Building Ventilation - DOAS Goes Mainstream

Building heating & cooling systems come in many forms, but virtually all require some level of ventilation. For years, the traditional method of delivery was either a large indoor air handling unit (AHU) or rooftop air handling unit (RTU) with fresh ventilation air intake mixing with return air, and then conditioned supply air was delivered to the occupied spaces. However, in recent years the method of ventilation delivery has certainly evolved, and now DOAS leads the way.

**DOAS (Dedicated Outdoor Air System)**

The biggest change was the introduction of DOAS, an essentially a 100% outdoor air AHU/RTU. These units are dedicated to condition the temperature, and most importantly, de-humidify the harmful moist outside air in the cooling season.

**Initially Specialized Spaces**

Initially, these units were employed to serve unique spaces requiring elevated levels of ventilation. A good example are medical facility spaces that require elevated ventilation air change rates/hour. DOAS is very effective at providing large volumes of conditioned ventilation air, but certainly more expensive. Not only is a separate unit required, a separate duct system would be required. This added cost and the additional physical space requirements limited the utilization of this type system to highly specialized locations.

**Operational Cost Savings - Energy Recovery**

The next push for DOAS related to reduced energy costs, with the utilization of energy recovery. The potential for energy recovery, i.e. energy recovery wheels, could offset the cost premium of the DOAS system. These systems began to show up in the large spec office building market. These office buildings typically utilize a self-contained air-conditioner unit located in the core on each floor, addressing the heat gain through the building envelope, light, equipment and people. Now the DOAS unit separately addresses the ventilation load. The 100% OA unit, typically located on the roof, introduces conditioned ventilation air down a vertical duct riser to each self-contained air conditioning unit.

Continued on Page 20
Product Profile

Our Customers Are Our First Priority
EXPERIENCE - QUALITY - RELIABILITY
MADE WITH PRIDE IN THE U.S.A.

The Mid-Atlantic's leading provider of quality sound solutions for walls & ceilings for over 34 years.

Learn more about all our products & services at www.Snap-Wall.com

BidInvitations@Snap-Wall.com
410.342.4500 Office - 410.222.3350 Fax
6335 Howard Lane, Elkridge, MD 21075
I Want A Dashboard! Now What?

An introduction to dashboards and how to plan its implementation

Dashboards have been a steady request from customers for several years. Dashboards relay information from your software’s data in an easy to use format. Many executives are requesting dashboards but require support in effective presentation versus a standard report they get from their software today. There are some important questions to ask before diving into a new dashboard though.

What is the intent?

There are several reasons for a dashboard. The most common dashboards focus around specific metrics or key performance indicators (KPIs) that are key to your company’s success. These metrics will be different based on the position of an employee. A foreman might need to review the timeliness of their employee’s timecard entries while a CFO might want to review outstanding accounts receivables for performance issues.

The intent should be focused around a specific audience and the metrics should be thought out in advance. Properly devised metrics will allow your organization the control structure to base performance reviews and to oversee the overall success of departments. The right audience for a dashboard is important. You will want to review any varying trends and forecasts to help you decide what data is most important for your dashboard. This review process would apply when determining the audience as well.

What are the security concerns?

Once you have determined the metrics, it is important to confirm security. If you have a dashboard for project managers, should everyone see information about projects that do not pertain to them? How will the user log in to see the data? Will it be within the software or a completely segmented tool that will need to understand the security in a different fashion? These are case-by-case scenarios that need to be examined when making these business decisions but there are very few right or wrong answers. Implementing this after starting the dashboard is more effort and sometimes costly so these decisions should be made early on.

How do I keep it clean?

This sometimes can be the hardest part of the journey. When discussing the design, there will be a desire to include everything on the dashboard. However, dashboards are small areas to work with, so the visualizations and related metrics should be easy and quick to understand. There should never be more than five or six visualizations on a dashboard. Too many would make it hard to accurately see what is being presented. Some dashboards may have only two or three visualizations. Crisp, clean and quick to grasp!

Too much detail will make it hard to use effectively. As a general rule of thumb, the end user should be able to determine their expectations within seconds of looking at the dashboard. If the end user needs to take minutes to understand the detail, the purpose of the dashboard has been degraded.

That doesn’t mean you can’t allow methods within the dashboard for the curious to see those extra details. You can use drilldown functionality or separate dashboards to relay this information. Additionally, you can use filters or slicers that allow the end users to change the data presented. These are extremely helpful and do not take away from the presentation of data. Especially when it comes to the analysis of the data.

Match the right visualization with the data. Suffice it to say a bar chart is not the right visualization for every presentation. Understand the data and appropriately use the correct visualization that will be easy to understand.

How do I get to the dashboard?

In the ever-changing technical environment this can be tricky. Does your current software offer dashboard capabilities? If so, will they allow you to customize this to make it yours? This is important as many software products offer dashboards but may not always allow for proper customization. Examine the tools closely to confirm the dashboard will deliver what you need or review other products that may fit the need.

Continued on Page 21
After collecting input from more than 150 Maryland contractors for our annual construction industry survey, we sifted through the data and found three common obstacles that are challenging contractors.

Recently I presented the results of the survey to members of the Maryland Construction Network, and we reviewed those common obstacles – and how to overcome them.

**Challenge #1**

*Your best employees are leaving your business.*

Finding and retaining quality employees has been a growing concern since 2017. In fact, it’s the #1 concern, by an overwhelming margin, among contractors.

**Hiring is hard for construction contractors.** While wanting a higher salary often prompts employees to think about leaving a company, three quarters of contractors said it isn't the most important factor in deciding whether they’d actually leave.

Recognizing that salary is just one component of employee retention, let’s turn to a deeper issue – company culture.

When asked for his take on losing good employees, Maryland Construction Network founder Rob Bertazon said, “There are simply too few skilled workers to go around and there is too little being done to solve the problem. While many issues have been identified, I believe an important one has been ignored. Construction workers are not paid proper consideration as people. The personal needs of the workers are often ignored. Construction workers are expected to be ready and available to work at any time on any day without regard to their personal and family commitments. Management and office staff are treated to a conventional five-day work week with a predominantly set schedule of hours while field personnel are expected to be ready to work whenever they are called upon. If C-level managers were required to be at the jobsites the way they expect their employees to be, things would be different.”

**Solution: Evaluate and improve your business’s culture.**

When asked what advice they’d give to a contractor who can’t pay their employees more in salary, but doesn’t want to lose employees, one of our astute survey respondents said, “More often than not, it is not about the money, but having a sense of belonging and significance.”

Another contractor suggested a winning approach to retaining employees: “Work to create a culture where the employees want to work there and feel valued.”

We're working on some blog articles that'll offer tips on how to foster a winning company culture. Stay tuned.

In the meantime, there are a slew of easy-to-implement employee retention strategies that you can put into place right now.

**Challenge #2**

*Material costs are cutting into revenues.*

The construction industry is humming at a nice clip. These days, most of my construction clients tell me they are easily finding new business, which is a stark contrast to a decade ago.

Despite the growing trend of new projects becoming available, contractors aren’t always reaping the benefit. That’s because the cost of materials is on the rise. In fact, contractors’ concern over material costs doubled between 2018 and 2019.

The Construction Intelligence Center expects global construction industry expansion to average 3.6% a year between 2018-2022. The continued anticipated growth is fantastic news for contractors, but the cost of materials will inevitably rise to meet demand.

**Solution: Raise your prices.**

Through our survey we learned that 40% of contractors did not raise their prices in 2018.

We aren’t exactly sure why this is the case, but we know...
Streamline Your Operations With Unified Communications As A Service (UCaaS)

Telecom can be confusing, time consuming and unnecessarily expensive.

Every business needs a telephone. These days, to communicate with your clients effectively, you’re also likely to need mobility, a video communications platform, a chat interface, social media, and a company-wide calendar. The technology patchwork is a lot for the user to keep track of, and; a bit of an IT headache.

Unified-Communications-as-a-Service (UCaaS) solves these problems in a single sweep; especially in the construction industry. Most construction staff are in the office, in the field, in their car or on a job site multiple times a day. To have a direct number assigned to contact them can unify the business’ communications.

