P C E A     C H A P T E R    N O .   3

Professional Construction Estimators Association of America, Inc.

February 2018  E-Edition—Interactive

Professional Construction Estimators Association of America, Inc. (PCEA) was chartered in 1956 with 35 members from various construction disciplines in Charlotte, North Carolina. Some of the Charter members remain active today. During our early years, members rallied together to exchange ideas, promote educational endeavors and high ethical standards, while simultaneously developing new friendships. Under the leadership of Charlotte’s early presidents, the members set forth many goals to promote and support the industry while expanding the voluntary association. As a result of these efforts, a second chapter was formed during 1958 in Greensboro, North Carolina (now called the Triad Chapter). The Raleigh-Durham Chapter (now called the Triangle Chapter) followed behind in 1963. Subsequent chapters were formed in Virginia, North Carolina, South Carolina and Georgia and Florida. Vern W. "Bill" Helms of the Charlotte Chapter was elected as our first National President in May 1975 during the first annual convention at Myrtle Beach, South Carolina. Since then, PCEA has grown to almost 1,000 members with twelve chapters in five states. Current goals include active expansion to other market areas.

PCEA members have always been active in the promotion of construction education for the betterment of the industry. Each chapter individually coordinates, develops and establishes programs to assist and enhance the educational endeavors in their community while pursuing the educational goals of membership. PCEA Chapters support educational programs ranging from, but not limited to, scholarships to local students, endowed scholarships at several Universities, providing construction instructors, purchasing equipment for use in technical training and introducing construction as a trade to "at risk" students.
## Officers and Board Members for 2017-2018

<table>
<thead>
<tr>
<th>Contact</th>
<th>Position</th>
<th>Email Address</th>
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<tbody>
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<tr>
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<td>At Large Director</td>
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### PCEA Triangle Chapter 3 Scholarships:

PCEA recognizes that one of the greatest problems facing our industry is a shortage of interested and well qualified employees at all levels. To that end, our mission is to extend Scholarships to persons interested in pursuing a career in the construction Industry.

The following Scholarships are funded by the PCEA Triangle Chapter fundraisers and events. (Please see a Faculty Representative at these schools to receive an application).

**PCEA Member Dependent Scholarship**

The PCEA Member Dependent Scholarship is available to immediate family members of PCEA members in good standing. The recipient of this Scholarship does not have to be pursuing a degree in the Construction Industry.

### Members Corner

**Dedicated to our members and family**

If you, or you know of someone having personal or health issues please let me know, so their needs can be noted.

Please keep the following members in your thoughts and prayers;

- Our Soldiers and Sailors near and far
- 2017 Hurricane Harvey and Irma Victims
For our Local Triangle Chapter of the PCEA to grow and flourish we need to continue to bring in new members. The very best way to grow our membership is through the word of mouth of an active membership.

Since our founding in 1956, the PCEA has had but one goal to raise the professionalism and competence of our membership in support of the Construction Industry.

We do this in several ways.
I. By providing educational opportunities for our members.
II. Offering online accredited training at a reduced cost to our members.
III. Monthly presentations, during our monthly meetings, by professionals who have support roles for the Construction Industry or professionals who have interesting subject matter relevant to current events.
IV. Monthly News Letter that provides construction related articles, amusing factoids, and a format that allow for promoting Construction Businesses through paid advertising.
V. Member Dependent College Scholarships Opportunity

We offer our support to you and your business, either through your membership or through our paid advertising. Either way you will gain access to our membership opportunities, or direct access to our members and readership throughout the southeastern United States.

Our Organization has Members and readership in North Carolina, Virginia, South Carolina, Georgia, and Florida.

We are hopeful that by reading this note and the attached copy of our most recent Triangle Chapter News Letter, that you would choose to join our organization as a paid member or at the very least, advertising your business, or employment needs in our monthly news letter.

Your paid membership or paid tax deductible advertising supports the local Triangle Chapter’s annual Scholarships and ongoing educational activities.

Full Page Advertisement Free for Firm making a presentation for the monthly meeting
Full Page Advertisement Free with Paid New Membership.

