



Vol. 51 Issue 3 May/June 2009 www.homebuilders.org

Taking it to the

MA

HBAM Announces the Best in New Homes



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NEW Pull-Out Section Mid-Atlantic Remodeler **Pages 17-20**



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May/June 2009 Vol. 51 Issue 3

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The next time you hear the words "bottom-line" when you're sitting in the audience at a company meeting, don't roll your eyes. Instead, think about all the ways that you as a project manager can help to boost that bottom-line.

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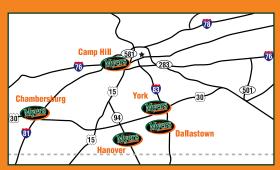
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publisher's message

It's Spring, Time for Optimism and Initiative

There's some good news of late (late March that is) and hopefully it will continue. Interest rates are below 5 percent for a 30 year fixed mortgage, Wall Street has posted several strong closes and the quality and volume of model home traffic has improved, as have sales numbers. It could be a temporary spring rally, and we'll take that, or it could be the first signs that we've reached bottom and are on the way up. Time will tell.

Whatever the case, we have been doing what we can to contribute to the turnaround. Many of you responded to our request that you contact our delegation members in Washington to express your support for a strong housing element in the federal recovery package. We didn't get the aggressive terms we were looking for but, as the saying goes, half loaf is better than none. Meanwhile, we are continuing to press for a face-to-face meeting with our delegation, especially Congressman Hoyer, the House Majority Leader and arguably the most powerful Marylander on the Hill. The White House is making noise about further stimulus for housing and if there is, this time we want to make certain they get it right (\$15,000 tax credit for any purchaser of a home with no limitations and leave the mortgage deduction as is).

We have also prepared a template for our local chapters to use to encourage county government to facilitate the housing recovery locally through such measures as extending permits and collecting fees at settlement rather than at permit filing. The actual list of potential local stimulus actions we have suggested is greater than 20. We have taken the master list, along with a series of resolutions, to each of our chapters and encouraged them to tailor the list as they see fit and work with their county executives and council to develop sponsorship and support. By now, with tax and fee receipts falling precipitously, most local government officials have begun to recognize the extent of their dependence upon this industry. Put another way, they have come to realize how much their wagon is hitched to our star. The most progressive among them recognize that we are offering tools they could employ to get us, and them, back on track as quickly as possible. Let's hope they put them to use.

John Kortecamp

HBAM Executive Vice President

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president's message

Star Wars

There are many things that I can talk about given the current climate of the economy. This article could be filled with my feelings on the stimulus package, the pros and cons of nationalizing our banking system, my definition of a tested bottom in the stock market or theories on what the banks did with all that bailout money. Instead, I have decided to discuss American history from my own point of view, though I am not a self-proclaimed historian, nor do I claim to be an expert.

I will begin with recalling that as I was growing up in the 1960s, I listened to my older relatives talk about the Great Depression. They walked to school up hill, both ways, in the rain. Oh, did I mention that they said they were also barefoot? I think I even saw an aunt or two hoard pieces of dessert in napkins, which then disappeared into a purse. The famous saying, "If you had lived through the Great Depression, then you wouldn't be wasteful, but would, 'save for a rainy day," was memorialized.

My second encounter with the Great Depression was when I learned about President Franklin Delano Roosevelt. What amazed me about his leadership of our country was that he went to great lengths to disguise his own personal handicap, so that we, as a nation, would not view him as any less than a whole man. As many are aware, he enabled millions of people to go back to work. He tried to focus on the positive, which was that we are a great nation and he encouraged the American people to be all that they could be.

My own "Great Depression," happened when I graduated from college in the early 1980s and was looking for a job. This was a time when interest rates were 18 percent and there were no jobs to be had. Our newly elected president was Ronald Reagan and he was fighting the big, evil empire of Russia, as well as, dealing with a slumping car industry and a frozen, if not stalled, economy. At that time, my perspective of what changed the tide or momentum of how we felt about ourselves as a country and what slowly began igniting a more positive direction was the military program, Star Wars. To this day, I am not even sure if there was a Star Wars program. I believe President Reagan brought Russia down on a fictional concept without a bullet being fired. Even the music at that time started reflecting the country's patriotic feelings. Bruce Springsteen released, "Born in the USA" and John Cougar sang songs about mid-western values. There came that moment in history when the positive momentum steamrolled the negative and we became an even stronger nation.

This article is not meant to be a political statement, nor is it written to focus negatively on our present circumstances, however, by reminding us of our historical past, it may help us move to a more positive philosophy today. Sometimes we just need to believe things will get better and maybe they will. As Henry Ford once said, "If you think you can do a thing or think you can't do a thing, you're right."

M.h.lDig

Michael Owings 2009 HBAM President

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The 2009 HBAM Builders and
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Thursday, May 28, 2009 Martins West in Baltimore

Experts in the real estate industry review recent trends in real estate and look to the future for opportunities. They will discuss emerging hot spots, scrutinize mortgage rates and make predictions on when we can expect a rebound.

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Land Development Council Excellence in Community Development Awards Thursday, September 17, 2009 Maryland Historical Society



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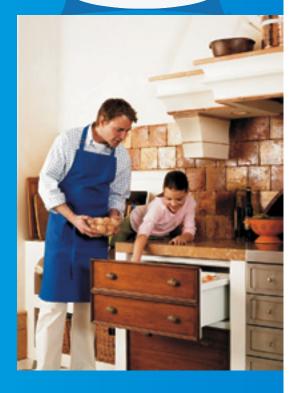
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SINGLE FAMILY/ DETACHED \$1 MILLION AND OVER Company: Catonsville Homes Project Name: The Kensington Manor West Friendship, MD



SINGLE FAMILY/ DETACHED \$500,000-\$599,999 SMALL BUILDER Company: Williamsburg Group LLC Project Name: The William Deaven at Emerson Laurel, MD



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TOWNHOME ► \$250,000-\$349,999 Company: Marenberg Enterprises, Inc. Project Name: The Hawthorne Baltimore, MD



Taking it to the Market Market

HBAM Announces the Best in New Homes

The Sales and Marketing Council of the Home Builders Association of Maryland announced the 2008 Maryland Award of Excellence winners at a ceremony held at the Marriott Hunt Valley on April 16, 2009. The MAX program recognizes local home builders who provide buyers with excellence in design, livability and value.

