



JANUARY, 2006

FOUNDATION *news*

A Newsletter for the Waterproofing and Structural Repair Industry

WORLD OF CONCRETE AND NAWSRC EDUCATION PROGRAM THE "MUST ATTEND" COMBINATION

World of Concrete offers MORE at 2006 Show!

With the 2006 World of Concrete show approaching record size, it's no surprise it will also offer the widest variety of events ever seen in its 32-year history.

1,600 + exhibiting companies - Convenient, one-on-one access to the manufacturers, suppliers, and industry specialists who can provide valuable information, answer your questions and help you grow your business.

More education - 125+ skill-building seminar and conference sessions. The best how-to educational program in the business, with the practical strategies, training and credentialing opportunities you need to get the job — and get the job done right. This year, WOC offers 50% brand new WOC seminar topics.

More hands-on action - 1.3 million square feet of exhibition space — A huge interactive jobsite environment featuring Mega Demos and special action areas where you can experience all the latest products, equipment and technology.

World of Concrete is the commercial construction industry's most important event. With all the products, resources and valuable information you need to strengthen your entire operation and start the year out right.

NAWSRC Schedules VITAL Education Program

On Wednesday, January 18, 2006, the NAWSRC will hold its **X-TREME Certification Seminar** at the Las Vegas Convention Center from noon until 5:00 PM.

There are three separate tracks of this seminar. The first track is targeted to the Below Grade Waterproofer. Led by Rickie Bramlett, CWS, Jerry McNeil, CWS, on Foundations, Brian Vicknair, CWS, on Tools and Safety, Jim Kitchens, CWS, on Soils,

Continued on page 2

Get Smart: Get Certified

Certification is just for owners of the business, right? Wrong. In reality, having technicians certified brings a wealth of benefits to the technician, your customers, and your company.

Let's start at the top. The first and foremost reason to have technicians earn certifications is that you gain a verifiably more knowledgeable technician.

Not everyone can pass the NAWSRC tests; passing rates remain very consistently in 66% to 68% range every year. Therefore, when a technician earns a passing grade, it verifies that he or she is more knowledgeable than an uncertified technician.

What are the benefits to having a more knowledgeable technician? How about fewer callbacks? Technicians who know what they're doing do the job right the first time.

Some contractors have reported to us that having their technicians NAWSRC certified has had a measurable positive effect on their

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Happy

2006

from the Board of Directors and Staff of the

NAWSRC

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and Andrew Rehner, CWS, on Epoxy and Sealants, the seminars that are offered address the texts and study guides for the Certified Waterproofing Specialist Exam.

The other two tracks include the texts and study guides for the Structural Repair Certified Specialist and Certified Above Grade Waterproofing Specialist. Scott Robeson, CSRS, and Ron Davidson will team up to lead the sessions on Structural Repair. The Above Grade Waterproofing seminar will be directed by Rafael Rivas, CAWS, and John Aiple, CAWS.

Also covered are the OSHA regulations for each of the specialties.

President Clark Campbell will lead the combined session on the NAWSRC Canon of Ethics. The newest standards regarding the internet will be included in this session.

This education program will be especially insightful if you are either registered for the Certification Test on January 19, 2005, or if you are considering sitting for the exam sometime in the future.

STRATEGIES FOR PLANNING YOUR FINANCIAL FUTURE

On Thursday, January 19, 2006, Larry Oxenham, VP, NFIPAP, Senior Legal Advisor, APLG, will present **The Latest Cutting Edge Strategies on Lawsuit Protection, Tax Reduction and Estate Planning**. Larry Oxenham is an expert in the areas of tax reduction, lawsuit protection, and estate planning and has authored several publications on the subject. Following is a brief overview of Mr. Oxenham's Seminar.

Lawsuit Protection and Prevention

- Sources of lawsuits business owners are exposed to and how to protect against them.

- How business owners should be structured: C-corps, S-corps, FLP's, LLC's, etc.

- Learn how to use the only legal tool that can protect 100% of a business owner's professional and personal assets from lawsuits, liens and levies. Statistically, not even one in 100,000 are using this tool.

- How to protect a business, property, retirement funds and assets in the event of a judgment in excess of liability insurance or an exclusion in a policy.

- Which state laws provide the greatest asset protection? A business owner may live in one state but use the superior law of another state to his or her benefit.

- The serious problems caused by putting assets in a spouse's name. Why this strategy does not work to protect assets.

- Lawsuit protection strategies most advisors are unaware of. Only 780 of the more than 1 million practicing lawyers in American claim lawsuit protection as one of their specialties.

Tax Reduction and Estate Planning

- How to save up to 34% in income taxes by using the "4" most overlooked tax benefits available to business owners. (It is estimated that only 2% of business owners know the "4")

- Legal strategies that will eliminate 100% of capital gain taxes on the sale of a business or other assets.

- Three tools business owners can use to pass assets to their heirs estate tax free. Without the right estate plan, up to 52% of assets will be lost to taxes upon death.

Protect yourself and your business with this vital "Not to be Missed" seminar.

NETWORKING AND SOCIAL TIME

We wouldn't be the NAWSRC without networking and social gatherings. Our Welcoming Reception and Cocktail Party will be at the Riviera Hotel & Casino on Tuesday, January 17th from 7 - 9:00 pm. And, on Thursday, January 19th we will hold our NAWSRC Dinner at the Riviera.

SEE YOU IN LAS VEGAS!

