s worth forwarding them to an attorney for a once-over. When I review a contract in this category, I hit the highlights for the client: what are the obligations regarding indemnity, payment disputes, change orders, delay damages, liquidated damages, etc. If something problematic arises, we can always delve deeper as the client requires.

The third category is contracts that are unusually large for your company or are with a customer that you know to be litigious or generally problematic. These kind of contracts are worth a thorough risk review and revision by an attorney. More than a few talented contractors have gone out of business because they stretched out on a project that was supposed to bring the company to a new level, but ended up crushing the company under a mountain of contract damages, bond claims, and project delays.

Change Orders

Most modern construction contracts require contractors to keep working on change order work regardless of whether the parties have agreed on a change order’s pricing. Given the back-and-forth nature of some change order price negotiations, it can be difficult to know when an attorney’s involvement is valuable. Here are two “red flags” that warrant a call to an attorney.

First, if your proposed change in contract pricing is denied in total, you need to know right away what your next steps are in terms of getting paid. Does your contract permit you to resubmit the proposed change? Do you need to resort immediately to dispute resolution? Many contracts have very brief (meaning only a few days) timeframes for disputing the denial of a proposed change. Second, not every proposed change order is outright denied. Some just sit. And sit. And sit for months without any decision. This can be a red flag as well when the delay affects your cash flow on the project (or, perhaps, your company’s cash flow overall). Particularly for large change orders, it’s valuable to know promptly where the other side stands with respect to how much you are going to be paid for change order work. For both of these issues, an attorney familiar with construction contracts can determine quickly what your rights are and how to pursue them in an expeditious manner.

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human carcinogen

Silica exposure has been associated with:

- COPD, including chronic bronchitis and emphysema.
- Several types of kidney disease, including end stage renal disease.
- Autoimmune conditions, including progressive systemic sclerosis, systemic lupus erythematosus, and rheumatoid arthritis.
- Increasing an employee's chances that latent TB will develop into active pulmonary TB infection.
- Lung Cancer.

The new Silica standard went into effect on September 23, 2017 nationally while Virginia used the July 23, 2017 date to implement the standard on a state level. I cannot speak to other state programs except for Maryland. Maryland OSHA will implement the new standard however with the various active conversations and law suits they will not proceed until such a time that a “final” final order is announced. As for federal enforcement a Memorandum was sent out on September 20, 2017. This is a link to that memorandum.

The memorandum outlines the criteria for a “grace period” of 30 days (from 9/23/17) where by compliance officers will carefully evaluate the employer’s good faith efforts to meet the new construction silica standard. OK, what does that mean? Every employer still must have:

- Their company written Silica Exposure Control Plan,
- Training documents of all potentially exposed employees and competent persons,
- Along with other components of the rule in place (which could include required equipment with the integrated water delivery and vacuum systems),
- And show that you are working toward implementation of the standard.

If they deem you not to be working towards compliance they may issue a citation.

If you have not completed or even started your written Silica Exposure Control Plan I would strongly recommend you read the 26 critical pages of 29CFR1926.1153. Get very familiar with the tasks, control methods and respiratory requirements in Table 1. You may notice that there are only 18 tasks in Table 1. If you will be performing a task not in Table 1 you must first have sampling done to determine the exposure level for that process. Two numbers that you need to remember are:

- 50 micrograms per cubic meter of air (Permissible Exposure Limit or PEL)
- 25 micrograms per cubic meter of air (Action Level)

Analytical results that are below 25 micrograms per cubic meter of air the employer can discontinue monitoring and work can continue as long as control methods are properly used. Results above 25 but below 50 micrograms per cubic meter of air the employer will have to repeat the monitoring within 6 months. Exposed workers will be required to be entered in to a medical surveillance program. Medical surveillance is also required whenever a worker is required to use a respirator for 30 days or more per year. The standard requires specific tests to be included in the examination. Medical exams must take place every 3 years or more frequently if the Physician or other licensed health care professional (PLHCP) recommends it.

I hope the information I have put together has been helpful.