In keeping with the Mardi Gras theme, the evening featured a Zydeco band, umbrella dancers, a float complete with a bead and doubloon throwing krewe and fantastic prize drawings. Attendees who snagged the lucky beads won things like an extravagant dinner for four at The Louisiana Restaurant in Fells Point, a foursome for HBAM Builders & Remodelers Open Golf Outing at Turf Valley or the grand prize of an allexpense paid trip to the 2010 Mardi Gras celebration in New Orleans, Louisiana.

Awards presented in the outstanding home categories included: Active Adult, Custom Home, Customized, Multifamily, Multiple Product, Single Family, Townhome, Clubhouse and Model Home Merchandising and Marketing. In addition, the Green Builder of the Year award was presented to Baldwin Homes for their Park Meadow project.

The sales achievement awards were also presented including: Salesperson of the Year, Rookie Salesperson of the Year, Exceptional Sales Effort, New Home Sales Team and Sales/Construction Superintendent Team, Overall 2008 Sales Excellence Award, Sales Manager of the Year, Sales and Marketing Manager of the Year and Sales Volume Achievement.

A team of judges from the Virginia and Baltimore area evaluated this year's entries. The judges considered new home entries in such areas as floor plan layout, quality and convenience features, overall design and value. All award winners are members of the Home Builders Association of Maryland.

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▼ 55 AND BETTER-DETACHED \$300,000-\$399,999

Company: Pulte Homes

Project Name: Wittman at Chesapeake by Del Webb, Easton, MD



▼ CUSTOMIZED HOME \$900,000 AND OVER Company: Catonsville Homes

Project Name:
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Project Name:
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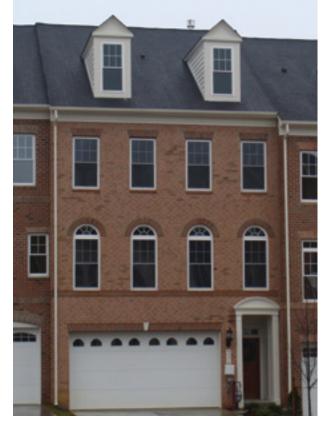
▲ MULTI-FAMILY/CONDOMINIUM \$250,000-\$349,999

Company: Thomas Builders

Project Name: Compass at Shelter Harbor, Dundalk, MD







▲ TOWNHOME \$350,000-\$449,999 Company: Williamsburg Group LLC Project Name: The Bracken at Palace Hall Laurel, MD

▼ TOWNHOME \$550,000-\$649,000 Company: Bozzuto Homes Project Name: The Peale Ellicott City, MD





▲ SINGLE FAMILY/DETACHED \$600,000-\$699,999 Company: Williamsburg Group LLC

Project Name: The Wetherburn at Wallington, Laurel, MD



■ LARGE BUILDER
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\$500,000-\$599,999
Company: Ryan Homes
Project Name:
Naples at Colonial Woods
Severn, MD



■ GREEN HOME
OF THE YEAR
Company:
Baldwin Homes
Project Name:
Brice at Park Meadows
Severna, MD



■ SINGLE FAMILY/
DETATCHED
\$400,000-\$499,999
Company:
William Douglas Homes
Project Name:
Persimmon
at Howards Trust
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SINGLE FAMILY/
DETACHED
\$300,00-\$399,999
Company: Pulte Homes
Project Name:
Vernon Hill
at Hart's Landing
Lewes, DE



\$900,000 AND OVER Company: Shore-line Construction Project Name: 302 Greyhound Road Baltimore, MD

◄ CUSTOM

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Outdoor rooms provide new areas for living, relaxing and entertaining.

another way



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These days, the backyard is fertile ground for sales. And propane has been fueling that booming trend. From traditional patios with grills to full-fledged kitchens to pool areas fit for country clubs, propane takes outdoor spaces and transforms them into whatever your clients can dream up. In other words, it's another place for you to generate revenue. For other hot ideas, contact your local propane retailer or visit usepropane.com.











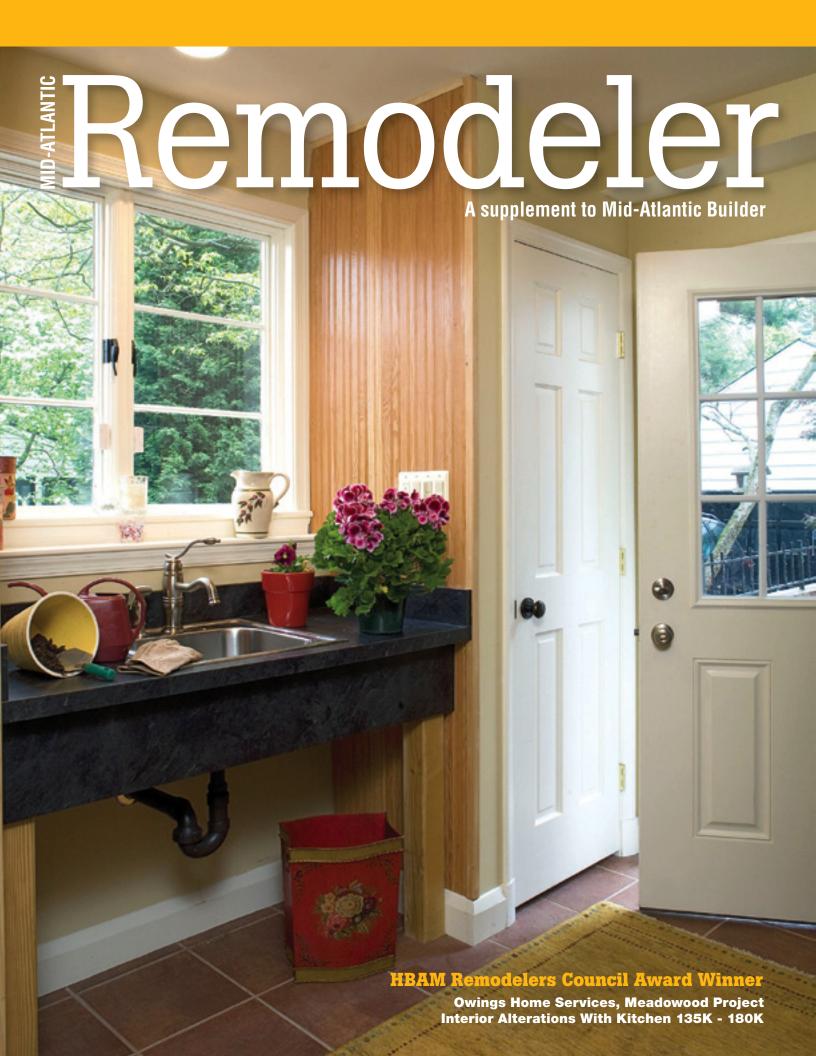












Remodeler A supplement to Mid-Atlantic Builder

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before & after

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Meadowood Project

These young homeowners wanted to keep with the look of the neighborhood while creating a more useful space for their growing family. A design to enlarge the kitchen and allow for a better flow to their family room addition was created. This new space now allows these homeowners to have a more spacious area for entertaining and a comfortable place for the family to gather.