<table>
<thead>
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<td>Half Page Advertisement per year</td>
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<tr>
<td>Business Card Per Issue</td>
<td>$ 50.00</td>
</tr>
<tr>
<td>Include Link to your Company News Letter Per Year</td>
<td>$ 25.00</td>
</tr>
<tr>
<td>Help Wanted Adds 1/2 Page “Help wanted Adds” Per Issue</td>
<td>$ 00.00</td>
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January Meeting was cancelled due to snow and ice.

Respectfully submitted,

Chris Kelley
Chapter Secretary
RALEIGH, N.C. — Residents across North Carolina were digging out on Thursday after a winter storm dumped snow across parts of the region.
Snow Blankets the Triangle, PCEA Forced to Cancel Meeting

By SCOOP VONCANNON

In spite of the best efforts made by Raleigh Officials, to clear the streets, many remain impassable for PCEA Members!

RALEIGH, N.C. (WNCN) As a winter storm hit much of North Carolina on Wednesday, snow totals started coming in from the National Weather Service and various local weather spotters. As the snow piles up the Triangle shuts down. Wide spread shortages of Milk and Bread in local grocery stores Pandemonium and Panic!

International Moose Count Underway

By Chris Kelley

The UN-sponsored International Moose Census got off to a flying start today with hopes for an increase in the worldwide moose population compared to last year’s disappointing figures. Among the traditional early reporters were Egypt, returning figures of six moose, a twenty percent increase on 2011’s figures of five, and Uruguay whose moose population remains stable at eleven.

According to Robbie McRobson, head of the UN Moose Preservation Council, worldwide moose numbers are expected to grow markedly on last year due to the traditional moose

be met largely by the US and Canada. The recession-hit States is taking comfort in its moose growth figures with gross production expected to break 700,000 and net exports to grow by 2%. The worldwide dominance of Canada shows no signs of abating though with this year’s moose population expected to match last year’s record figures of one hundred million billion.

Europe’s rise as an international moose power will slow slightly this year as a response to the European Union’s move towards standardizing the European moose. Stringent quality controls are holding back the development of the eastern European

Granny wins World Wrestling Championship

By Rick Embrey

Records were smashed in Nicaragua’s World Wrestling Championship last night as 78-year-old Maud Johnson, grandmother of five, became the first woman for fifty-six years, and the oldest competitor ever, to claim the gold medal. She walked away with her million dollar share of the prize money, runner up Tommy Thompson from Nigeria taking half a
Early signs of Spring,
a new Fire Hydrant sprout breaks through the ice and snow.

Black Ice,
Below a picture of the effects of black ice. The road was so slick, the road stripes lost its grip on the Pavement!

FEBRUARY 2018 LONG RANGE WEATHER FORECAST FOR SOUTHEAST

Dates Weather Conditions
Feb 1-6 Rain to snow, then sunny, very cold
Feb 7-11 Rain, then sunny, very cold
Feb 12-18 Sunny, cool
Feb 19-22 Rain, then sunny, cool
Feb 23-28 Rainy periods, mild
February temperature 44° (2° below avg.)
precipitation 4" (avg.)

Dates Weather Conditions
Mar 1-4 Showers, mild
Mar 5-8 Sunny, warm
Mar 9-22 Showers, cool
Mar 23-26 Rainy periods, mild
Mar 27-31 Rainy, cool
March temperature 57° (2° above avg.)
precipitation 6.5" (2" above avg.)
Standardized Work – A lesson from the Military

How do you get a group of 18-20 years old to correctly handle multi-billion-dollar equipment? A few of our EPIC colleagues are US veterans (Military, Navy, and Marines) and this question is one we use every time we want to introduce the power of standardized work.

Imagine this scenario: you are hiring for your company and all new employees are 18 years old, from all backgrounds of formal and informal education. Many of them cannot read, others come from extremely precarious conditions where they haven’t even learned to brush their teeth correctly.

And now you need to prepare them to correctly handle a brand new 12-billion-dollar aircraft carrier: operations, maintenance, utilities, you name it. How would you do it? Have experienced supervisors directing their work? A team of auditors reviewing each step? Remember that also space is limited so every person on board must be extremely efficient.

The military takes the Lean 6 Sigma route: define processes, create effective standards, train.