Stay Safe,

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“I can accept failure, everyone fails at something. But I can’t accept not trying.”

~ Michael Jordan
and local governments). Generally, these disability discrimination laws require that school districts provide qualified individuals with disabilities equal access to their programs, services, and activities, unless doing so would constitute an undue burden or fundamentally alter the nature of their program. Even further, Title II of the ADA specifically requires that communications to individuals with disabilities be as effective as communications to individuals who are not disabled.\[1\] OCR has read the disability discrimination laws to encompass access to a school district’s website. Maintaining websites that contain barriers to access for individuals with disabilities may violate these laws and open a district/school up to an OCR complaint, investigation, and enforcement.

Best practice for school systems dealing with a variety of stakeholders and community members is to ensure that the school system’s website is accessible to individuals with disabilities before you receive a complaint from OCR. However, even if you have already received an OCR complaint, there are a number of steps a school system can take to address the issue.

Since website accessibility involves both technical, legal, and administrative components, it is best to approach the problem as a team. The team should include your district’s information technology staff, legal counsel, third-party website host (if applicable), administrative officers, and anyone else who may contribute or edit content for the district’s website. As a team, it is important to identify problems, develop a plan for fixing any problems identified, and prepare the district/school for ongoing compliance by developing policies and procedures governing website accessibility and training those involved in developing content and maintaining the district’s website. The district/school may also want to consider soliciting input from parents, students, community members, and other stakeholders regarding website accessibility.

Undoubtedly, school district and school websites along with other web-based school resources will continue to play an important role for all educational stakeholders. With that in mind, website accessibility will continue to be a vital concern.

If you have any questions about your website’s accessibility or have received an OCR complaint regarding website accessibility, feel free to contact the Education Law attorneys at PK Law. They can assist with guiding you on the steps to take to ensure compliance or provide representation with respect to an OCR complaint.

[1] Providing effective communications to individuals with disabilities is also a requirement of Title III of the ADA, which is applicable to public accommodations and commercial facilities. This may be the next area of concern for website accessibility.

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Mr. Konstas is an adjunct professor of school law at McDaniel College, where he completed a class on “Best Practices for Online Teaching and Learning” and is currently teaching an online school law class. He has also lectured on employment law at the University of Baltimore School of Law. Mr. Konstas can be reached at 410-339-5786 or akonstas@pklaw.com.
<table>
<thead>
<tr>
<th>ISSUE</th>
<th>PERFORMANCE AND PAYMENT BOND</th>
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<td>Prequalification Process</td>
<td>Conducted by surety, a knowledgeable third party (extensive and ongoing).</td>
<td>Conducted usually by the GC, not a third party.</td>
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<td>Structure</td>
<td>3–party agreement (GC, SC, and Surety).</td>
<td>2-party agreement (GC and Insurer).</td>
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<td>Regulation</td>
<td>Sureties are admitted and regulated by state insurance depts.</td>
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<td>Risk</td>
<td>Complete risk transfer from GC to surety, with first-dollar coverage.</td>
<td>GC retains portion of risk through deductibles and co-payments.</td>
</tr>
<tr>
<td>Payment Protection For SC &amp; Suppliers</td>
<td>100% payment bond, first-dollar payment benefits for SC and suppliers.</td>
<td>No payment benefit for SC and suppliers.</td>
</tr>
<tr>
<td>SC Default Management</td>
<td>If SC defaults, surety completes, arranges, for, or pays for SC completion up to bond amount.</td>
<td>GC must manage SC default, including completion of SC work.</td>
</tr>
<tr>
<td>Payment of Losses</td>
<td>Surety pays after independent investigation.</td>
<td>GC must pay losses and then submit documentation to recover from the Insurer.</td>
</tr>
<tr>
<td>Legal Precedents</td>
<td>Extensive history of case law/legal precedents.</td>
<td>Little or no case law/legal precedents.</td>
</tr>
<tr>
<td>Confidentiality Of SC Information</td>
<td>SC has confidential and ongoing relationship with surety.</td>
<td>Many SC’s are uncomfortable providing sensitive financial data to the GC.</td>
</tr>
<tr>
<td>Premium</td>
<td>Cost based on contract amount.</td>
<td>Cost based on GC’s program costs, deductibles, and co-payments selected.</td>
</tr>
<tr>
<td>Cancellation</td>
<td>Bonds cannot be cancelled.</td>
<td>DSI can be cancelled by the insurer.</td>
</tr>
<tr>
<td>Indemnity</td>
<td>SC is incented to perform by indemnification obligation to surety.</td>
<td>SDI provides no such incentive other than the SC not to be by the insurer.</td>
</tr>
<tr>
<td>Limits</td>
<td>Combined performance and payment bonds equal 200% of contract amount.</td>
<td>Policy is subject to per loss and aggregate limit; sub limits also may apply, such as 3 or 4 times subcontract value.</td>
</tr>
</tbody>
</table>