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president's message

Changing with the Times

The Remodeling Market Index (RMI), which has been calculated and published since 2001 by the National Association of Homebuilders, is a statistic which measures remodelers' perceptions of market demand for their work. It ranges from 0 to 100, so an RMI above 50 indicates that the majority of remodelers view market conditions as improving.

According to Remodeling Magazine, in the last three months of 2008 the RMI fell "to yet another historic low." In fact, the actual 4th quarter 2008 RMI slumped to 27.7, down significantly from the previous low of 33.5, which had been recorded just a quarter earlier!

Worse yet, future expectations (the amount of work already scheduled for the next three months, calls for bids, backlog of remodeling jobs, appointments to present proposals, etc.) plummeted to 19.6. That means that over 80 percent of polled remodelers see future expectations as highly negative. It's no wonder, because in some areas of the country, "many remodelers were asking if their phones were still working because they received virtually no calls for work," according to an NAHB press release about the RMI.

In this atmosphere of negative expectations, there many things that can be done. We should all be selling VALUE—the highest value, even on a modest project. Value never cheapens, never goes out of style and never goes away. Offer the highest value for the fairest price, but cut down the size of the job. Trying to deliver big projects for little budgets and not much profit will be a disaster! Instead, offer your customers excellent remodeling projects that don't cost as much, using value engineering.



Being proactive and seeking out the help of a business or sales coach can also help you get through these times. If you haven't done it already, join HBAM. HBAM offers you proven help, the advice of your peers and the support that can mean a lot these days. HBAM and the HBAM Remodelers offer you Remodeler 20 groups, educational pro-

grams, peer group councils, the opportunity to get involved in legislative issues and they can even steer you towards valuable courses on how to improve your accounting, how to estimate better and how to get the most out of a job even in a bad economy.

Finally, staying socially connected is the best form of advertising you can do! Get linked to non-profits, boards, community groups, church groups, civic groups and venues where you see people and can communicate one-on-one. It's not a hard sales function, but it's a golden opportunity to let people know what you do and how you do it. You might even join Facebook or LinkedIn – don't laugh: more and more adults are using social networking sites to link, keep in touch, share news, etc. HBAM has a page on both Facebook and LinkedIn so take a look and join us there.

Your next good job may be only a "friend" away!

Day Folly

Donald F. Lynch, Jr., CGR, CAPS President HBAM Remodelers Council

events and education

Education

All courses will be held from 9:00 a.m. – 5:00 p.m. at the HBAM Conference Center, 7127 Ambassador Road, Suite 150, Baltimore, Maryland 21244

COURSE FEES

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September 23 Design/Build Solutions for Aging and Accessibility (CAPS)

September 24 Business Management for Building Professionals (CAPS)

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You'll be able to search the vendor list for a remodeler, find educational course offerings, download a membership application and more.

remodeler news

Thank You

I'd like to thank Thad Whittenburg, VP of Sales for Reico, for being the guest speaker at our recent spring dinner at the BWI Westin, held in April. Thad's presentation was one of the best, and I hope everyone there took to heart his principles and advice.

As Thad said, you must be strategy-driven in these challenging times and that begins with the initial sales call. Crafting, testing and adhering to a set plan of how to make the sale is essential—failing to plan is tantamount to planning to fail!

Also, each one of us should be a leader in his or her organization. But being a leader means more than simply possessing the title of "President" or "Owner." True leaders CHOOSE to lead—as Thad said, it's not where you sit that counts! Thad showed us how true leaders build a culture of success and why that culture must be passionate, productive, positive and strategy-driven. You must identify your company's symbols, rituals and unique characteristics. You must enforce and adhere to these concepts inside your company—making it clear that rules such as punctuality, dress and overall appearance, conduct and speech, and obeying certain understandings are NON-NEGOTIABLE!

The choice is yours: make things happen positively or step aside!

Donald Lynch President HBAM Remodelers



Bill Luther owner of Gemcraft Homes meets a potential new vendor.

CONNECTIONS

I hope that everyone enjoyed our last Key Connections event on February 18 at the BWI Westin.

As you know, Key Connections puts contractors, developers and builders face-to-face with trade subcontractor vendors such as plumbers, electricians, drywall installers and the like. It's a great way to make sure you're using the best possible vendor. It's also very popular with the vendors themselves. Take it from Chip Newcomer, President of Whitehall Plumbing and Hydronics, who says, "I enjoy the event, I've made a lot of business contacts and—best of all—I've gotten a lot of new work from this event and I've been the only plumber to attend. I recommend Key Connections highly to vendors and contractors alike."

Why join HBAM Remodelers?

Member Benefits

HBAM Remodelers offers many benefits to its members. Remodelers benefit from a variety of educational, mentoring and networking opportunities. In addition, the HBAM Remodelers serves to improve the quality of the industry and its members through these programs. By promoting certification programs to consumers, members of the council are sought after for their strong professional and ethical principles.

News & Information

National: Members of the Council receive a free subscription to Professional Remodeler magazine. Each issue focuses on practical business insights from the country's leading remodelers. Members also receive NAHB Renews, a monthly e-newsletter about national news that affects our industry.

Regional: Members of the Council receive a free subscription to ChesapeakeHome Magazine and are offered special advertising opportunities designed to help you reach upscale homeowners.

Local: The council is offered a section in each issue of HomeFront, HBAM's monthly newsletter to promote its members, programs and events.