- Define processes: If you expect every new employee to execute the process the correct way every time, this process must be clearly defined. Every decision that we leave up to the person to make is a potential mistake.
- Create effective standards: Being, by definition, a “clear image of a desired state”, effective standards must be visual. Whenever you are designing standards remember they should be direct and simple to a point that somebody that cannot read will be able to follow them.
- Train: The medical field has a common saying for skill acquisition: “see one, do one, teach one”. That is a powerful tool for “on-the-job” training:
  1. With the effective standard in hand, show the employee how it is supposed to be done
  2. Allow the employee to execute the process, being available to clarify any questions
  3. Ask the employee to teach the process back to you. If he really understood it, that should be an easy task.

If this strategy works for a “corporation” that has new inexperienced recruits every year, imagine how powerful it can be to companies that have employees stay on the job for years?

Taiichi Ohno said that “without standards, there can be no improvement”. By creating a standardized process, it becomes a lot easier to identify its shortcomings (usually whenever people are skipping the process there is an opportunity) as well as its inherent waste (if the process is done differently every time, how can you separate what is waste from the process and what comes from poor execution?).

Standardized work is a powerful tool to create a baseline for continuous improvement and it demands a delicate balance: for the process to be continuously improved it cannot be “written in stone” and at the same time, to check its effectiveness you need it to remain constant and consistently executed for a while.
When you define processes, create effective processes, train and improve as a cycle, you’ve set up the bases for continuous improvement.

How about you? What good practices can you share on standardized work?

- Implementations come with a cost: either by hiring consultants, creating a continuous improvement department or training. If the perceived value of the changes is not larger than these costs, there is a strong likelihood that the implementation might die.
- Local optimization does not necessarily mean global optimization: this is an old truth that was covered in many books, “The Goal” (Eliyahu M. Goldratt, 1984) and “Learning to See” (John Shook, 1999) being the most known. Nonetheless, many companies struggle with their implementation by executing many small Kaizens, Projects or Local Improvements and not having a significant impact on the bottom line.

With this in mind, here are a few suggestions when preparing for your implementation:

1. Have a strategic plan: Define projects/kaizens that will have a strong impact on the company’s strategic needs and bottom line. If projects have a strong ROI, the support throughout the organization will be a lot stronger.

2. Have an internal facilitator/program overseer: Having someone to be the link between the strategy and the execution of continuous improvement is powerful in assuring that every project, change, and improvement is aligned to the global perspective and that teams don’t work “against each other”. It is important that they either have the knowledge or are trained in the Lean 6 Sigma tools to be able to support the teams.

3. Start small: Trying to bite the elephant in one piece is not possible, having too many projects at the same time usually leads to loss of focus and changes in priorities before you can have results. By starting small you can have a better support system for teams and help them get to the finish line.

4. Create continuous improvement teams: Last but not least, having teams formed of your own employees leading projects is the best way to start involving everybody in the company in the continuous improvement. It is tempting to use the same employees over and over since they “already got it” but having new employees participating and leading projects is the best way of, “one bite at a time”, getting all employees involved in the continuous improvement initiatives.

By having a strategic plan, being overseen by an internal facilitator, and executed by a few improvement teams with powerful projects with significant ROI, your implementation has significant chances of succeeding.
From changing processes to the famous “less is more”, the biggest challenge during implementation is the cultural change, especially for those “firefighting heroes” that have many times built careers on solving day-to-day issues.

Being in a Continuous Improvement environment, many times, demands the capes to be withdrawn and a different set of skills to be applied:

- Leadership – allowing others to shine and own their areas
- Mentoring – developing people so they can improve the processes

The good news is that standardizing processes and minimizing the need of micromanaging and firefighting usually frees up plenty of time for these new roles to be fulfilled by our beloved heroes, allowing the people closer to the action to thrive in a continuous improvement environment.

Involving everybody in the company in continuous improvement sounds like a gigantic task when sometimes we are struggling just to make ends meet. However, that should be the end game for any company that wants to create value for its customers, minimizing waste and its subsequent cost.