Bruce Talbot  
AGI/Sandy Spring Insurance Corp (SSIC)  
[www.advantagegroupinsurance.com](http://www.advantagegroupinsurance.com)  
[www.sandyspringbank.com](http://www.sandyspringbank.com)  
btalbot@sandyspringbank.com

AGI specializes in construction bonding and insurance and is part of Sandy Spring Insurance Corp (SSIC), a Maryland corporation owned by Sandy Spring Bank (SASR). Sandy Spring Bank is listed by Forbes as one of America’s 50 most trustworthy financial companies.
Send emails about current projects and jobs

The big benefit of mobile technology is that it helps you do business on the go. For example, one contractor we work with needed a way to print essential documents in the field. We setup a wifi-enabled printer small enough to fit in a briefcase. Now, the contractor prints change orders from their mobile project manager station. Problem solved.

2. Document Sharing and Collaboration

When you think about the amount of time you spend “pushing” documents – whether electronic or hardcopy – it’s mind boggling. Consider a change order and how many people it flows through. Likewise, a proposal floats between an estimator, a supervisor, an architect, a client, and the construction business owner, sometimes multiple times. Layers of required signoffs bog down the document flow even more.

A document sharing system gives you access to real-time information. When you get a call from a customer who wants to know the status of a project, wouldn't it be nice to give an answer that's based on real-time information? When your employees use mobile devices to stay connected with your project management system, you can access the latest information about any project without having to track down your project manager in the field.

3. Cyber Security

If you think your construction company won't be hacked, think again. According to the 2017 Maryland Construction Industry Survey, hacks of construction businesses are on the rise. Sometimes, owners of construction companies don't even realize they've been hacked. As you might imagine, an undetected hack can be disastrous to a business.

It's essential that you understand the signs that point to a possible hack. But more importantly, it’s critical that you head off hacks and other threats, like malware and viruses, by putting measures into place to protect your network.

Spam, malware and other vicious attacks can put your business's data at risk. A security breach is not only expensive to address, but it can also wreak havoc with your credibility and reputation.

Cyber threats are getting more sophisticated and aren't going away. Every time you turn around, you hear about a new virus or hack. What's more, antivirus software is no longer enough.

Now is the time to work with a technology professional who can help you pinpoint the vulnerabilities in your computer network, and put best practices into place to minimize the risk of a cyber attack.

4. Social Media

Here's a surprising statistic: nearly two out of every ten Maryland contractors say their business doesn't use social media and/or has no plan to start. With millions of people – upwards of 2.8 million in fact – using social media, we think it's a mistake to ignore social media.

Popular social media platforms include Facebook, LinkedIn, Instagram, Pinterest and Twitter. Angie’s List and Yelp are sites that primarily house customer reviews, which are especially important in the construction industry.

We've heard business owners throw up objections to using social media: it takes time to manage a social media account; it feels risky to put your company out there publicly; you make it easy for customers to find a
place to write a bad review; and social media might not be around in a few years.

Like it or not, social media is not going away. Chances are, your customers and prospects are already using social media, so it makes sense to embrace it and use it to your advantage:

- Easily publish pictures and videos to showcase your work
- Social media can supplement your one-on-one networking by giving you an opportunity to generate online word of mouth
- A positive online presence builds your company's reputation
- A solid online reputation can help you attract better quality employees (Yes, your potential employees are on social media, too!)