For more information contact 410-265-7400.

Welcome Our New Members

DreamLife Construction Kevin McKav TW Perry Ken Suter





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Continued from page 15

MERCHANDISING ▶

TOWNHOME \$550,000-\$649,999 Company: Steuart Kret Homes Project Name: The Carlyle at Emerson



CLUB HOUSE ▶ Company: K. Hovnanian Homes Project Name: Clubhouse at Chaddsford

Brandywine, MD



MERCHANDISING ►

55 AND BETTER / **DETACHED** \$500,000-\$599,999 Company: Interior Concepts, Inc. Project Name: The Ridgley at Shipley's Crossing Millersville, MD



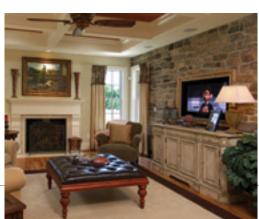
MERCHANDISING ▶

SINGLE FAMILY/ **DETACHED** \$400,000-\$499,999 Company: K. Hovnanian Homes Project Name: The Fairbanks Brandywine, MD



MERCHANDISING ▶

SINGLE FAMILY/ **DETACHED** \$2,000,000 AND OVER Company: Interior Concepts, Inc. Project Name: The Preston at Riverwood Ellicott City, MD





▲ MERCHANDISING

SINGLE FAMILY/DETACHED \$1,000,000-\$1,999,999

Company: Amanda Austin Interiors

Project Name: Kensington Manor, West Friendship, MD



▲ SILVER MERIT PRODUCT AND MERCHANDISING

MULTI-FAMILY/CONDOMINIUM \$250,000-\$349,999

Company: Turner Development

Project Name: Silo Point Model K, Baltimore, MD

PRODUCT AND ► MERCHANDISING

MULTI-FAMILY/ CONDOMINIUM \$450,000-\$549,999 Company: Turner Development Project Name: Silo Point Model D Baltimore, MD



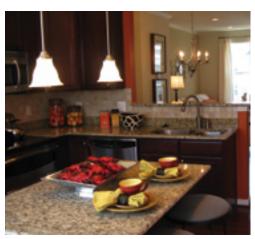


■ MERCHANDISING 55 AND BETTER DETACHED \$400,000-\$499,999 Company: Pulte Homes Project Name: McDaniel at Chesapeake By Del Webb Easton, MD

MERCHANDISING ►

SINGLE FAMILY/
DETACHED
\$700,000-\$849,999
Company:
Interior Concepts, Inc.
Project Name:
Dover at Stoneridge
Riva, MD

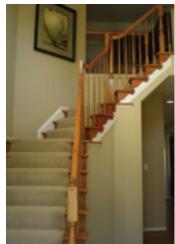




■ MERCHANDISING
TOWNHOME
\$350,000-\$499,999
Company:
K. Hovnanian Homes
Project Name:
Emerson Park
Washington, MD







■ PRODUCT AND MERCHANDISING SINGLE FAMILY/DETACHED \$500,000-\$599,999 Company: Richmond American Homes Project Name: Vanburen at Fairway Villages Northeast, MD

▼ SILVER MERIT CLUB HOUSE 55 AND BETTER Company: K. Hovnanian Homes Project Name: Four Seasons at St. Margarets Annapolis, MD

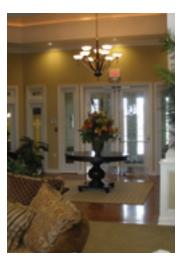
▲ PRODUCT AND MERCHANDISING

MULTI-FAMILY/CONDOMINIUM \$350,000-\$449,000

Company: Turner Development **Project Name:** Silo Point Model E Baltimore. MD

CLUB HOUSE 55 AND BETTER ▶

Company: K. Hovnanian Homes Project Name: Clubhouse at Nassau Grove Lewes, MD





Sales

Overall Salesperson of the YearBryan Joseph Rodriguez, Ryan Homes

Salesperson of the Year \$400,000 and over

Patrick O'Donnell Richmond American Homes

Salesperson of the Year \$400,000 and under

Bryan Joseph Rodriguez, Ryan Homes

Salesperson of the Year Runner up \$400,000 and under

Heidi Pigozzi Richmond American Homes

Exceptional Sales Effort Emma Young, Ryan Homes

Sales Manager of the year Mary Batkin, Pulte Homes

Multi Sales person of the year Joe Biasco, NV Homes

Salesperson of the year Townhome

Bryant Airey, Ryan Homes

Sales and Marketing Manager of the year

Greg Cullison, Ryan Homes

Salesperson of the Year-55 and better-attached Lauren Ryan, Ryan Homes

Single Family Above \$800,000

Brigite Droegemeyer, NV Homes

Most Dedicated Salesperson Julie Via, Ryan Homes

Most Dedicated Salesperson Runner up

Sam Greer, Steuart Kret Homes

Rookie Salesperson of the Year John Keifer, Ryan Homes Sales Construction/Superintendent Team, New Home Sales Team

Suzi Boone and Omar Soueid K. Hovnanian Homes

New Home Sales Team

Scott Simpson, Paul Sudano and Holly Winfield CSM Partners for Turner Development

Marketing

Best Builder Logo-CommunityJSG Homebuilders

Best Builder Logo-CommunityWilliam Douglas Homes

Outstanding Associate Brochure
Guardian Protection Services

Outstanding Associate Print Ad Builders Advantage

Outstanding Associate Website Interior Concepts Outstanding Associate Direct Mail

Outstanding Associate
Multimedia Campaign

Guardian Protection Services

Guardian Protection Services

Outstanding Design/ Selection Center

Richmond American Homes

Outstanding Sales Center Turner Development

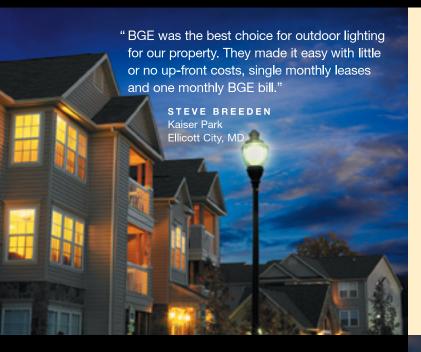
Outstanding Builder Website
NDG Communications for builder

Outstanding Multimedia Campaign
Turner Development

Outstanding Builder Brochure Turner Development

Outstanding Builder Direct Mail
Turner Development

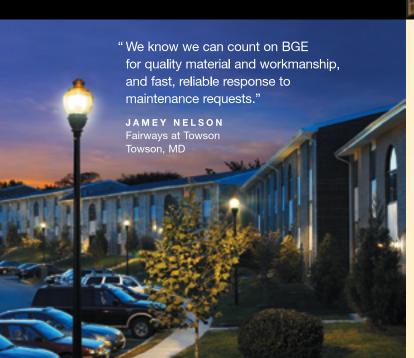
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Show Me the Money

Getting Paid for your Work

BY DAVID B. APPLEFELD

othing is worse than finishing a project only to learn that you are not going to be paid. While it is impossible to guard against all contingencies, there are practical steps you can take to help protect yourself. This article will address practical and legal tools necessary to put yourself in the best position to ensure that you are paid for your work.