There are many strategies for implementing Lean 6 Sigma and, usually, one of three models is followed:

1. Managers lead improvement activities: this strategy has some nice upsides on short-term (process knowledge, easier training, ability to “lead” through change) but rarely is sustainable on long-term. Managers have their areas to tend to and not having the “big picture” can lead to a lot of effort with little impact on the desired effects.
2. Creating a continuous improvement department: is also a logical choice by having some experts with the technical knowledge ready to apply every tool when needed. It can be particularly effective if the team can involve managers and employees in the proposed changes. Failing to do that, usually leads to inconsistent results or changes that don’t last long after the team moves to a different area.
3. Involving all employees creating an “ant colony” of improvement: as with any strategy, there are risks and challenges (training demands and the risk of doing local improvement being critical) but there are strategies that can minimize the strain on this type of implementation. On the upside, this level of involvement is powerful since it pretty much guarantees that every change that takes place is sustained. Usually, the most creative, cost-effective and powerful solutions come from the people who are closer to the situation.
Building a model created from this process is used throughout the building's lifecycle. BIM is most often implemented with BIM-specific software, like Revit and ArchiCAD.

One of the frequently touted benefits of BIM is that it can make construction processes safer. But what does that actually mean?

How can construction managers use BIM to alleviate construction risks?

Below, I will outline how BIM can make your worksite safer—both immediately and in the future.

1. BIM will help you plan for safety.
   There are a litany of safety standards that apply specifically to the construction industry, largely dictated by the Occupational Safety and Health Administration. Luckily, BIM can help with implementation. BIM can help plan and model tasks sequentially, eliminating common pain points that are largely unpredictable without the help of software. It also provides a visual representation of the building. In these BIM-based 4D models, construction planners can pinpoint potential hazards before they are problematic.

   BIM also provides visual risk analysis and safety evaluations. It can produce detailed reports of site conditions for workers—a great tool for new construction workers who aren’t familiar with the work site.

   Finally, BIM can offer granular detail about task-specific assignments. Construction managers can use this function to avoid hazards before the building process has even begun.

2. BIM can help construction managers limit negative project events.
   BIM systems can integrate with construction management software, making it easier for construction managers to cost- and time-estimate their jobs.

   BIM is most effective when paired with effective project management techniques so that managers can cut down on project delays or failures. BIM, overall, cuts down on project liability and risk to the construction firm.

   For construction companies looking to implement BIM on more than just one project (why would you use BIM otherwise?), BIM can help reduce cost variability and time between projects.

3. BIM makes construction projects safer for the environment.
   Are you a LEED lover? BIM can help construction planners forecast which LEED credits are attainable with a new project. When synced with green construction software, BIM can help identify how your firm can get bonus LEED credits for regional environmental priority.

   Interested in more in-depth analysis of how “green” a project is? Certain BIM products, like Tally by Autodesk, can calculate your new building’s effect on the environment. Using such plugins with other BIM software can help architects choose which materials are best for the environment (and, best of all, compare the cost of those materials to non-sustainable resources).
4. BIM ensures the longevity of a building. Because BIM virtually guarantees that the building’s design will be superior to a non-BIM building, the chance of errors dramatically declines.

Over time, it’s been proven that BIM increases construction efficiency. It also provides the backdrop for building improvements; once BIM has been set in place, it’s much easier for a new contractor to step in and remodel or improve a built building.

Not that BIM can’t be used for buildings that didn’t use BIM in its original construction. Retroactive use of BIM has been used in major projects including the renovation of an emergency room at an old hospital. In this particular project, BIM was used to maintain the integrity of the original medical center while also introducing an entire new wing to the hospital. Thus, BIM was effectively used to renovate a building and attain LEED Silver—an impossible feat without BIM technology.

Using building information modeling makes construction safer for construction workers, construction firms, the environment, and for buildings as a whole.

It’s a new(er) approach to construction that ultimately removes waste, saving everyone time and money.

BIM is Not Only for Architects

Over the year the industry has commercialized BIM towards architectural related professionals, however, the real purpose and benefits of BIM relate to all construction industry professionals. The 3D representation of the building and now used in roads and utilities too and is geared towards all construction professionals, and all of you are responsible for understanding the process and participate in providing input to the software.

BIM makes a reliable digital representation of the building available for design decision making, high-quality construction document production, construction planning, performance predictions, and cost estimates. Not only, that BIM can also be used by the property owners, once the construction process has ended, to carefully monitor how the building is performing and to complete repairs efficiently.

The building information modeling process covers geometry, space, light, geographic information, quantities, and properties of building components. BIM can be used to demonstrate the entire building life cycle, including the processes of construction and facility operation.

Building Information Modeling Applications

The BIM application process can be used during design and architecture process creating a clear picture used for better and more integrated designs.