Your telephone calls and voice mails can follow you while you are on the go so you never miss a call or communication from a client.

UCaaS offers a secure means of collaboration across multiple channels (voice, mobile, video, chat, etc.) and guarantees a seamless communications experience for mobile and remote employees.

Effective UC can also help CIOs simplify data management, satisfy privacy requirements, and solve quality of service (QoS) issues. The “as-a-Service” model is flexible, scalable, and cost-effective. These are just a few of the benefits, but there are many more.

A trusted telecom advocate can help your business source and implement a customer tailored UCaaS strategy. Their primary goal should be to ensure that you receive the best possible solution that maps and scales to your business needs.

UCaaS promises seamless integrations with business processes at a lower price point than traditional premise-based solutions. Traditional premise-based systems are coming to end of life!

UCAAS includes:

- Immediate cost savings & optimized billing
- Enhanced mobile & remote user experience
- Fast implementation & easy upgrades
- Business continuity & security

Communication the key to success! Could Unified Communication benefit your company? Many believe it to be the key to running a successful business!

Wendy Jeffords
Director of Carrier Sales
Electronic Data Solutions

Wendy Jeffords, your trusted telecom advisor is an experienced sales consultant who has designed and developed solutions for hundreds of clients from single owner businesses to large national corporations operating in multiple states in the hyper-competitive Telecommunications Industry. For the last 10 years, Wendy has worked closely with the construction industry; from setting up construction trailers to multi location sites. Wendy's unique insight, and her years of experience, provides her clients with the best use of technologies for years to come. Contact Wendy Jeffords at 410.627.1066 or at wendy@eldsi.com
For nearly 50 years, Ward-Boland has been serving the Greater Maryland Area with innovative HVAC and mission critical solutions. We offer products from Liebert, Greenheck, Nortec, and other leading manufacturers, as well as part replacements and ongoing service and support. Ward-Boland offers a wide range of solutions for many different applications and can provide expert advice for any project.

- THERMAL MANAGEMENT
- POWER DISTRIBUTION
- AIR MOVEMENT
- SURGE PROTECTION
- MONITORING & CONTROL
- HYDRONICS
- UNINTERRUPTIBLE POWER
- DATA CENTER INFRASTRUCTURE
- HUMIDIFICATION & HEATING

Want to connect with more project opportunities and build relationships with the people behind them?

Introducing

THE BLUE BOOK
Building & Construction Network
EVENT EXPRESS

As a Blue Book Network Member, you’ll receive exclusive invitations to local industry events – including Meet & Greets, Pre-bid Meetings and Jobsite Walks

Your local Blue Book Network Franchise Owner will introduce you to area decision makers looking for your services or products

Shake hands and share your company’s story with the General Contractors, Facility and Property Managers, and other project owners – in one place, at one time

Make the most of your membership in the industry’s largest, most active network at these exclusive events!

For more information, contact Shelly Masone at:
smasone@mail.thebluebook.com | (443) 534-6276

Get on The Blue Book Network Event Express today!
Redefining Mixed-Use

Changing social and work habits are forcing the definition of mixed-use to evolve. Mixed-use is no longer a residential block with an afterthought addition of a basic retail offer. Instead, forward-thinking businesses and developers are realizing not only the need to provide a comprehensive mixed-use offer but the financial, social and practical benefits of doing so.

So, what is driving the change? It’s largely an evolving consumer demand, particularly evident over the last five years or so, as people reevaluate lifestyles and what is important to them. This revaluation of traditional lifestyles is driving a desire for a more convenient way to live - local amenities and the ability to walk to home, to work, to shop or to social activities. Convenience and walkability are highly desirable.

This shift is evident across generations. Whether it is the millennial generation, who aren't content with the lifestyle models their parents had before them - such as commuting long distances to work or working nine to five - or the aging Baby Boomers, who increasingly require and enjoy the conveniences of having their home near stores, healthcare facilities, and other daily needs.

In addition to convenience, mixed-use also satisfies the need for greater sustainability in both urban and suburban communities, including less travelling and making the best use of land.

From an investment point of view, mixed-use development just makes sense. For developers and investors, it spreads financial risk across several markets and allows a diversification of portfolios. Get the mix right and developers can drive a natural demand between the uses (residential, commercial, retail, etc.) and protect themselves against vacancies and single market risks.

From an economic perspective, the social benefits of a mixed-use community translate into areas of concentrated spending. A restaurant that’s a favorite for a worker for a quick work lunch may become a favorite for a more leisurely dinner and wind-down with friends in the evening. As a result, the circle of mixed-use can drive a thriving local economy and job creation.

True mixed-use should be a no-brainer. It delivers financial, social, and practical benefits for all involved whether it’s a developer or investor looking for a way to diversify and “future-proof” their investment, a consumer looking for a more convenient and sustainable lifestyle, or a business seeking environments that will help attract and retain employees.

Read more on the future of mixed-use development here.

Please contact me with any Real Estate questions you may have.

Allan Riorda, SIOR
Lee & Associates
ariorda@lee-associates.com
443.741.4040
Local Expertise. National Reach. World Class.

“Change is the law of life. And those who look only to the past or present are certain to miss the future.”

~ John F. Kennedy
Fall Protection - A Refresher

On January 17, 2017, OSHA issued their Final Rule for Walking-Working Surface and Personal Protective Equipment (Fall Protection Systems) 29 CFR Part 1910. It was exhilarating reading. You may be thinking, “I’m not planning on rappelling down the face of a building any time soon; I work in an office,” however, there are still real-world ways that this rule can impact us.

As a structural engineer, my primary duty is to the public. I have a responsibility to design safe buildings that meet the requirements of the local building code. By extension, that duty also applies to people who use the building once occupied. Here’s where it ties in with the OSHA Final Rule.

While the OSHA Final Rule is lengthy (read very, very lengthy!), and a number of the requirements do not, in fact, apply to buildings and their owners, some of the most important parts do. This article deals with the requirements associated with having someone (a contractor) accessing the façade of the building. Final Rule Paragraph (b)(1)(i) requires the Building Owner provide the employer (contractor) with a written statement identifying the tested, certified, and maintained roof anchorages capable of supporting at least 5,000 lbs. in any direction. There are a number of other requirements in the Final Rule, but this is the point where OSHA puts the responsibility on the owner of the building to provide safe means to access the façade.

These building owners, who are under obligation to comply with the OSHA Final Rule are, in many cases, our ultimate clients. OSHA has placed a burden on them that we need to be aware of, so that we can better serve our clients.

A couple of thoughts:

If you are a design engineer doing new design work, be aware of this requirement. Make sure that your structural system can handle these loads. Make sure that the Architect has appropriately located a roof anchorage system. In some cases, the Architect may defer to the General Contractor to include this work in their bid. They may, in turn, defer to a subcontractor. However, at some point, the Structural Engineer is going to be asked to give their blessing for the anchors that are up on that roof. Remembering our duty to the public, I would suggest that we get out in front on this issue and help ensure that our building owners are in compliance with the Final Rule.

There are far more buildings already built than new ones being built. Many of these existing buildings may not comply with this Final Rule from OSHA, which does not distinguish between existing and new facilities. The owners of those buildings are also under an obligation from OSHA to provide safe access to their façade. Owners of existing buildings would be wise to come to a structural engineer for assistance. Professional engineers have a duty to protect the public and can be a valuable resource for these issues.

The OSHA Final Rule went into effect in January, and according to OSHA, enforcement was set to begin in November. On November 20, 2017, OSHA issued a memo providing additional guidance to their enforcement officers to essentially provide some leeway for owners who were making a good faith effort to comply but were having difficulty finding and contracting with qualified personnel to perform the required inspections, testing, installation and certification. The window of opportunity to address potential issues on existing buildings is open now. Keeping our duty to the public in the forefront of our minds, I encourage structural engineers to be a part of the solution and help their clients navigate these new requirements.

Michael J. Sladki is a licensed Professional Engineer and serves as Principal Engineer for ECS Mid-Atlantic, LLC in the Chesapeake, Virginia location. Mr. Sladki received his Bachelor of Science in Civil Engineering and his Master of Science in Civil Engineering from Virginia Polytechnic Institute and State University.