Jumping on board the social media ship can seem overwhelming. Our advice is to first find the best social media platform for your company. Consider who your target audience is and which social platforms they’re most likely to use. If you specialize in kitchen remodeling, for example, Facebook would be a good choice for your company, seeing that most users are between 18-49 years old, with slightly more than half being women. To keep things manageable, pick one social media platform and do it well rather than picking several and not giving them the attention they warrant.

Just as important, remember to manage your online reviews – even the bad ones – on Angie’s List, Yelp, Facebook and wherever else they appear.

5. Virtual CIO

The concept of a virtual CIO is still new to many business owners. A virtual CIO is essentially an outside IT advisor who works with you to assess your needs and figure out the right networking setup for your business.

Because a virtual CIO is an outside advisor, it's a cost-effective option for the business owner who doesn’t want to add a full-time IT employee to the payroll. Using a virtual CIO can make sense for almost any small or medium-sized business.

A good virtual CIO is experienced in creating long-term technology plans for businesses. They offer advice on essential business decisions, such as whether it makes sense to purchase equipment or rent it. Your virtual CIO not only takes you through technology planning and strategy, but also implements the technology plan you agree on, then helps you maintain and update it as needed for the long haul.

If you don’t have an IT professional on staff – and many small and mid-sized construction businesses don’t – a virtual CIO can help you develop a customized technology plan that’s just right for your business.

These technology trends aren’t fads. Mobile technology, the threat of hacks and social media are here to stay.

Bill Walter, MCP, MCSE, PMP, is the lead network engineer with Gross Mendelsohn's Technology Solutions Group. Showing clients how technology can improve efficiency and business security is one of Bill's passions. Reach Bill at wwalter@gma-cpa.com or 410.685.5512.
Continued From Page 10

medication that could cause dizziness or drowsiness.

Working on a ladder. Work from the center of the ladder. When reaching away from the ladder, use the “belly button rule”: the belly button should stay between the side rails of the ladder. If something is out of reach, climb down and move the ladder to a better position. Over-reaching is the cause of many ladder-related accidents. Use hand lines to raise and lower material and tools; never toss to the work area, or drop them from the work area.

Taking care of a ladder.

When finished with a ladder, check again for cracks, breaks or bent rungs. Store the ladder in its designated place, out of direct sunlight or any other harmful elements.

Bill Sapero, Safety Specialist
Cathy Adams, Safety Administrator
Industrial Training Consultants, Inc. dba: ITC Safety

Continued From Page 19

seen a successful, always happy, leader who seemed to have everything to live for die from suicide because he silently suffered from depression. I have also seen an employee with chronic pain and a myriad of financial problems die by suicide. There is no real face or constant in suicide. There is no magic formula to identifying potential individuals at risk. There are often warning signs so it is important that human resource and safety departments make training and support available to their employees. Education, awareness, openness, and communication are some of the keys to zero suicide industry. Please visit [www.preventconstructionsuicide.com](http://www.preventconstructionsuicide.com) for more information and resources.

Asif Choudhury
President
Bahar Consulting
[www.baharconsulting.com](http://www.baharconsulting.com)

Bahar Consulting works with small to mid-sized companies to help them grow. They provide consulting, strategy, coaching, sales training, business plans, marketing plans and a variety of other services. Asif has a degree in Aerospace Engineering from the University of Maryland, College Park and an MBA from the Kogod School of Business at American University in Washington DC. Asif has also been president of a volunteer Suicide Crisis Intervention Hotline.

About the [Construction Financial Management Association](http://www.cfma.org)

The Construction Financial Management Association (CFMA) was established in 1981 as a nonprofit organization dedicated to serving the educational needs of construction financial professionals. Headquartered in Princeton, New Jersey, with a paid staff of 25 employees, CFMA has nearly 8,000 members in 98 chapters throughout the United States and Canada. CFMA’s General Members include general contractors, specialty subcontractors from all trades, engineers, suppliers and architects. CFMA’s Associate Members include professionals from the accounting, finance, software, legal, insurance, surety, banking and other industries that support the construction business.