The software will be used to foresee problems and coordination between different contractors and as a way to generate construction documents and process that will later be implemented during the physical process. It is ideal when there are many trades executing at the same moment or when schedules are compressed. There are multiple applications for BIM so it can be used by the following groups:

Architecture
- Sustainability / Structures / MEP

Construction Management
- Utilities / Road Construction / Scheduling / Property Management

Industry groups are trying to develop one standardized BIM model that can be used to integrate all different types of modeling systems. By doing this, they will facilitate the coordination and communication in the design-construction-operation team under one single platform. The purpose of this movement is to create a single data center, with multiple CAD and specs depending on the discipline that you are working for.
Technology is on the rise in the construction industry, with an increasing number of construction companies deploying an array of leading-edge technologies across the project lifecycle. While traditional construction software has failed to solve construction’s productivity problem, mobile technology solves the two primary pain points driving digital transformation in the construction industry. Mobile construction apps not only reduce risk and help construction professionals maintain their bottom line, but also help teams communicate and share documents both in the field and office.

- The high return on investment construction professionals can expect from mobile technology
- How to craft a strategy to increase technology adoption within your organization
- How to determine the ROI from your investment in mobile construction apps
What the Influx of Digital Natives Means for the Construction Industry

BY RACHEL BURGER

A digital native – is that a Kalahari Bushperson with a smartphone? Possibly, but digital native is also a term covering everybody born into today’s digital age. Digital natives have grown up with mobile computing and web-enabled applications. They are the latest generation in the workforce: they like collaboration, have rarely (if ever) set foot inside a bank (thanks to online banking), and wonder why printers still exist, let alone fax machines. Think the construction industry won’t be affected by them? Think again!

A Binary Approach to Building

Construction management is becoming ever more digital. CAD (computer-aided design) software makes it possible to think out and plan buildings in computers. File sharing and synchronization across the web using cloud-data storage services mean project schedules and plans no longer need to be carried around in rolls of paper. A tablet and Internet or mobile connectivity lets team members access these documents whenever and wherever they want. Building Information Modeling (BIM) is pushing back the boundaries of the digital construction world, joining forces with the Internet of Things for an increasingly connected, smarter way to construct and maintain buildings.

Digital Natives and Digital Immigrants

For digital natives, all the above is natural – “Why would you want to construct things any other way,” they ask. For those who have been in the construction industry rather longer however, these new approaches require more effort to digest. Marc Prensky wrote about both categories of employees in his seminal paper of 2001 entitled, “Digital Natives, Digital Immigrants.” Yes, you’ve guessed. Digital immigrants refer to those born into a non-digital age, and now making their way into today’s cloud, analytics, mobile, and social networking (CAMS) environment as best they can.

They are the foreigners in this new digital landscape, immigrants with quaint habits like printing out their emails or trying to get everybody into the same physical room for a construction project status meeting.

What Digital Natives Will Do for the Construction Industry

Adjectives applied to digital natives vary from overconfident, independent, and wary of the establishment, to liberal, optimistic, and entrepreneurial. On this basis, you can expect them to question conventional practices, consider colleagues without smartphones to be outdated, and check the web to see if you are telling the truth. On the other hand, they have ideas that could profitably shake up the construction business. They are unfettered by preconceptions about what should or should not be. On the condition that they can access intuitive construction software applications (no help manuals, please – apps should be intuitive), they will be able to explore possibilities via virtual reality and the digital world hitherto unimagined by “traditionalist” construction managers and workers.

What the Construction Industry Will Need to Do for Digital Natives

Notwithstanding longer life expectancy and later retirement ages for other generations, digital natives will soon be by far the biggest part of the total workforce on the planet. Construction companies will be vying not only among themselves, but also with other sectors, to attract and retain digital native talent. What will draw digital natives to your construction company? Interesting work and up-to-date technology are natural candidates, together with a competitive salary. However, another current of thought suggests that a further factor will be both new and important. It’s time. Digital natives think that time is worth more than money. They make lifestyle choices such as marrying and founding families later in life, in order to have more time to do the different things they want to do. Facilitating remote working, letting them set their own hours, and offering extended vacation time are all likely to go down well for these reasons.
Ms. Patty McCaffrey pmccaffrey@mcdonaldyork.com is presented with her PCEA Membership Plaque.

Ms. Patty McCaffrey, LEED AP, BD+C Estimator for McDonald York.