Founded in 1988, Engineering Consulting Services (ECS) is a leader in geotechnical engineering, environmental consulting, construction materials testing and facilities engineering. Today, with over 1,700 employees, ECS has grown to more than 60 offices and testing facilities spread across the Mid-Atlantic, Midwest, Southeast and Southwest. ECS is currently ranked 72 in Engineering News Record’s (ENR) Top 500 Design Firms and 163 in ENR’s Top 200 Environmental Firms.
That’s how we take care of business. Because we own ours. We work harder and smarter. That’s what it means to be an Employee Owner. Taking care of business better. Yours and Ours.

BAUMGARTNER, INC.
Committed to excellence . . .
Testing, Balancing, Commissioning

113 Lakefront Drive
Hunt Valley, MD 21030

Phone 410-785-1720
Fax 410-785-1725
www.baumgartnerinc.net

American Core Drilling & Sawing, Inc.
The All-Star Pro’s for ★ Concrete Scanning ★
★ Core Drilling ★
★ Wall Sawing ★
★ Slab Cutting ★
★ Fire Stopping ★

410-719-0282
www.ameracore.com
“Our Greatest Asset…Your Goodwill”

J. F. Fischer, Inc.
7909 Philadelphia Road
Baltimore, MD 21237
410-866-4900
www.jffischer.com

Since 1973

MECHANICAL CONTRACTORS SPECIALIZING IN:

Heating/Ventilation Systems • Air Conditioning
Boiler/Chiller Services • Plumbing Systems • And More!

info@mechcont.com
24 Hour Emergency Service Hotline: 888-866-4900

Year round comfort & dependability.

PCI SERVICE COMPANY
a division of POWER AND COMBUSTION, INC.

SPECIALIZING IN ROUTINE PREVENTATIVE MAINTENANCE, INSTALLATION, & REPAIR

- Air Conditioning
- Heating/Ventilation Systems
- Refrigeration
- Plumbing Systems
- Temperature Controls
- Boilers
- Chillers/Cooling Towers
- Service/Preventative Maintenance Contracts

www.powerandcombustion.com
7909 Philadelphia Road • Baltimore, Maryland 21237-2694

Back To Table Of Contents
Tips For Leading Effective Team Meetings

Have you ever left a meeting feeling frustrated, unseen, and like your time has been wasted? Successful meeting organization isn't something every manager can do, especially if you're not using the space appropriately. However, team meetings can, and should, be a high energy event where team members get re-invigorated for their jobs.

Bring A Positive Attitude

It's impossible to bring your A-game to a meeting when you've made it clear you dislike them from the get-go. Meetings are an essential part of solving problems and getting work done, as well as being a physical manifestation of leadership. Having a positive attitude and approaching meetings as a fun, useful exercise will help them run smoother and more productively.

Plan Ahead

One of the worst things you can do in a meeting is come unprepared. Having an agenda with specific topics to address will help keep you your meeting focused and productive. Not only will it keep everyone on task, but when utilized correctly it will prevent team members from showing up blindsided. Plan your agenda in advance and circulate it with those attending so they can prepare any relevant material. Asking for employee input is another excellent way to help create a better meeting and improve engagement. A few days before your meeting send out a call for input.

Add Variety

If your meetings are the same every time they can become monotonous, make sure to spice it up with some variety. Consider team building exercises or try taking your meeting to a new environment. Alternatively, bring in a guest speaker or have the group watch a TED talk on something relevant to your field or office environment.

Use Meetings To Collaborate

Most importantly, use meetings effectively to collaborate and create solutions with your team. A meeting is a great time to catch up, but if you’re taking employees away from their work, you must make it worthwhile. Using the time to solve problems and create meaningful headway in large projects is a great way to make use of meetings.

Ready for your AHA! Moment? Call Allan Hirsh Advisors today!

At Allan Hirsh Advisors we believe in making a difference in the lives of CEOs and Business owners. We help you discover why you do what you do, understand your personal and professional visions. We ask questions, listen to you, give you feedback so you can make better decisions that align with your why and your visions and hold you accountable for your decisions. All this so you can improve your life and improve the lives of the people around you. If you are interested in taking your business to the next level then contact Allan Hirsh Advisors to learn how we can Create AHA! Moments for you.

Tune into AHA! Business Radio Tuesdays from 6-7 pm EST on CBS Sports Radio, 1300 AM to listen to Allan Hirsh and his guests discuss all areas of business. And don’t forget to follow Allan Hirsh Advisors on Facebook and Twitter too!

“Always go into meetings or negotiations with a positive attitude. Tell yourself you’re going to make this the best deal for all parties.”

~ Natalie Massenet
Noise & Hearing Protection

Regardless of the type of company you operate, there is always some level of noise. Construction machinery, manufacturing machinery, hand tools, etc., can all contribute to noise levels.

At certain levels, noise can become hazardous. Noise can adversely affect work performance by causing breakdowns in communication, lowered concentration, loss of hearing, pain, nausea, and in extreme cases, irreversible damage.

Controlling Noise

The best and first option in controlling noise is to engineer methods to lower it, such as improving machine efficiency, enclosing compressors, etc. However, engineering methods are not always possible.

Hearing protection is essential in preventing hearing loss when noise exposures can’t be prevented at the source. Earplugs and earmuffs are generally used to provide a physical barrier that reduces inner ear noise levels and helps prevent hearing loss.

Hearing loss often occurs gradually (even in intense exposures). While the body can repair the damage from short-term exposure, long-term exposure can cause permanent damage to hearing. Eventually, the body can’t repair the damage from repeated exposures, and a gradual loss in hearing results.

By the time you notice that your hearing has been affected irreversible damage has already occurred.

The main reason employees don’t wear hearing protection is a lack of comfort. If this is a problem, a variety of styles, types, and brands of ear protectors are available. Properly designed, fitted, and clean ear protectors should cause no more discomfort than wearing a pair of safety glasses.

Earplugs made of soft material, such as neoprene, aid in preventing injury to the ear canal. Skin irritations, regardless of the type of company you operate, there is always some level of noise. Construction machinery, manufacturing machinery, hand tools, etc., can all contribute to noise levels.

Continued on Page 27
What did they put in place to make that happen? What from your experience with those other organizations can you apply to your business to generate greater success?

Great onboarding is the result of connecting a lot of dots across your entire company that makes it a great place to work and a successful sustainer of customer relationships. It is not a simple process, but it can have a positive, permanent impact on the culture of your company.

HAVEN'T YOU EVER NOTICED THAT EVERY YEAR THERE SEEMS TO BE A WORD THAT GETS USED OVER AND OVER UNTIL IT BECOMES A BUZZWORD? IN 2018 THE WORD WAS “PIVOT.” THAT WAS A PRETTY GOOD WORD AND RECEIVING A NICKEL FOR EVERY TIME IT WAS USED WOULD MAKE YOU A WEALTHY PERSON. CONSULTANTS AND INVESTORS WERE OFTEN TELLING THEIR CLIENTS THAT IF THINGS WERE NOT GOING WELL, PIVOT OR GO IN ANOTHER DIRECTION. WE HAVE ALMOST EXPERIENCED HALF OF 2019 AND THE FRONT RUNNER FOR BUSINESS BUZZWORD THIS YEAR IS “ONBOARDING.” IT IS GENERALLY APPLIED TO TWO VERY IMPORTANT SITUATIONS: BRINGING IN NEW EMPLOYEES AND WELCOMING NEW CUSTOMERS. THERE ARE OTHER SITUATIONS TO APPLY BEST PRACTICES OF ONBOARDING, BUT LET’S STICK WITH THESE TWO FOR RIGHT NOW.