“The best way to predict the future is to create it.”

~ Peter Drucker
on each task. And sometimes this attitude helps us find a better way of getting things done. But at other times, when it leads to shortcuts, it can put us on a direct route to catastrophe. Shortcuts that are taken on the job are, in most cases, simply increasing the risk of injury, or worse, death.

2. **Overconfidence**

Confidence is a great thing to have, but there is also such a thing as too much confidence. Have you ever heard, “It won’t happen to me”? While this confidence may come in various forms, it’s often the cause of us brushing off safety initiatives and every time our confidence fuels the decision to not take even minor safety precautions, we’re actively choosing the greater risk. Overconfidence in safety-related areas can be matters of life and death.

3. **Poor, Or Lack Of Housekeeping**

Lack of proper housekeeping on the job is one safety hazard common to all construction projects. Whenever someone walks through your workplace or jobsite, they can get a pretty good idea of the attitude towards workplace safety by just looking at how well the area is kept. Housekeeping is one of the most accurate indicators of a company’s attitude towards production, quality, and worker safety. A poorly kept area leads to hazards and threats everywhere. Not only does good housekeeping lead to heightened safety, but it also sets a high standard for everyone else in the workplace to follow.

4. **Neglecting Safety Procedures**

This is the worst thing that any employee at any level in the organization can do. Whether it’s deliberate or unintentional, neglecting safety procedures in the workplace puts the worker and everyone else in the organization in danger. In addition, safety procedure neglect places the entire company at risk. It’s not enough for the workforce to casually follow the safety procedures. Instead, the safety procedures must be viewed as an inherent function of all jobs and be adhered to in all circumstances.

5. **Mental Distractions**

Everyone has a life outside of the workplace, and sometimes life can take dips and turns that affect your emotions, mood and behavior. However, it is imperative that workers not let mental distractions from their personal lives affect their performance at work. Not only will they become less aware of their surroundings and less safe, but they will also become less productive, costing both the worker and the company time and money.

6. **Lack Of Preparation**

You may have heard of something called Job Hazard Analysis (JHA). JHA’s are an effective method of figuring out the best way to work safely and efficiently. When workers begin a task without thinking through the process beforehand, or hastily start without any type of planning, they are setting themselves up for failure. Make sure you plan the work, and then work the plan.

7. **Speed Of The Game**

In everything from small home-improvement tasks to public infrastructure megaprojects, injuries and deaths tend to happen late in the job, when confidence runs high and tolerance for delays dips especially low. This springs from a phenomenon known as normalization, which often allows people to accept looser standards in the name of greater speed. For this reason it is imperative to remain diligent and maintain safety at the same high level throughout the life of the project.

There are many reasons why workplace accidents happen, but these 8 are the most common and the most overlooked. There needs to be a conscious effort each and every day to ensure that these causes don’t trigger an accident. Your life, your coworkers’ lives, and your company’s overall well-being depend on it.

**Victor S. Klein, PhD, CSHS, COHC, EMR**

Victor received a PhD from Seton Hall University and has earned numerous certifications in the EHS field over the last three decades. He has worked with numerous industries throughout his career and retired as the Safety & Training Coordinator for W.R. Grace & Company. He then went on to serve as the Division Health, Safety, and Security Manager for Eramet Corporation, the world’s largest producer of Manganese based chemicals where he represented the corporation’s international interests on the ANSI Technical Advisory Groups for ISO 31000 and ISO 45001. He is currently a Senior Risk Management Consultant with Barrett Business Services Inc. (BBSI) in Baltimore. BBSI is a multi-level PEO that helps business owners focus on the success of their company by providing Human Resources & Risk Management services, along with Workers Compensation and Payroll administration.
time filling some salaried field positions. The tight labor market prompts contractors to change the way they operate, recruit and compensate their employees.