Patty was present during our October Membership Meeting along with Ms. Renzi from McDonald York, and has been to every function since joining.

Patty is no stranger to the construction industry. She has 8 years of experience in construction, however, her passion lies on the Preconstruction side. Patty enjoys working in the early stages of a project to offer solutions to a client that may deliver a project better by some metric whether that be more energy efficient, faster, or more cost effective. She recalls that changing direction in the construction stage to take advantage of new solutions becomes more difficult and more costly than looking ahead towards them.

New Member’s Corner
Please welcome our newest member of the Triangle Chapter of the PCEA;
Mr. Tom Key, CEC, LEED AP Danis | Senior Estimator Tom.Key@Danis.com
Tom Represents Danis Construction.
February Membership Meeting Scheduled
2-15-2018

Address:
6019-A Glenwood Ave
Oak Park Shopping Center
Raleigh, NC 27612-2601

Our Pre-Meeting Social starts @ 18:30 our Meeting is called to Order @ 19:00

Our February Speaker is:
Mr. Dean A. Waldrop, RA, NCARB, LEED AP
Associate | Hazen and Sawyer
919 755-8599 (direct) | 919 395-3699 (cell)
dwaldrop@hazenandsawyer.com | hazenandsawyer.com
Chapter President at Construction Specification Institute,
Raleigh- Durham Chapter

Come Join our Monthly Meeting and Learn about the
MasterFormat. ... Sometimes referred to as the "Dewey Decimal System" of
building construction, MasterFormat is a product of the Construction Specifications
Institute (CSI) and Construction Specifications Canada (CSC).
Construction Specifications Institute

The Construction Specifications Institute (CSI) is an organization that keeps and changes the standardization of construction language as it pertains to building specifications. CSI provides structured guidelines for specification writing in their Project Resource Manual, (formerly called the Manual of Practice (MOP)).

MasterFormat. ... Sometimes referred to as the "Dewey Decimal System" of building construction, MasterFormat is a product of the Construction Specifications Institute (CSI) and Construction Specifications Canada (CSC).

16 Divisions refers to the 16 divisions of construction, as defined by the Construction Specifications Institute (CSI)'s MasterFormat. ... The standard is the most widely used standard for organizing specifications and other written information for commercial and institutional building projects in the U.S. and Canada.
Everyone needs; an extra Hand Sometime.

This hand-shaped wrench concept by Industrial Designer Paul Julius Martus is the perfect tool for when you need a little extra help.

I don’t know where I can get one of these but when I do, I will!!
**March 15**  PCEA Social  NCAA –Hoops **Starting @ 18:30**  
In Lieu of our Normal Monthly Meeting  
Meet at the Hooters in Morrisville, NC for Wings, Beer and Basketball. Please come and bring a guest.  
1001 Claren Circle, Morrisville, NC 27560

**March 26**  PCEA Spring Golf  **Starting @ 11:00**  
430 St Andrews Lane, Cary, North Carolina 27511  

30th Annual Don Mizzele Spring Golf Tournament at MacGregor Downs Country Club  
MacGregor Downs Country Club is located between Kildaire Farm Road and US 1/64 West, in south Cary, North Carolina. The Clubhouse is at the center of the MacGregor Downs residential community.

**May 17**  Triangle Chapter Monthly Meeting **Starting @ 18:30**  
6019-A Glenwood Ave  
Oak Park Shopping Center  
Raleigh, NC 27612-2601
Network Distributors, Inc.
Commercial Lumber & Plywood Supply
Fire Retardant, Pressure Treated & Untreated
NETWORKLUMBER.COM
177 Lake Wheeler Road, Raleigh, NC 27603
919-832-4443 networklumber@bellsouth.net
126 American Way, Fletcher, NC 28732
828-376-3727
331-2 Metro Circle, Wilmington, NC 28401
910-762-4002

Steve Newbern
Commercial Sales Manager
3101 Hillsborough Road
Durham, North Carolina 27705

Space For Rent

Customers will not call
If they don’t know who to

PERRY R. SAFRAN
ATTORNEY
PSAFRAN@SAFRANLAW.COM
PH (919) 828-1596 EXT. 221 | (800) 326-3572
Mbl (919) 669-8348 | Fax (919) 828-7993
120 South Boylan Ave (27603)
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