Owners and general contractors withhold payment for three reasons: they can't pay because they have no money; they don't want to pay because their profit on the project is too low; or they refuse to pay because of some asserted problem with your work.

Before you start any project, it is crucial that you find out with whom you are dealing. Even in tough economic times, there are some projects, some owners and some contractors that you are simply better off not dealing with.

Trade associations, such as your local Homebuilders Association, provide an excellent vehicle for members to share information. Take advantage of this resource before you sign the contract. Make sure they are a member then call other contractors who have dealt with this company and its owner and find out what their experience has been on other projects.

Once you decide to take the job, a well drafted contract, signed by all parties is essential. While we cannot address all situations in this article, there are certain key provisions which should always be included in any construction contract. First, your contract should contain a precise description of the scope of your work, clearly specifying the services and materials that you will be providing. Where applicable, your contract should reference the plans and specifications and should identify all exclusions to your scope of work. Because owners sometimes develop unreasonable expectations as the project nears completion, it is helpful to incorporate an industry or trade performance standard against which your work can be judged. Doing so establishes an objective criteria for determining whether your work is, or is not, within an acceptable standard or tolerance. Many performance standards also set forth an agreed mechanism of repair for any non-conforming work.

Your contract should specify the price or fees you will be paid for your work; be it a lump sum contract, payment on a time and materials basis, or a payment on a cost plus fee basis. Your contract should also clearly state when a payment is due. In this regard, tying payment to an objective event, such as the issuance of a use and occupancy permit or a bank inspection is clearly preferable to conditioning payment on the subjective approval of the owner.

If possible, your contract should provide for a penalty for non-payment or late payment, such as interest, attorney's fees and collection costs. If you are asked to sign a form contract that provides the other side with the right to recover interest, fees, cost or liquidated damages, fairness dictates that these provisions be mutual. You should remember that under Maryland law, if your contract is silent as to attorney's fees, each side is responsible for its own attorney's fees. Finally, if you are a materials supplier, it is important to obtain a properly drafted credit agreement with personal guarantees from the principal and his/her spouse.

After the job begins, some contractors make the mistake of getting so caught up in their work, that they forget or ignore the details of administering their contract. Do not make this mistake. Construction disputes are won and lost on the details and it is often said "if it is not in writing then it did not happen." This starts with your record keeping. Keeping good records serves two purposes—it fosters communication and it preserves evidence to support your position in the event of a dispute or litigation.

While clearly not an exhaustive list, records you should be keeping include: daily logs/reports; correspondence; meeting minutes; change order logs; photographs and/or video; a detailed job schedule; shop drawing logs; weather data; records of progress payments; and payment and payroll records.

It goes without saying that during the course of any project there will be changes. The importance of documenting all changes in writing cannot be underestimated. So that there is no misunderstanding, you should always issue written change orders which clearly define any change to your scope of work, the contract price or the contract time. Change orders should be

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signed by all affected parties. The goal is to eliminate any and all surprises and uncertainty. If you wait until after you have performed the work to begin negotiating a change order, you are in a much weaker bargaining position.

In the event of non-payment, there are certain legal tools available to assist you. The most powerful of these is perhaps the Maryland Mechanic's Lien Statute. With certain exceptions, such as government property, the Maryland Mechanics' Lien Statute gives persons who supply labor or materials to a construction project the right to establish a lien on the property and, if necessary, to force a sale of the property to secure payment. It is important to understand that the Mechanic's Lien Statute has very specific notice and filing deadlines. In Maryland, a Mechanics' Lien can be established against not only a newly-constructed building or house, but also against any project which involves an existing building (i.e., a home improvement) which is repaired, rebuilt or improved by 15 percent or more of its value. For newly-constructed projects, however, there is no monetary limit for filing a lien.

The notice requirements of the Maryland Mechanics' Lien Statute are controlled by the nature of the relationship between the party asserting the lien and the title owner of the property. Filing a mechanics' lien claim involves two phases. The first phase involves giving the owner notice of intention to file a petition to establish and enforce a mechanics' lien. The second phase involves actually filing the petition to establish and enforce a mechanic's lien or the lawsuit in Court.

At times, you may not be able to pursue a mechanics' lien claim either because of lack of timely notice or the inability to meet the 15 percent threshold for improvement contracts. In that event, you may be forced to pursue a lawsuit against the party with whom you contracted. If the company or person with whom you contracted does not pay you in accordance with its contractual obligations, you can file a law suit in the District Court or Circuit Court of Maryland, depending upon the amount of money at issue. Unless the contract provides otherwise, suit should be filed in the County where your opponent conducts business.

Regardless of whether suit is filed in the District Court or the Circuit Court, if the amount at issue is in excess of \$5,000, Maryland law requires that a corporation, limited liability company or partnership must be represented by an attorney.

If you are a contractor, subcontractor or supplier experiencing payment issues on one of your projects, or if you are considering entering into a contract on a new project and have concerns about getting paid, please feel free to contact us to discuss these issues in more detail.

Mr. Applefeld is a Principle with the Maryland Law Firm Adelberg, Rudow, Dorf & Hendler, LLC, whose practice concentrates in the areas of construction law and commercial litigation. Mr. Applefeld can be reached at 410-539-5195 or dapplefeld@adelbergrudow.com.