To mitigate the growing labor cost, contractors should build a pipeline of potential candidates during the recruiting process. Staying in touch with candidates that may not be currently searching for a position could pay off over a two to three-year period. Contractors also need to make an effort to retain good employees. The cost of retaining current employees versus the cost of acquiring new employees can be staggering. The cost of employee turnover is made up of four factors: cost of hiring, cost of onboarding and training, cost of development, and the cost of underutilized employees. It is of economic benefit to develop younger staff into senior leaders within the firm instead of hiring experienced employees at a premium.

According to a  [September 8th news release](http://www.ryanandwetmore.com) from the Bureau of Labor Statistics (BLS), employer costs for employee compensation in the 2nd quarter of 2017 averaged $35.28 per hour, comprising of $24.10 (68.3%) and $11.18 (31.7%) per hour worked for salaries and wages, and benefits respectively. See table A for the breakdown of various compensation components making up the employer cost in different sectors.

Contractors can also mitigate labor hours and costs by utilizing technology. Purchasing or developing a routing software to assign employees to jobs and create a daily schedule for trucks will help reduce non-productive down time of employees and equipment. Time tracking apps are also an effective way to track employee time on job sites and allocate costs between jobs and overhead. Some applications even use location services within devices to clock employees in and out of job sites. Equipment usage technology is also a good way to track when routine maintenance should be performed to avoid breakdowns and unforeseen repairs.

A contractor must also have a growth strategy in place. Growing a backlog from $20 million to $40 million sounds very enticing, but can be catastrophic to a business if the right pieces are not in place prior to bidding the additional work. If the business is not properly staffed to complete projects by required deadlines, the contractor will likely have to pay a premium to bring on additional employees to complete such projects. Hiring too many employees at once when employees are underutilized but still carry high costs, can cause profits to plummet or even create losses.

Subcontracting effectively is also becoming more important to contractors now more than ever. Subcontractors are vital to your company’s productivity and profitability. Having a structured, customized and consistent onboarding process in place for your subcontractors can help create a good first impression. A well-planned process will allow subcontractors to hit the ground running and stay with your company long-term. Contractors should also create a subcontractor prequalification checklist to ensure that the subcontractor is a good fit and mitigate risk of poor performance.

Contractors must monitor costs effectively to run a successful business. Understanding how price increases can affect your bottom line and how to best respond to those increases are imperative to a successful business. Being proactive instead of reactive to pricing helps separate the best contractors.

Ryan & Wetmore, P.C. publishes construction updates and articles regularly on our [company blog page](http://www.ryanandwetmore.com). Visit [http://www.ryanandwetmore.com](http://www.ryanandwetmore.com) to take advantage of the free knowledge and learn more about our firm!

Peter Ryan, CPA, MBA ([pryan@ryanandwetmore.com](mailto:pryan@ryanandwetmore.com)) and Jason Dudas, CPA ([jdudas@ryanandwetmore.com](mailto:jdudas@ryanandwetmore.com)) both specialize in the construction industry. For assistance with industry comparisons, establishing a job cost system, or software, please visit us online and contact Peter and Jason directly.

*Ryan & Wetmore, P.C. is a Washington D.C. metro area firm with offices in Bethesda, Maryland, Frederick, Maryland, and Tysons’ Corner, Virginia specializing in construction contracting. We are members of the BDO Alliance’s Construction Accounting Network, Construction Financial Management Association, and Rainmaker Companies Real Estate & Construction CPAs.*
throughout the night and on weekends?  

• **Does it have the features you need to effectively run your site?**

Today, technology like cameras, cell phones, and smartwatches are popular for both personal and professional use. Consumers have a wide array of options depending on their use.

It could be daunting to face the market of available cameras available for purchase and use at your site. Therefore, it's important to go back to your goals list. Depending on what job the camera is doing, you'll need to consider which features are most important to you. You may want 24/7 live video or an accessible backup copy of all images taken or video recorded. You may decide that your camera needs to have the ability to record sound or have features like smart search. Knowing what your camera is capable of is important to understand.