IN BOTH CASES, THE IDEA IS TO CREATE THE PLATFORM FOR ONGOING SUCCESS OF NEW EMPLOYEES TO UNDERSTAND THEIR JOB AND BE SUCCESSFUL AT DOING IT OR SETTING UP NEW CUSTOMERS TO SUCCESSFULLY USE THE PRODUCTS OR SERVICES THEY ARE BUYING FROM YOUR COMPANY. ONE OF THE BEST NEW EMPLOYEE ONBOARDING PLATFORMS I EVER SAW WAS A TECHNOLOGY COMPANY THAT HAD GONE THROUGH A SIGNIFICANT PROJECT TO DOCUMENT ALL OF THEIR INTERNAL PROCESSES AS PART OF A PERMANENT QUALITY MANAGEMENT INITIATIVE. THEY HAD ALL THE PEOPLE WHO DO THE WORK FIGURE HOW THEY ALL NEEDED TO WORK TOGETHER IN ORDER FOR CUSTOMERS TO BE SERVED ACCORDING TO EXPECTATIONS. THE PROCESS DOCUMENTATION WAS LOADED INTO AN INTERNAL Wiki DATABASE TO MAKE IT EASY TO IMPROVE THOSE PROCESSES WHEN IMPROVEMENT IDEAS CAME UP. THE BONUS FOR ONBOARDING WAS FOR NEW EMPLOYEES ON THEIR FIRST DAY REVIEWING THE Wikis THAT APPLIED TO THEIR JOBS AND THEN BEING DEBRIEFED THE NEXT DAY FOR UNDERSTANDING AND EVEN TO MAKE SUGGESTIONS. NOT ONLY WERE NEW EMPLOYEES EDUCATED QUICKLY ON COMPANY VALUES AND PROCESSES, THEY WERE FUNCTIONING FULLY IN THEIR JOBS MUCH FASTER THAN WAS THE CASE PRIOR TO THE INITIATIVE.

AS FOR THINKING ABOUT ONBOARDING NEW CUSTOMERS, THINK ABOUT YOUR OWN EXPERIENCE AS EITHER A CONSUMER OR AS A BUSINESS LEADER. WHAT COMPANIES HAVE ONBOARDED YOU OR YOUR COMPANY IN A WAY THAT ENHANCED YOUR SUCCESS IN USING THEIR PRODUCT OR SERVICE? WHAT DID THEY DO AND

The 2019 Business Buzzword Is “Onboarding” & It’s A Good One

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

“Onboarding starts with satisfying the most basic of Maslow’s psychological needs: belonging. New hires shouldn’t arrive to an empty cube and be forced to forage through corridors searching for a computer and the bare necessities of office life. A new hire isn’t a surprise visitor from out of town. Plan for their arrival.”

~ Jay Samit
Medical Marijuana & Workers’ Compensation: Moving Targets

It’s a conundrum the construction industry continues to grapple with: everyone wants safe worksites, and that means unimpaired employees. But marijuana is now legal in Maryland for medical purposes, and to complicate things even further, your workers’ compensation plan may be required to pay for medicinal marijuana for an employee recovering from an accident or injury.

Where does the law stand now, and what should you be doing? Some answers:

The Maryland Senate recently passed a bill that requires workers’ compensation providers to cover the use of medicinal marijuana as part of an employee’s treatment plan. And from there, it gets murky: the bill is not yet law, so cases are pending in Maryland’s appellate courts, and for the time being they’ll be decided one at a time. Courts in general will hesitate to intervene in the doctor-patient relationship, so we would expect the trend to continue towards providers being required to pay for medical cannabis.

There is some good news for employers: that same bill stipulates that if a worker is injured due to misuse of medical marijuana, the employer is not to be held responsible.

Against this changing backdrop, it makes more sense than ever to head off workers’ compensation claims. Ask yourself these questions:

**Does your company have a formal, written substance abuse policy?**

This should be a cornerstone of your onboarding policies and procedures, and it should include pre-hire screening, post-accident screening, reasonable suspicion and random testing. Further, your Employee Handbook should include an Employee Assistance Program. Employees want to know you’ll be in their corner if they have a problem.

**Do you review public records, require a background check and review references prior to hiring?**

We mean *really* check references, not just require that they be submitted. Sadly, there are still individuals out there with a track record of trying to game the system. A little homework on your part can help ensure that they don’t become your problem.

**Does your company require an accident investigation after a work-related injury or incident?**

If not, get a procedure in place. The process should be thorough and surprise-free to all involved.

**Does your company have a Safety Committee?**

This is a great way to bridge the employer-employee tension that can be inherent in workers’ compensation. A properly constituted Safety Committee builds employee buy-in by design and holds both the employees and employer accountable for meeting safety-focused goals.

**Does your organization support light duty?**

Many employers resist this, wishing to avoid the appearance of creating “busy work.” But consider the statistics: after 12 weeks off, the chances of an employee returning to work are only 50/50. And the longer an absence drags on, the greater the chances of an attorney becoming involved, to say nothing of the cost of training someone new if a worker doesn’t come back. A recent study shows that the employees of companies with a light duty program average 5.1 weeks to maximum medical improvement, compared to 13 weeks for those without. That in itself should motivate you to get a light duty plan in place.

Continued on Page 26
A construction job site can be a very dangerous place. With the various types, and the high volume, of activities taking place all at once, it is of no surprise that injuries can occur if people are not properly trained and are following their training. Prior to any job starting we need to make sure we have met all the requirements of the OSHA standards for First Aid and Medical Attention. According to OSHA, this requirement is first addressed in 29CFR1926.23 First aid services and provisions for medical care shall be made available by the employer for every employee covered by these regulations. Regulations prescribing specific requirements for first aid, medical attention, and emergency facilities are contained in Subpart D of this part.

Moving to Subpart D you will find the following in relationship to Medical Services and First Aid:

29CFR1926.50(a) - The employer shall ensure the availability of medical personnel for advice and consultation on matters of occupational health.

29CFR1926.50(b) - Provisions shall be made prior to commencement of the project for prompt medical attention in case of serious injury.

29CFR1926.50(c) - In the absence of an infirmary, clinic, hospital, or physician, that is reasonably accessible in terms of time and distance to the worksite, which is available for the treatment of injured employees, a person who has a valid certificate in first-aid training from the U.S. Bureau of Mines, the American Red Cross, or equivalent training that can be verified by documentary evidence, shall be available at the worksite to render first aid.

29CFR1926.50(d) - First Aid Kits

29CFR1926.50(d)(1) - First aid supplies shall be easily accessible when required.

29CFR1926.50(d)(2) - The contents of the first aid kit shall be placed in a weatherproof container with individual sealed packages for each type of item and shall be checked by the employer before being sent out on each job and at least weekly on each job to ensure that the expended items are replaced.

Appendix A First Aid Kits (Non-Mandatory) - Gives some direction to what the first aid kit should contain. This excerpt gives you guidance:

An example of the minimal contents of a generic first aid kit is described in American National Standard (ANSI) Z308.1-1978 “Minimum Requirements for Industrial Unit-Type First-aid Kits”. The contents of the kit listed in the ANSI standard should be adequate for small work sites. When larger operations or multiple operations are being conducted at the same location, employers should determine the need for additional first aid kits at the worksite, additional types of first aid equipment and supplies and additional quantities and types of supplies and equipment in the first aid kits.

So many times, when I go on to construction sites, I find that first aid kits are not large enough for the number of people on the site or the supplies are depleted. Most of the kits that are available today have crew size numbers somewhere on the kit itself or in the documentation that accompanies the kit. The majority of the contractors will buy first aid kits and when they are depleted, they will simply buy a new kit. On the larger jobsites, requiring larger first aid kits, companies will bring in a service to install the kits and then inspect those kits on a monthly or bi-monthly basis. If the supplies are low or depleted the service will replenish those supplies. Those services will then bill the contractor for replacing those supplies.

Potential for Burns on the Jobsite

On the construction site there are many diverse activities that could potentially expose workers to open flames, sparks, molten metals, chemicals, or other heated materials (i.e. asphalt, steam, hot water). Burns from exposures to any of those items previously listed can cause severe burns. It is extremely important that everyone knows what to do in the event someone gets

Continued on Page 24
OSHA’s New Aerial Lift Standards

If you fall from an Aerial Lift wearing a safety harness and are now hanging several feet below the platform by your lanyard, what is “The Rescue Plan”?

Does your company have a rescue plan? Do you know what it is? Hopefully you just asked yourself these questions. There is a very good chance this is the first time you have.