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Here's the **Beef!**

Let Project Management Boost the Bottom-Line

BY MICHELLE LABROSSE

The next time you hear the words "bottom-line" when you're sitting in the audience at a company meeting, don't roll your eyes. Instead, think about all the ways that you as a project manager can help to boost that bottom-line.

Top Five Project Management Bottom-Line Boosters

Develop clear and quantifiable goals. If a goal is murky and indistinguishable, how does anyone know when and if it's done? Don't hide behind a curtain of vagueness. Be clear and make it measurable because a wise woman once said, "What gets measured, gets done!"

Track time and dollars spent. When you can show your boss and your team exactly where you are both in terms of time allocated and actual dollars spent, you're speaking their language. Nothing makes upper management quiver more than not knowing where they are on a mission-critical project.

Meet deadlines and milestones. If your team is missing every single deadline and project milestone, there's generally a reason why. Don't accept this as normal. Do you have too many false deadlines in your company culture, so people no longer accept them as real? When you understand what impedes meeting deadlines, you can get answers that not only get your project back on track, but save your company time and money.

Unearth the hidden gems in your project agreement and documentation.

Too many people mistake documentation as busy work instead of using it to get at its real value. When you close out a project, don't literally put it to bed. Instead, wake up and unearth all the gems inside it. Did you have enough resources allocated to this project? At what points did this project falter and why? What was behind the cost variance between our original budget and actual budget? If you don't capture the intelligence in your documentation, understand it and share it, you've missed a huge opportunity to make you and your team more productive, effective and efficient.

Create a consistent and standardized approach to Project Management.

I know this seems like a no-brainer, but I see companies every day that expect their people to learn Project Management by osmosis. I know you've seen this too: "Let the new people shadow Gloria for a few days because she's a great project manager." This is a good start, but you can't have enterprise-wide impact from Project Management unless you have a consistent way of approaching Project Management. This is why the PMP® certification has become important to many businesses and government. These organizations have started to see the value of having whole teams and whole departments – and even entire companies – working from the same body of knowledge.

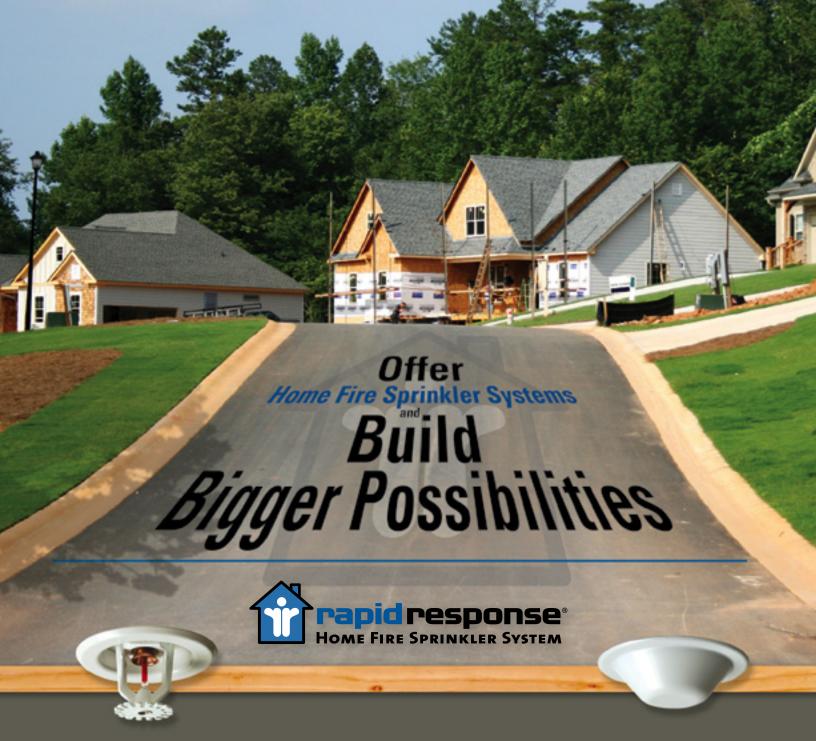
Embrace the Bottom-Line

So, now you know what many project managers already use as their "secret sauce." The bottom-line is not just for accountants and executives. It's a sure fire way for project managers to show their value and make themselves a valuable player in financial discussion.

PMP is a registered trademark of the Project Management Institute.

Michelle LaBrosse is the founder and Chief Cheetah of Cheetah Learning. An international expert on accelerated learning and Project Management, she has grown Cheetah Learning into the market leader for Project Management training and professional development. Michelle is a graduate of the Harvard Business School's Owner and President Management program for entrepreneurs and is the author of Cheetah Project Management and Cheetah Negotiations. More information can be found at www.cheetahlearning.com.

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GETTING TO GREEN – THE NATIONAL GREEN BUILDING STANDARD

A Practical Guide to NAHB Model Green Building Guidelines

BY H. ALAN MOONEY, P.E.

The release of the NGBS is a major step forward for NAHB and its commitment to Green Building.

he National Green Building Standard is a reality! It is published by BuilderBooks.com and was available for shipping on March 9, 2009.

The following are some highlights excerpted from www.nahbgreen.org. This will provide an overview of the program now available from the National Association of Home Builders to help you build a NGBS Certified home.

The Background

In 2007 NAHB and the International Code Council partnered to establish a nationally recognizable standard definition of what is meant by "Green Building."

A consensus committee was formed to develop this standard in compliance with the requirements of the American National Standards Institute. The resulting ANSI approved ICC-700-2008 NGBS defines green building for single and multifamily homes, residential remodeling projects and site development projects while still allowing for the flexibility required for regionally-appropriate best green practices.

Similar to the NAHB Model Green Homebuilding Guidelines, a builder, remodeler or developer must incorporate a minimum number of features in the following areas: energy, water and resource efficiency, lot and site development, indoor environmental quality and home owner education. The more points accrued, the higher the score.

Unlike the NAHB Guidelines, however, the NGBS includes more mandatory items and suggests that higher thresholds be met in several categories. A new threshold - "Emerald" - was added to denote the highest achievement in residential green construction.

The National Green Building Program
Through the National Green Building Program, NAHB is helping its members move the practice of green building into the mainstream.
Energy efficiency, water and resource conservation, sustainable or recycled products and indoor air quality are increasingly incorporated into the everyday process of home building.