One feature that may be a non-negotiable for you is the ability to watch the feed or get the images straight to your smartphone or tablet. Depending on the size of your team, and how many projects you tend to manage at once, having this photographic information at your fingertips may increase your productivity and efficiency, not to mention overall improvements at the job site.

• **What is the maintenance and upkeep of your chosen system?**

Unless you’re signing up to be the IT person as well as a construction manager, you'll want to understand how to upkeep any equipment crucial to your job before purchasing. Luckily, a lot of cameras marketed for construction site use, like SMART Security Pros, feature turn-key solutions that don't require a tech expert to use and understand. If you aren't going to be responsible for maintaining the equipment, bring in the team member who is to help make these important decisions. No matter what kind of camera you choose, the maintenance and upkeep of your purchase is just as important as the purchase itself.

Construction site cameras can be helpful to CM’s in many ways. Internally, a system to constantly monitor and share activity at the site can be crucial for making important decisions; whether on or off the site. Externally, cameras can turn off any criminal activity or vandalism and protect your site from intruders — or, at least, these cameras will make it easy to catch any unwanted activity. No matter what your goals are for having a camera at your site, writing them down and getting the team on-board to use the equipment can make your construction projects more efficient and successful.

These questions will put you on a path to deciding which camera is right for you. If you’re going to invest in cameras for a construction site, you should get the benefit of being able to stop criminals and trespassers in their tracks.

Providing professional Video Surveillance Services & Armed Security throughout Baltimore and the Washington, D.C. Metropolitan Area, SMART Security Pros utilizes only off duty, retired, and prior police officers for our armed security assignments. SMART’s founder, Shawn Scarlata, was an active duty law enforcement officer for 22 years in the Washington, D.C. Metropolitan Area. SMART specializes in utilizing our Mobile Video Guard to protect construction sites and other outdoor venues at over 65% less than hiring traditional security guards. Call 301.955.9782 or submit a detailed quote online to get the right security solution.

Looking to learn more about Mobile Video Guard and Remote Video Surveillance as a Service Click here for information and pricing.

“**I have learned to use the word ‘impossible’ with the greatest caution.”**

~ Wernher von Braun
Detailed explanations of any lawsuits you’ve been involved in or disciplinary action taken against you.

State regulators typically require contractors to meet certain qualifications to do business in that state. You may also have to obtain a tax identification number before they’ll issue a license. In addition, you may need to take exams or participate in training.

Certain states have license reciprocity agreements with one another. This means that, if you’re licensed in one state, you may qualify for a license in a reciprocating state without having to sit for that state’s trade exam. While reciprocity doesn’t mean you’ll be automatically waived in, it generally accelerates the licensing process a bit.

Obtaining an out-of-state license also means dealing with related tax and financial issues. Some states and municipalities assess an annual license tax based on a percentage of the contractor’s gross receipts, while others charge an annual fee that goes toward a recovery fund for project owners who have financial disputes with licensed contractors.

Help is advisable

Naturally, licensing isn’t the only factor to consider when working out of state. You’ll also need to look into sales and use taxes, for example. Work with your CPA and attorney to anticipate these and other challenges.

People who know me know that I hate talking about lagging indicators. This real life story was about Gary’s courage and decision to make the right call. Stay tuned to learn more about how to create an environment where people actually use Stop Work Authority and powerfully affect change for the better.

About the author: Joseph Xavier is a senior consultant at Summit Sustainability Solutions who helps companies strive for zero harm to their workforce. His specialty is safety culture and enjoys working with people to understand how to think like a risk manager.

Payment Disputes

This issue is the simplest to my mind. On any project where your customer is refusing to pay you for your work, you should contact an attorney immediately. This is for one simple reason: your rights may be expiring as you read this! Do you know how to preserve your payment rights under your contract’s disputes clause? Did you do it? Did your project manager sign a lien release after this dispute arose? Did that lien release contain a legally sufficient carve-out for your payment dispute? Do you know whether you have time to file a mechanic’s lien or bond claim? An attorney can help answer all of those questions and more, as well as help you pursue your rights when negotiation fails.