As a business owner that works directly with the users and operators in Safety Training of Aerial Lifts, I ask these questions at the beginning of every training session I hold. And; not a single person has been able to describe a company rescue plan. They either don't know it or, the more common answer is, the company doesn't have one.

The Rescue Plan is one of roughly a half dozen new standards OSHA has enacted as of December 10, 2018 regarding MEWPs. What is a MEWP? “Mobile Elevating Work Platform” this is the new acronym that is replacing “Aerial Work Platforms” in all industry standards, training materials, and qualifications.

As important as The Rescue Plan, is it is just one of the new standards OSHA enacted in December. Several others which include:

Safe Use Planning (ANSI and CSA)

A Safe Use Program, specific to MEWPs, must be developed by the user (most commonly the employer) and must include, but not be limited to the following:

1. Performing a site risk assessment to identify hazards, evaluate risk, develop control measures, and communicate with affected persons.

2. Selection, provision, and use of a suitable MEWP and work equipment associated with it.

3. Access, preparation, and maintenance of the site, as required, to include an assessment that the support surface is adequate to support the weight of the MEWPs.

4. MEWPs maintenance, including inspections and repairs, as required by the standard and recommended by the manufacturer.

5. Only trained and authorized personnel are allowed to operate and/or occupy the MEWPs.

6. Familiarization of authorized MEWPs operator(s) with the specific MEWPs to be used.

7. Inform the operator of local site requirement. Warn and provide the means to protect against identified hazards in the areas where the MEWPs will be operated.

8. Have trained and qualified supervisor to monitor the performance of the work of the operator to ensure compliance with provisions of this standard.

9. Prevention of unauthorized use of the MEWPs.

10. Safety of persons not involved in the operation of the MEWP.

Supervisor & Operator Training

Another major addition to the ANSI Standard is the requirement that the user must ensure that all personnel that directly supervise MEWP operators are trained as well. They must ensure that personnel they authorize as operators and supervisors have been trained and have received unit-specific familiarization. The user must also designate a qualified person to monitor and evaluate operators, on a regular basis, to ensure that they have the skills necessary to do the job safely. Documentation of the training, familiarization, and the evaluations must be retained by the user.

Conclusion

This article only scratches the surface of the new MEWP standards and training requirements. As you can see, there is lot information to be considered. Some of which are the duties of personnel within your organization as well as record retention requirements. To be honest, it can be confusing and a little overwhelming. That is why OSHA is giving the industry a year to meet the standards and be in compliance. Time does have a funny way of getting away from us. Summer is already here and before you know it; 2020 will be knocking on the door.

Continued on Page 23
Implementing Revenue Recognition Standards; A 3 Part Series

The year of revised revenue recognition is finally here for private companies. We have been talking about it for 10 years and the standard has been out for 5 years. At this point it almost seems like old news, but once you dive in you may be in for some surprises.

You might be aware of the changes that may impact your business, but have you thought about implementation? Implementing processes can be hard in a business for many reasons. However, what we have come to find, even despite the fact that a business environment might be well-run, it’s just hard to get people to change. Some people resist change because it’s their nature. Others have been doing something the same way for so many years, the process is like brushing their teeth; they do it without thinking, so it takes extra effort to change this certain behavior.

To help ease this implementation process mindset, we have crafted a 3-part series on the implementation issues you need to consider in order to make sure you are complying with the new revenue recognition standard which went into effect January 1, 2019. The series will cover:

- Variable Consideration
- Uninstalled Materials
- Pre-contract Costs
- Performance Obligations
- Disclosures
- Transition
- Waste and Inefficiencies
- Warranties

This article will cover the first three topics outlined above: Variable Consideration, Uninstalled Materials and Precontract Costs. For each, we will provide a definition of the topic and provide questions to consider when implementing it. Therefore, please be aware when it comes to effectively implementing these, the devil is truly in the details. Each phase of the process requires significant judgment. If you have any questions about this information, please contact your accounting representative.

**Variable Consideration**

**Definition:**
Variable consideration is a new concept which may change your transaction price in that the contract price is impacted by the amount of variable consideration. Variable consideration may consist of a change order, an unapproved change order, a claim, bonus or incentive clauses, liquidating damages or penalty clauses, etc.

**What steps do you need to take to implement this new standard?**

- Determine who within your organization is responsible to read the contracts and identify variable consideration (Maybe the project managers)
- Educate individuals about variable consideration
- Determine who in your organization will calculate the amount of variable consideration to be recognized. This includes:
  - Considering all items of variable consideration and
  - Determining the amount to recognize using either:
    - The most likely amount method or
    - The expected value approach
- Determine if there are changes that should be made in your software in order to assist in tracking variable consideration.
- Determine if any changes need to be made in internal controls to properly track and account for variable consideration.

**Uninstalled Materials**

**Definition:**
Typically, uninstalled materials consist of standard materials that are easily transferable to other jobs and those which are custom ordered for projects. The cost

Continued on Page 25
The ABC’s Of PPE

Personal protective equipment is a fundamental part of protecting construction workers from serious workplace injuries that may result from contact with chemical, radiological, physical, electrical or mechanical hazards. Personal protective equipment may include items such as gloves, safety glasses and shoes, earplugs or muffs, hard hats, respirators, or coveralls, vests and full body suits.

OSHA’s standard for construction PPE requires that all personal protective equipment be safely designed and constructed, and be maintained in a clean and reliable fashion. It should fit comfortably, encouraging worker use. If the personal protective equipment does not fit properly, it can make the difference between being safely covered or dangerously exposed. When engineering, work practice, and administrative controls are not feasible or do not provide sufficient protection, employers must provide personal protective equipment to their workers and ensure its proper use. Employers are also required to train each worker required to use personal protective equipment.

Employers need to determine when PPE is necessary; what kind is necessary; how to properly put PPE on, adjust, wear and take protection off; The limitations of the equipment; Proper care, maintenance, useful life, and disposal of the equipment. OSHA’s PPE standards are also equivalent to the standards developed by the American National Standards Institute.

Specifically, the following are examples of scenarios that will affect a PPE program:

- Do your employees handle, or work near employees who handle, hazardous liquid chemicals?
- Are your employees’ faces exposed to extreme heat?
- Do your employees work with or near exposed electrical wiring or components?
- Do your employees’ hands come into contact with tools or materials that might scrape, bruise, or cut?

The basics of a PPE program may seem elementary, but overlooking the obvious can mean the difference between safety and serious injury. Poorly fitting eye and face protection will not offer the necessary protection. [29 CFR1926.102(a)(6)(iii)]. Above all, PPE should not restrict vision or movement.

- Fitting of goggles and safety spectacles should be done by someone skilled in the procedure.
- Prescription safety spectacles should be fitted only by qualified optical personnel.
- Devices with adjustable features should be fitted on an individual basis to provide a comfortable fit that maintains the device in the proper position.
- Eye protection from dust and chemical splash should form a protective seal when fitted properly.
- Welding helmets and face shields must be properly fitted to ensure that they will not fall off during work operations.

Diversified Safety Services LLC is a full-service occupational safety and health consulting firm located in the Baltimore-Washington-Virginia business corridor. Working with clients nationwide to establish a viable safety culture within organizations of all sizes; our certified consultants, and team of 35 professionals, have more than 10 years of experience in construction and general industry. Viewing ourselves as partners, working closely to fulfill your safety needs; Diversified Safety Services will keep your costs down; ultimately adding dollars to your bottom line. For expert advice on developing and maintaining a PPE program, as well as recommended products, contact our office at 443-402-1315 or visit our website www.getdsservices.com.
The Basics Of Prevailing Wage

The Davis-Bacon Act

Prevailing wage was established under federal law by the Davis-Bacon Act of 1931. The act mandates that contractors and subcontractors must pay their workers an hourly prevailing wage when working on any federally-funded construction project in excess of $2,000. The prevailing wage for any project is determined by the U.S. Department of Labor and is normally based on the wages paid to workers employed on similar projects in the area. The act was intended to avoid situations where contractors would low-ball their proposed costs on a project at the expense of their workers’ wages. There are also twenty-seven states that have their own prevailing wage laws, known as “little Davis-Bacon” acts, for any state-funded construction projects and does in some cases, extend to projects at the local and municipalities level as well.