The National Green Building Program offers several resources and tools to help builders, remodelers, home building associations and homeowners learn how to build green and the benefits of doing so. Specific program components include:

- The ANSI approved ICC-700-2008 National Green Building Standard
- NAHB Model Green Home Building Guidelines. Published in 2005
- www.nahbgreen.org, the official National Green Building Program website
- The NAHB National Green Building Program Hotline at 877-NAHB-GRN (877-624-2476)
- A yearly National Green Building Conference
- A national certification program
- The NAHB National Green Building Awards
- National education programs
- The Certified Green Professional Designation
- The Certification Process

National Green Building Certification assures homeowners and the community that your projects meet the requirements of either the *NAHB Model Green Home Building Guidelines* or the ICC 700-2008 NGBS and truly are green. Builders interested in having their buildings certified should follow the steps outlined in Figure 1. Now that the NGBS is a reality, it is expected that this program will expand quickly.

The Green Scoring Tool

With the Green Scoring Tool, available at www.nahbgreen.org, you can determine how your project would rate using the NAHB Model Green Home Building Guidelines or the ICC 700-2008 National Green Building Standard.

Builders or remodelers can develop green home designs to discuss with their trades or customers and if they are intending to get the homes certified, they can develop their designs to hand off to their verifiers. The tool allows you to explore as much or as little of the supplementary information that you need or want at any step. The tool also provides continual feedback, informing you at every step where you stand and what you need to do to make your home green. The designs developed using this tool can be used as the basis for Certification by the NAHB Research Center and some affiliated local Green Building Programs.

NGBS compliance VERIFIERS

Third party verification is needed to certify your home in compliance with NGBS.

The NAHB Research Center is seeking interested, qualified individuals to become National Green Building Certification Accredited Verifiers. As the sole certifying body, the NAHB Research Center is responsible for training and accrediting eligible individuals to verify that homes across the country meet the criteria of the national green building certification. Individuals may work for larger organizations, but verifiers are accredited on an individual basis.

To become an accredited verifier, an individual must meet eligibility prerequisites, attend verifier training, pay the \$125 non-refundable testing/annual listing fee and pass an accreditation test. Once complete, the individual must submit the other required documentation to the NAHB Research Center to become a listed, accredited verifier.

Verifiers Eligibility Pre-requisites

The following individuals are NOT eligible to be verifiers:

- · Staff of HBAs
- Builders may not verify homes they build, but they may verify homes built by other builders
- Trade contractors and suppliers may not verify homes in which their company has either supplied and/or installed work

Individuals interested in becoming a verifier must have prerequisite training and/or experience that provides them a baseline understanding of general home building practices and specific "green" building knowledge. Specific types of experience that meet this eligibility requirement include 1 year of acceptable professional experience in home building and acceptable green building experience. See www.nahbgreen.org for more detail.

Certified Green Professional (CGP)

Offered by NAHB's University of Housing, the Certified Green Professional designation is another way building professionals can become educated in and involved with green building. The designation requires 24 hours of NAHB-approved training and additional continuing education every two years. The designation curriculum requires completion of the Green Building for Building Professionals two-day course and either the Business Management for Building Professionals one-day course or having another current NAHB professional designation.

This designation is available to individuals only and does not apply to companies, nor to specific homes or projects.

And don't forget....

As I have said before, just being a Green Builder will not distinguish you from the crowd. Being a quality builder, with a reputation (your signature) for honest, professional service who embraces Green Construction Standards is needed to assure your long term success.



Criterium Engineers has specialized in residential construction for more than 50 years, with more than 60 offices in more than 30 states. We have evaluated more than 750,000 buildings. H. Alan Mooney, P.E, President of Criterium Engineers, is a licensed, Professional

Engineer in eight states, with more than 35 years experience and has been the author and presenter for various NAHB programs, mostly on construction quality. For more information, please visit www.criterium-engineers.com and www.criterium-quality.com.

- **Step 1:** The builder scores the building to be certified using the online Green Scoring Tool
- **Step 2:** Export final Designer's Report from Green Scoring Tool and save locally as an Excel file
- **Step 3:** As construction begins, select an accredited verifier
- **Step 4:** Forward Designer's Report to selected verifier and schedule rough inspection
- Step 5: Meet with verifier after rough inspection to sign off on the correct version of the verification report which will be sent to NAHB Research Center for review
- Step 6: Receive invoice for green building certification fee (\$200 per building for NAHB members, \$500 for non-members, multi-unit building fee +\$20/unit)
- Step 7: Complete Program Participation Agreement and return to Research Center with required evidence of insurance
- Step 8: Schedule final inspection with verifier and sign off on final Verification Report including certificate information
- Step 9: After final report review and receipt of the certification fee, the NAHB Research Center will issue the Certified Green Home certificate

Figure 1. Builder Process for Green Building Certification.

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C & R Insulation, LLC.

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Chesapeake Habitat for Humanity ReStore

Mark Bendann 505 Kane Street Baltimore, MD 21224 Phone: 410-633-0505 Fax: 410-633-0504 www.baltimorerestore.org Supplier - Other

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Joseph Hall 707 Balair Ave. Front Royal, VA 22630 Phone: 540-622-3925 Fax: 540-635-6088 www.hallmechanical.net Snonsor: John Burke. William H. Metcalfe & Sons, Inc. Subcontractor - Plumbing

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corner features remodeler

Deconstruction: One Path to Green Remodeling

Deconstruction, as opposed to demolition, is one path remodelers can follow to become more green.

With demolition, a house that is being remodeled is torn down and the materials are discarded, most of them ending up in landfills. By contrast, the deconstruction process involves deliberately taking apart the home and collecting the materials to be resold, reused or recycled. Deconstruction also earns remodelers points on a green remodeling project under the NAHB Model Green Home Building Guidelines, a helpful tool remodelers can use when planning a deconstruction and remodeling project.

Under the guidelines, points can be earned for:

- Reusing salvaged materials (five points)
- Providing onsite bins to sort or store scrap materials (six points)
- Using recycled content building materials (three points)
- Onsite recycling (five points)
- Recycling construction waste off-site (six points)

Remodeler and custom home builder Scott Sevon, GMB, CGR, CAPS, CGP, of Chicago-based Sevvonco deconstructs the homes he plans to rebuild or remodel by working with Habitat ReStores, a retail outlet of Habitat for Humanity that takes donated materials from deconstructions and other sources and resells them with the proceeds supporting its home building projects.