Jeremy Wyatt is an award-winning attorney at Harrison Law Group. He specializes in construction law, using his skills and experience to help clients get paid and avoid risk on construction projects. You can reach Jeremy by email at jwyatt@harrisonlawgroup.com or by phone at 410-832-0000.

“Life is the art of drawing without an eraser.”

~ John W. Gardner
VIRGINIA’S PREMIER NETWORKING & EDUCATIONAL EVENT
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In Our Third Annual

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(M-F, 8am to 5pm)

Donations must be received by Friday, December 15, 2017
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Have questions?

Contact Pam Hundley at 410.536.2010 or phundley@waverlyconstruction.com
Or
Verna Regler at 443.982.7329 or verna@mdconstructionnet.net

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Maryland Construction Network® Presents:

Premier Construction Networking Events

“Construction Industry Summit”
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Direct Connect Networking Extravaganza & Pre Direct Connect Presentation

One Merriweather - 10980 Grantchester Way
Columbia, MD 21044
Thursday, November 16th, 2017
Registration - 3:00 - 3:30 p.m. ~ Public Official Panel Presentation - 3:30 - 4:00 p.m.
Developer Panel Presentation - 4:00 - 4:30 p.m. ~ GC Panel Presentation - 4:30 - 5:00 p.m.
Q&A - 5:00 – 5:15 p.m. ~ Direct Connect Networking - 5:15 - 7:30 p.m.

“Construction Industry Summit - Howard County” Overview
MCN is proud to present an exclusive Construction Industry Summit featuring Howard County. Public Officials will discuss economic growth, market trends, current and planned progress, and challenges faced by Howard County. Our elite Developer & General Contractor Panels will discuss current and future development, current construction, upcoming opportunities, and their process for engaging subcontractors and vendors.

An Event Not To Be Missed:
MCN has assembled “elite” panels to discuss current and future development, construction, and market trends in Howard County. Government Officials, Developers, and General Contractors will share “what’s in store” as it relates to upcoming development and construction within the County. Hot spots of growth will be identified by key professionals; enabling you to accurately recognize and plan for future work. Following the Summit, enjoy MCN’s Direct Connect® Networking.

Our Event Host:
RCM&D Construction

Our Sponsors:

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A dynamic, energetic, well respected relationship oriented business development professional, with over 30 years of commercial construction experience and an extensive contact base in the Baltimore | DC market, seeks a full-time business development position with a construction firm ready to take their business to the next level. My business skill set, and my personal commitment to excellence, would be an asset to your company. I’m confident I can help your team achieve their goals.

I respectfully ask that interested parties contact Verna Regler @ Maryland Construction Network for additional information. 443.982.7329

Position Available:

Whitney Bailey Cox & Magnani, LLC (WBCM) is seeking a Marketing Coordinator to join their Baltimore office. The person should be a self-starter with excellent verbal, written, organizational, time management, communication, and computer skills. Marketing Coordinator is responsible for organizing and managing the development and production of marketing deliverables such as qualifications, proposals, presentations, and other forms of collateral and communication tools. High proficiency with MS Office Suite, Adobe Creative Suite, and InDesign preferred. Provides proposal leads through bid board searches to firm project managers. Assists with marketing related projects under the guidance of the Director of Marketing, as well as Market Leaders, Principals, and technical staff while working independently. Applicant should be energetic, comfortable working alone and in teams and most importantly, be self motivated.

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- Bachelor degree in Business, Marketing, Communications, English, Architecture, Engineering Technology, or related field.
- 3-5 years of experience in marketing professional services, preferably within the A/E/C industry
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2:00 – 6:00 p.m.

October 25th – Project Tour With Networking
The Arundel - AA County
Host: Whiting Turner
4:30 – 7:30 p.m.

November 16th - Direct Connect & Construction Industry Summit - Howard County
One Merriweather
Host: RCM&D
3:30 - 7:30 p.m.

December 5th - Project Tour With Networking
Porter Street Apartments – McHenry Row
Host: Kinsley Construction, Inc.
3:30 – 7:00 p.m.

More Information To Follow

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