So prevailing wage is basically a worker’s hourly wage?

Yes and no. Prevailing wage is actually comprised of two parts: The first is the basic hourly rate that is paid out to each worker. The second is what is known as the “fringe benefits” amount, which is a separate per-hour dollar amount that can be paid out as part of a worker’s wages or used to fund a “bona fide” benefits plan, such as a 401(k), life and health insurance, vacation and holiday pay or even apprenticeship training programs.

Simply put, if a worker’s base pay on a project was $30 an hour and the fringe benefits amount was $10 an hour, the contractor can pay out the $10 in fringe benefits as wages, essentially increasing the worker’s hourly pay to $40, or they can elect to put that $10 into a benefits plan for their employee.

So which is better, cash or a bona fide benefits plan?

Many contractors pay out the mandatory fringe benefit as wages because it’s the easiest way to comply with the law. While that may be true, it’s also much more costly to the contractor. And the reason is pretty simple: all wages paid to employees are subject to payroll taxes, such as social security taxes, federal and state unemployment taxes, workers’ compensation insurance, and general liability insurance. The rate always varies, but it is estimated that the additional cost to the contractor for these payroll taxes is roughly 25 cents for every dollar paid in wages.

On the other hand, if a contractor uses those fringe dollars to fund a “bona fide” benefits plan for his or her employees, that money would be totally exempt from any and all payroll taxes, thus saving the contractor tens of thousands, maybe even hundreds of thousands, of dollars a year.

Don’t believe me? Here’s an example:

Let’s say Contractor A has 25 employees working on a prevailing wage job that will last six months. Each employee works approximately 500 hours during this time and the fringe amount is roughly $10 an hour.

25 (employees) x 500 hours = 12,500 hours
12,500 (hours) x $10 fringe benefit dollars = $125,000 fringe benefit dollars

If Contractor A decides to pay out that $125,000 fringe benefit as wages to her employees, she will be hit with a 25% payroll tax on every single one of those dollars.

$125,000 x 25% in payroll taxes = $31,250 in additional payroll taxes

If Contractor A elects to instead put those fringe benefit dollars into a “bona fide” benefits plan for her employees, such as a 401(k) retirement account, not a single dollar would be subject to payroll taxes. That means $31,250 in savings, which can then be used to make more competitive bids for future projects.

Using these fringe dollars properly also allows a contractor to implement or improve their existing benefit programs. First, for those employers who have benefits, paying the fringes as cash means they are funding the benefits in duplicity, as these payments are paid out of the operational account of the business. Using these fringe dollars to an employer and employee’s advantage can reduce that extra expense considerably. Secondly, in today’s very tight labor market, employees are looking at total compensation packages, including

Continued on Page 23
Energy recovery can be utilized by ducting all the exhaust air/ relief air back up thru a vertical exhaust duct to the DOAS unit. This design allows for reduced operational cost and does not incorporate any additional ductwork. This concept actually reduces ductwork with respect to the traditional concept of placing large rooftop units and utilizing large supply air ducts vertically down to distribute to all floors of the building.

**Code & Standard Revisions: IECC, IGCC & LEED**

Here comes the code, IECC (International Energy Conservation Code), IGCC (International Green Construction Code), LEED (Leadership in Energy & Environmental Design), jumped in and began mandating additional energy recovery depending upon equipment capacity and percent outside air. This specifically applies to the 4A Climate zone, which includes MD, DC, Northern VA. These code requirements can be better met with the use of a DOAS system, limiting the quantity of capacity of the energy recovery requirement.

**Killer APP: VRF/VRV**

As with most innovation, the revolutionary catalyst is the “killer app.” In this case, the killer app was the variable refrigerant system designs emerging in North America. These VRF (variable refrigerant flow) and/ or VRV (variable refrigerant volume) eliminate much if not all the distribution air ductwork. These types of systems have decoupled/ split the equipment, they consist of a separate outdoor unit, serving multiple indoor units linked by refrigeration piping. The cost-effective installation and reduced space requirements have led to a strong growth market in the US. However, these systems only address the building envelope loss and internal heat gain, not the ventilation air. This is where DOAS is paired with VRF/VRV to provide a very energy efficient system, with minimal duct work to address the ventilation air.

**Innovative Technology: Chilled Beams**

DOAS systems can also be paired with other emerging, point of use, sensible cooling technology. There are several innovative products, including passive chilled beams for example. Again, DOAS does all the extremely important de-humification, removing the unwanted moister from the building.

**Infiltrating Multi-family Market Sector**

You know the technology has become mainstream when the products begin to take hold in very cost-effective markets, such as multi-family housing. The traditional design of a 1.5-ton split system heat pump per unit with outdoor air ventilation introduced through the outside wall is very cost effective, why change? The downfall of the traditional system is that it could introduce unconditioned ventilation air when the heat pump is not in a call for heating or cooling, and the delivery may be intermittent. The benefit of DOAS is that the ventilation air is continuously delivered to space and that the air is always conditioned, and de-humidified. The DOAS units can also serve the common corridors, and utilize the corridor ducts to supply conditioned ventilation directly to the units.

**Conclusion**

DOAS has become mainstream, now when laying out that green roof, the architect asks, where is the location of the DOAS unit. As always, stay on the edge of your seat, HVAC systems never remain the same for long.

---

**Steve C. Trageser, PE, LEED AP, CPD, CxA, DQC, MBA**

Principal | Mechanical Engineer
Design Solutions LLC – Consulting Engineers

*info@ds-engrs.com | www.ds-engrs.com*

Steve provides Business Development, Mechanical-Plumbing Design, Design Quality Control Management, Commissioning & Building Assessment services for Design Solutions LLC.
Sometimes even if the software offers a dashboard; the end users who need to use the dashboard do not have access to the software. There are numerous tools on the market to create dashboards, so be sure to carefully review your options.

Does your data come from different software?

If your data comes from different systems, you will more than likely need to look at a separate system that has the capacity to combine the data. There are tools that can do this, and planning is important to make sure there are elements that will bring the information together. Sometimes you may need to plan on how to cross reference the data to effectively present to the end users.

Real time or static data?

As discussed, the end user should be able to quickly review a dashboard to make decisions, otherwise they will tend to ignore the dashboard. If the data takes too long to present to the end user, we have failed on this mission. Real time data is always preferred by end users but may not always be practical. Some financial data is not presented until it is vetted and closed for a period, making real time data a somewhat moot point. Data warehousing or imports are methods to present the data in a quicker fashion but will lack the real time data. Concessions are often made based on cost and expectations.

How will the data need to be aggregated?

Understand that most dashboards will need to summarize data. Gather the facts on what the basis for the presentation needs to be. This can be very complex depending on the desired outcome. Review the timeframes, comparisons, and expected summaries carefully. This will help determine what the best method will be for real time versus static data. A heavy workload sometimes needs to be static data to warehouse for quick turnaround.

Dashboards can be great projects with many happy end users. Who wouldn’t want that in their daily life? It’s important, however, to properly determine the scope before diving into the project. To use a famous line from my construction clients “Measure twice and cut once.”

Ken Jones, 
VP of Consulting Services
Business Information Group

With over 25 years of experience, Ken is well versed in information systems management, analysis, development and is our IS Consulting Manager for enterprise clients. Ken is very knowledgeable with the architectural, engineering and construction industries. He has serviced clients throughout the United States, Canada and Australia. Specializing in Enterprise Resource Planning (ERP) software, Corporate Performance Management (CPM) software, databases, and cloud solutions keeps Ken up-to-date with the latest technologies and products.
Continued from Page 4

that contractors are often concerned that they will lose customers if they raise their prices.

Frankly, if you don’t raise your prices, your profits will shrink as the cost of materials continues to increase. Knowing when to turn down business can go a long way toward making your construction business more profitable.

In our article, 8 Employee Retention Hacks for Construction Companies, we detail some easy-to-implement ways for you to couch your feedback to let your younger employees know how they are performing. Much of this can be done in informal settings, but we recommend that you sit down with every employee at least once a year to deliver more detailed feedback. This construction job employee evaluation form can serve as a framework for your annual employee reviews.