Sevon said deconstruction with materials donated to ReStores or similar organizations can earn home owners tax deductions for the donations, which can help defray some of the costs of the remodeling project. Sevon also said he works with trash collection companies to arrange for recycling materials when they cannot be donated, reused or resold. "Things that we can't reuse or are damaged such as concrete, drywall, steel, copper and countertops can be recycled," said Sevon.

He makes arrangements with the trash companies for them to pick up and separate the deconstruction materials from his remodeling job and deliver the materials to recycling centers. Almost every major item in a house can be recycled, said Sevon, including piping, gypsum, metals, beams, wire and fixtures. The trash company he works with can recycle 75 percent of discarded materials.

In addition, the cost of deconstruction is comparable to demolition, according to the U.S. Environmental Protection Agency. In an EPA article on a deconstruction in Philadelphia conducted by the Institute for Local Self-Reliance the EPA found that the costs of deconstruction were "\$8.94 per square foot, which falls within the range of the average hand demolition cost (\$7.75 to \$9.30 per square foot).

"Be aware that you can deconstruct," said Sevon "You don't have to demolish a home. There are companies out there that want the materials."

To learn more about deconstruction, visit the EPA Web pages on resource conservation of construction and demolition materials.



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notable**products**



Bertazzoni Reveals Versatile 36" Dual Fuel Range

Bertazzoni, the Italian manufacturer of precision-engineered cooking systems is expanding its product line with the addition of

the company's first self-cleaning 36-inch Dual Fuel range. The Dual Fuel range offers the versatility of an electric oven and a gas range with optional natural or LP gas installation. Additional features include five-or six-burners and the option to choose from either a stainless steel or vibrantly colored version available in Bertazzoni's complete color palette – green, white, red, beige, black, blue, yellow and burgundy. For more information, visit www.bertazzoni-italia.com or call 866-905-0010.

KitchenAid Introduces Its Quietest Dishwasher Ever

Featuring the new EQ™ Wash System and Whisper Quiet Ultima Sound Insulation System, this latest KitchenAid brand undercounter dishwasher is exceptionally quiet with a sound rating of only 48 dBA*, or decibels, a level close to that of a quiet room (40 decibels) and well below a moderate rainfall (60 decibels). For more information on Whirlpool Corporation and its offerings for building professionals, please visit www.insideadvantage.com or call 800-253-3977.

Quality Faucets from Artisan

Artisan Manufacturing now offers nine premium quality faucets ideal for kitchens, bathrooms and bar sinks. With solid brass construction, a durable ceramic disc cartridge and high quality triple satin nickel plating, these faucets are engineered



for long-service and come with a limited lifetime warranty. For more information, contact sales@ArtisanSinks.com. ■

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Since 2001, HBAM's Policy Partners have been underwriting benchmark studies and policy initiatives that have been essential to our ability to make our case before state and local governing bodies.

Recent Policy Partner initiatives include:

- Reality Check and Reality Check PLUS (in cooperation with the University of Maryland 2006-2008)
- Analysis of impacts of APFO moratoria (University of Maryland, 2005)
- Maryland Coalition for Workforce Housing (various partners, 2005)
- Analysis of total local tax contributions derived from residential construction (Optimal Solutions Group / RESI / Towson University, 2004)
- Baltimore County buildable inventory analysis (RESI / Towson University, 2001-2002

These fact based, objective studies and initiatives have been critical to our successes to date and they will continue to be essential to our ability to successfully advocate on behalf of the industry in the future. These ground breaking initiatives would not have been possible without the generous financial support of our Policy Partners.

Policy Partners are those members who have been willing to financially support this essential work. Please review the list of our current Policy Partners. I encourage you to recognize and thank them for their leadership. We, and indeed all in the industry, owe them a debt of gratitude. We also must take the opportunity to encourage you, if your company is not on the list, to join them by becoming a HBAM Policy Partner. Please call 410-265-7400.

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industry**news**

Kohler Launches Exclusive Web-Based Resource for Trade Professionals

Kohler Co. recently launched www.KOHLER.com/pro, a comprehensive web-based resource designed exclusively for various trade-specific audiences. The new password-protected website serves the needs of several trade groups: plumbers, contractors, architect/designers, builders, remodelers and countertop installers. Users from each trade group receive customized information from Kohler based on their indicated areas of interest. With literally thousands of KOHLER product SKUs available, this Web site enables trade professionals to easily navigate product detail pages such as installation requirements, options and configurations.

John H. Myers & Son Announces Hirings and Promotions

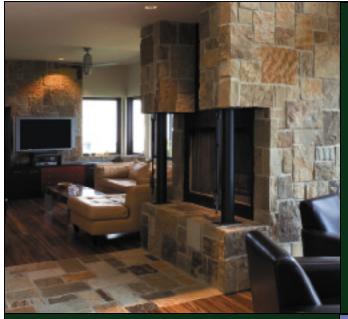
With a full line of building products and services in the Mid-Atlantic region, John H. Myers & Son, Inc. is pleased to announce recent new hires and promotions:

John Devilbiss has been named Yard Manager of their York, PA location. Bob Lehman has been named District Sales Manager. Greg Schweinsberg has been named East Region Account Manager. Bob Lescalleet has been named District Sales Manager overseeing the Commercial Division. Tom Henry has been named District Sales Manager for the Route 81 corridor in PA and MD. Clint Arnold has been named as their Chambersburg, PA Yard Manager. Rich Runk has been named as their Hanover, PA Yard Manager.

Keener Kitchen Open Timonium Showroom

Keener Kitchen, the region's premier producer of locally manufactured custom kitchens, announced the opening of a new showroom in Timonium. The Keener Kitchen Showroom, the company's second location, offers area homeowners and designers a venue for exploring more than a dozen kitchen displays featuring hundreds of products, styles and accessories. The new 3,000-square-foot showroom has been designed to underscore the vast range of possibilities available with custom-designed and custom-built cabinetry. Kitchens are shown in their entirety, with true aisle spacing and full-size work areas to give homeowners a true sense of home. The Keener Kitchen Timonium Showroom, 2101-B Greenspring Drive, is conveniently located just east of Exit 16 off Interstate 83. For more information, call 410-560-0288 or visit www.keenerkitchen.com. ■





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