Challenge #3

Seasoned veterans are retiring in droves.

As if a shortage of younger employees isn’t bad enough, experienced construction workers and business owners are retiring in record numbers.

In fact, according to our survey, a third of Maryland construction company owners plan to retire in the next five years.

The Wall Street Journal reported that young construction workers entering the industry has decreased by almost a third between 2005 and 2016.

With experienced workers retiring, combined with fewer workers pursuing construction careers, we’re left with an enormous gap. Clearly, recruiting younger employees is more important than ever – so important, in fact, that we wrote a guide on it.

Solution: Commit to giving regular feedback to employees.

You can say what you want to say about millennial (born between 1980-1994) and generation Z (born between 1995-2015) workers, but one thing is for certain: they love feedback on how they’re doing.

In our article, 8 Employee Retention Hacks for Construction Companies, we detail some easy-to-implement ways for you to couch your feedback to let your younger employees know how they are performing. Much of this can be done in informal settings, but we recommend that you sit down with every employee at least once a year to deliver more detailed feedback. This construction job employee evaluation form can serve as a framework for your annual employee reviews.

Scenes from Our Annual Seminar

Thank you to our friends at the Maryland Construction Network for inviting us to present the results of the annual construction survey.
As someone that’s been in the construction industry my entire life, I understand the frustration that often comes with meeting safety requirements. Please remember they are developed for one purpose and that’s to make sure that we all make it home at night, uninjured, to the most important thing in our lives; our families!

Keith Brown is the owner of Always Safe LLC, a safety training company that can help your team with training in Forklift, MEWP, Earth-Moving Equipment, Fall Protection Awareness & Silica Safety Awareness. Always Safe can also help with First Aid, CPR/AED Training and respirator fit testing. Keith can be contacted at kbrown@alwayssafe.biz or 410.630.1339.

Continued from Page 16

benefits. These fringe dollars can assist companies with bolstering their current programs, by offering better benefit coverages or adding additional benefit options for their employees. Lastly, fringe dollars can also be used to help owners and other key employees contribute more to their retirement while ensuring the overall company’s retirement plan pass annual testing.

In the end, when utilized correctly, prevailing wage -- which is comprised of a per-hour cash wage and a per-hour benefits wage – is a major benefit to both the laborers and contractors who work on publicly-funded construction projects.

Keith Brown
Owner, Always Safe LLC
www.alwayssafe.com
kbrown@alwayssafe.biz
410-630-1339

Get Data on the Maryland Construction Industry

We surveyed 150+ Maryland construction contractors as part of our 2019 Maryland Construction Industry Survey. Get data on top industry trends and more in your free copy of our executive summary of the survey results.

Need Help?

If you have questions about your construction business, talk with Steve Ball, CPA, CVA, CCFIP, director of Gross Mendelsohn’s Construction and Real Estate Group. He is passionate about helping contractors succeed in all facets of business. Steve provides audit, accounting, tax, business valuation, succession planning and consulting services for contractors. Contact Steve at 410.685.5512 or sball@gma-cpa.com.

Continued from Page 22

Contractors participated in a putting clinic after attending the seminar.

Good old-fashioned face-to-face networking never goes out of style.

Continued from Page 19

About Beneco: Through unique employee benefits, compliance services, and HR solutions, Beneco allies with contractors nationwide to empower them to build their businesses, while helping their employees to build a secure and prosperous future for their families. Beneco serves as a Recordkeeper and Third Party Administrator (TPA) and offers benefits including retirement, medical, life insurance, and more.

Beneco
www.beneco.com
Call us: 800-965-2702
Email us at alwaysbuilding@beneco.com

Beneco Marketing Associate
www.beneco.com
Call us: 800-965-2702
Email us at alwaysbuilding@beneco.com

About Beneco: Through unique employee benefits, compliance services, and HR solutions, Beneco allies with contractors nationwide to empower them to build their businesses, while helping their employees to build a secure and prosperous future for their families. Beneco serves as a Recordkeeper and Third Party Administrator (TPA) and offers benefits including retirement, medical, life insurance, and more!
burned.

Determine the Degree/Type of the Burn

- 1st Degree: Appears red, slightly swollen, and may or may not be slightly painful.
- 2nd Degree: Blotchy skin, blisters and intense pain.
- 3rd Degree: Leathery with a white or black appearance. Can appear due to ruptured cells and protein leakage. Pain varies depending on the level of damage to the nerves.
- Low Temperature Burns: Bright red, white or black look and will have a strong burning sensation as the skin rewarms. (Treat as a major burn)
- Chemical Burn: Skin will form red patches, a rash, blisters and open sores. Determine what caused the burn. Contact poison control, neutralize and isolate the spread of the chemical.

When Treating Any Burn

When treating someone with a burn, it is crucial that you follow these general steps if you do not know what type or degree of the burn:

- Attempt to put the fire out as quickly and as safely as possible.
- Ensure that the person who was injured is a safe distance away from the fire and is breathing.
- Do not use ice on the burn. This could potentially cause more damage.
- Do not apply burn gels, creams, or lotions to the burn. These can prevent proper healing.
- Do not break blisters. Doing so can cause infection.
- If the injured has fallen, consider the possibility that there may be more injuries in addition to the burn. Do not move the individual.

Treating a Minor Burn (1st degree and 2nd degree NOT on the hands, feet, groin or face)

While these minor burns are not life-threatening, they are to be treated with care and taken seriously. Take the following steps:

- Locate affected area and remove clothing surround the burn.
- Submerge or rinse the burned area in cool water. This will reduce swelling and help the pain subside.
- Lightly wrap the burned area in sterilized gauze, especially if the burned skin or blisters have opened. This will prevent infection. Be careful to not put too much pressure on the burned skin when wrapping, as this can lead to swelling.
- If swelling or pain increases, or if the individual gets a fever, seek medical attention immediately.

Treat a Major Burn (2nd degree on the hands, feet, groin or face and 3rd degree)

Major burns are life threatening and require immediate medical attention. It is vital that the following steps be taken to prevent further injury or death:

- Call 911 immediately.
- If the burn is large, have the victim lie down.
- Do not submerge the burn in cold water as this can induce shock.
- Stay with the victim until further helps arrives and pay close attention to their breathing.
- Elevate the burn, above the heart if possible. This can prevent swelling and pain.
- Use a clean blanket or sheet to keep the individual warm.

When it comes to treating burns, do not hesitate; act immediately. It could save someone’s life!

Stay Safe,

Terry L. Foy
President/CEO
Foy Safety Consulting, Inc.
410-446-3995
www.foysafety.com
of standard materials was never to be included in job costs until installation occurred. Conversely, if custom materials met certain criteria, you could include the cost in job progress prior to new standards implementation.

**After implementation, materials are treated as follows:**

- If the contractor still retains control of the materials, they are reported on the contractor’s balance sheet as inventory.
- If the job owner has control of the materials, the cost of materials only (no profit) is included in job costs and revenue.

**Ask yourself the following questions to see if you are prepared:**

- Who within your organization is responsible to identify uninstalled materials?
- Who is assessing who has control of those materials?
- Who is determining the dollar value to assign to uninstalled materials?
- How are you getting the appropriate information out of your system to correctly report this information?
- Do you need to make changes to your system to assist in the above calculations and assessments?
- Do any changes need to be made in internal controls to properly account for uninstalled materials?

**Addressing Precontract Costs**

**Definition:**

Precontract costs are costs incurred before any real progress has begun. They include items such as bonds, commissions and potentially mobilization costs. Precontract costs now need to be capitalized on the balance sheet and amortized into the contract over the life of the contract. If you have significant precontract costs that need to be capitalized on the balance sheet, what do you need to consider in order to implement this portion of the new standard?

**Here are a few suggestions to ask yourself to see if you are prepared:**

- Who is responsible for determining precontract costs?
- Where are they charged in the accounting system?
- How are they tracked in the accounting system?
- How do they get amortized into the job?
- With what frequency will they be amortized into the job?
- Who is responsible for making sure they are amortized into the job?
- Do any system changes need to be made to properly account for the precontract costs implementation?
- Do any changes need to be made in internal controls to properly account for precontract costs?

**In Summary…**

Asking these questions will help mitigate the surprises that often appear when implementing these changes within your organization. This is only a surface of items to address and consider. If you have any questions or concerns, please contact your accounting representative.

**Claudia R. Wolter, CPA, CCIFP, CCA Shareholder**

Claudia Wolter is a Shareholder with KatzAbosch. She serves as Chair of the firm’s Accounting and Auditing Services Group, assists in the quality control management and oversight of the firm and is a member of the Construction and Real Estate Services Group. Most recently, Claudia earned a Lean Six Sigma CPA Green Belt certification from Ohio State University ATI and Boomer Consulting, Inc. To read more about Claudia or to contact her, please click here.

---

“It’s important to have a sound idea, but the really important thing is the implementation.”

~ Wilbur Ross
The medical marijuana situation has changed, is changing and will continue to change. What won’t change is the best way to deal with workers’ compensation claims: have systems in place that lay the groundwork for preventing them in the first place and minimizing the impact to both employee and company when they do occur.

Josh H. Marvel, CIC, AAI, CAWC
Risk Advisor
Consolidated Insurance +
Risk Management
jmarvel@consolidatedinsurance.com
443-738-2746

Josh Marvel is a Commercial Risk Advisor with Consolidated Insurance + Risk Management. A member of MCN, Consolidated is an independent insurance agency based in Owings Mills, Maryland providing solutions for Commercial Insurance and Risk Management, Employee Benefits, and Personal Insurance and Risk Management. With a unique background that started as a Commercial Lines Underwriter, Josh works with clients to align their corporate and risk management goals in a way that will stand out to the insurance marketplace. Josh specializes in Business, Strategic, and Hazard risk identification and planning, as well as Experience Mod. Rating management, reputation management, and insurance contract reviews.

Construction Companies Are Saving $$$$ Can Your Company Join in the Savings?

FCCI Insurance Group and Consolidated Insurance have teamed to offer MCN member companies a competitive insurance, bonding and risk management services program featuring many additional benefits.

When it’s time to review your insurance coverage, check to see if “MCN-Sure” is a good choice for your company.

Learn More Here!

Allen Norris Permitting and Inspections
American Contractors of Baltimore
Atlantic Hardware Supply
Beneco
Black & Krug
DXI Construction
East Coast Shoring, Inc.
FCCI Insurance Group
Key Systems, Inc.
Maine Drilling & Blasting
Master Applications, Inc.
Mohawk Bridge & Iron, Inc.
Polygon
Preferred Cleaning Janitorial Service, Inc.
Productive Day
RPG Squarefoot Solutions
Snap-Wall, Inc.
Technical Specialties
Tom Lesser Photography
Town Security, Inc.
Tri-G Consulting
Wharton Hardware & Supply
White Pine Construction
Wilburn Hauling Company
injured eardrums, or other adverse reactions from using earplugs are rare, as long as the earplugs are kept clean.

Signs your employee should be wearing hearing protection:

- you have to shout at the person standing next to you in order to be heard
- you have roaring or ringing in the ears at the end of the workday.

While these are good indicators, noise monitoring is necessary to accurately determine if noise levels are high enough to require a hearing conservation program.

Below is a brief summary of the OSHA requirements for Noise & Hearing Protection:

1910.95 Noise

- Protection against the effects of noise exposure must be provided when sound levels exceed 90 decibels (dB) on the A scale for an 8-hour shift. Decibel levels change with the changes in the number of hours in the shift.
- When Employees are subjected to sound levels above 90 dB during an 8-hour shift, feasible engineering or administrative controls must be utilized.
- The Employer must implement a written hearing conservation program whenever Employee noise exposures equal or exceed an 8-hour time-weighted average sound level (TWA) of 85 dB measured on the A scale. This program includes the following:
  - Monitoring of noise levels in the facility.
  - Employee Notification of exposure levels exceeding 85 dB.
  - Audiometric testing program with baseline and annual audiograms.
- Hearing protection must be made available to all employees, at no cost, who
  - have not yet had a baseline audiogram established.
  - have experienced a standard threshold shift.
- The Employer must institute a training program for all Employees who are exposed to noise at or above an 8-hour time-weighted average of 85 dB. This program must
  - be repeated annually.
  - cover of the effects of noise on hearing.
  - include the purpose of hearing protectors, the advantages, disadvantages, the attenuation of various types, and instructions on selection, fitting, use, and care.
  - include the purpose of audiometric testing and an explanation of test procedures.
- The Employer must maintain an accurate record of all Employee exposure measurements including the following:
  - Audiometric tests retained for the duration of affected Employee’s employment.
  - Noise exposure measurement records retained for 2 years.

This is only a summary of the OSHA standard. To find full and complete details of this or any other OSHA regulatory standard, go to http://www.osha.gov, or contact the main OSHA office at:

U.S. Department of Labor
Occupational Safety and Health Administration (OSHSA)
200 Constitution Avenue, N.W.
Washington, DC 20210
(202) 693-1950.

Let us help. Your FCCI Loss Control Consultant can assist you in determining noise levels at your facility as well as in setting up a hearing conservation program, if needed

Opportunities

Position Wanted

Virginia Tech, Pamplin College of Business, August 2019 graduate seeking full-time employment. Applicant will possess a BS in Business Information Technology with a focus on Operations and Supply Chain Management inclusive of quality control and process improvement, enterprise planning and control, logistics, inventory control, scheduling, resource allocation, production planning, and project management. Additional skills include Business Process Modeling/Workflow Analysis using Lucidchart and Bizagi software, VBA programming and User Interface development, programming in Java, sales experience, and a strong interpersonal communication/leadership skillset. Please contact Jacob Troska at 443.895.0405 or via e-mail to learn more about Jacob, his internship experience, work experience, and philanthropic endeavors.

Help Wanted

BoMark Electric is Hiring for Multiple Positions!

BoMark is looking for an experienced, well-rounded & technically astute Commercial-Electric Project Manager & Leader to join our Commercial-Electric BoMark Team! Not just someone who talks the talk but truly has a track record of excellence and success. The type of PM that is passionate about the electrical industry and building great things.

We are searching for a Foreman with 10 years supervisory experience in commercial construction, a sound knowledge of NEC, great leadership abilities and someone who is results driven. This individual should possess sound judgement, demand high quality and be able to represent the company in a professional manner.

PLUS – They are looking for Registered Apprentices, Electricians and Estimators.

Send resumes for all positions to this e-mail or call 443-744-7979

Coming Soon

“The Secret of a Successful Subcontract Negotiation” Negotiate Your Subcontract or Be Exploited
Location: Hayfields Country Club | Baltimore Co.
Host: Bruce Kauffman – Kaufmann and Forman
4:00 – 6:30 p.m.
*** This event is for subcontractors and suppliers only.

July 23rd – “A Learn to Know, Learn to Grow” Business Enhancement Event With Networking
“How Changing Federal and State Water Regulations Continues to Affect Your Project at the Site Level”
Location: Union Jack’s - Annapolis | A.A. Co.
Host: Andrew T. Der & Associates
12:00 – 2:00 p.m.

July 25th – Direct Connect “Annual Picnic” Networking Extravaganza
Location: The Crazy Tuna | Baltimore Co.
Host: Belfast Valley Contractors
5:00 – 7:30 p.m.

“QuickBooks for Contractors”
Location: Radisson Cross Keys | Baltimore
Host: Published Author Craig M. Kershaw
4:30 – 6:30 p.m.

September 19th – Direct Connect Networking & Pre Networking Program
3:30 – 7:00 p.m.
Details To Follow

“Networked and Connected” is a publication of Maryland Construction Network, LLC.*
© 2019 All Rights Reserved

The statements made and opinions expressed in Maryland Construction Network’s (MCN) electronic newsletter, “Networked & Connected”, via advertisers and/or authors, do not represent the statements and opinions of MCN. MCN does not assume any responsibility or legal liability for usefulness, completeness, or accuracy of any information concerning products and/or services advertised or promoted with “Networked & Connected” nor does MCN endorse any of the products and/or services advertised. Maryland Construction Network® (MCN) does very much appreciate all contributions to the publication.

Back To Table Of Contents