Continued from page 1 Certification

bottom lines. For these companies, fewer callbacks and improved gross profit margins can be directly attributed to having certified technicians.

Fewer callbacks means more productions. This means more profit for the company, while at the same time reducing the amount of technician downtime running callbacks.

Meanwhile the customer is happier because the technician did the job right the first time. This happy homeowner will tell neighbors and friends about your company when they ask for referrals. Remember, the technician is the face of your company, and the impression he or she makes will often determine whether or not the customer will refer you.

The Benefits Add Up

It's likely that a certified technician will remain in the waterproofing industry longer than a non-certified tech. If someone cares enough about his or her job to go out and earn a certification, that's a sign that this person is investing in his or her career. Such workers are less likely to be transient.

A technician wouldn't have invested the time to earn a certification if he or she didn't like the job or didn't see a future in it.

Similarly, certified technicians tend to be retained by the same company longer than non-certified technicians.

Many contractors have told us they have additional compensation programs to benefit certified technicians. These programs vary widely, and can consist of a higher hourly rate, first choice of jobs, more overtime, etc. But the common thread is that contractors who have certified technicians view them as more proficient, and reward them tangibly. The extra investment is worth it.

Getting the Word Out

When consumers explore the NAWSRC website, Certified Specialists are given special recognition. In fact, consumers can search just for Certified Specialists. And when they search by state, a special NAWSRC logo in color, is at the top of their alphabetical company listing. The NAWSRC provides the trademarked Certified Specialist logo for use in all advertising including Yellow Page ads, on your company vehicles, and

Continued on page 11

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Changes?

Please inform NAWSRC Headquarters of any address changes or corrections.

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FOUNDATION^{news}

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Note: The opinions expressed by the authors of articles published in this journal are those of the author and not the National Association of Waterproofing and Structural Repair Contractors. The reader is strongly urged to confer with a professional before taking any action as a result of statements made in this publication.

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SAFETY FIRST



According to statistics from the Consumer Product Safety Commission, 39 percent of the 330,000

medically treated injuries attributed to manual workshop tools in the United States involved knives with retractable blades. Such injuries occur for a number of reasons, including blades that break, accidental cuts while changing blades, and the mishandling of utility knives.

Sharper is better

While it may seem counterintuitive, sharper blades can actually help reduce injuries. As utility blades become dull, there is a tendency for the user to press harder to compensate. Pressing harder exerts additional stress on the blade, which can cause the blade to break or shatter, potentially resulting in injury.

All blades are not equal

Most utility blades sold in the United States are made from carbon, which tends to dull quickly and can break or shatter when cutting through certain materials or when too much pressure is applied. However, the introduction of bi-metal technology has revolutionized

Cutting Edge Safety

More cuts where you want them, fewer cuts where you don't

the utility blade market, bringing improved safety and performance to the workplace.

As the name implies, bi-metal blades are produced through a patented process of combining two types of metal, each with its own attributes and benefits. The first is Spring Steel, which provides flexibility to the blade, resulting in a blade that will not break under normal work conditions. The second metal, High-Speed Steel, delivers a hardened cutting edge that stays sharp longer than traditional carbon blades.

Bi-metal = safer blades

Since bi-metal blades will not break under normal work conditions, they help reduce the risk of injury from breaking or shattering blades. And with bi-metal blades lasting longer than traditional carbon blades, they result in fewer blade changes – and fewer blade changes means fewer accidental cuts.

Utility knife safety

The utility knife design, not just the blade, is also an important factor in safety. Knives with magnetized blade

guides and secure blade storage help keep workers from accidentally getting cut when changing blades. Also, look for a knife with an angled nose, which aligns the wrist and arm in a natural position when cutting. Straight knives without an angled nose force the wrist into a bent position. When used repeatedly, unnecessary stress is placed on the wrist.



In addition to using safe equipment, proper usage techniques can help reduce workplace injuries. For starters, always wear high-quality safety glasses. And

when your utility blade begins to dull, replace it. Also, positioning yourself to the side of the cut makes it easier to cut toward the body, providing more control than pushing the knife away from you, and helps reduce the risk of injury.

In conclusion

When working with sharp tools, such as utility knives and blades, occasional accidents are inevitable. However, using the right tools, the right safety gear, and the right techniques can go a long way in helping to reduce injuries.

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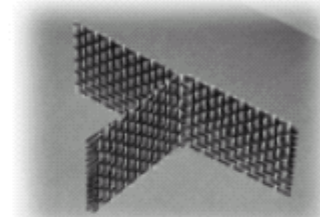
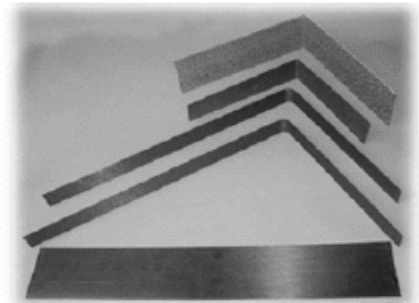
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NAWSRC Certification Tests Scheduled During World of Concrete/Mid-Year Meeting

The National Association of Waterproofing and Structural Repair Contractors will offer certification testing in the three specific disciplines of waterproofing on Thursday, January 19, 2006, at the Las Vegas Convention Center.

The NAWSRC Certification Program recognizes technicians who demonstrate the experience and skills required to install and maintain quality waterproofing procedures. The program is intended to improve and ensure high performance standards throughout the waterproofing industry and encourages technicians to seek professional training and continued education.

There are three tests available. Each provides technicians the opportunity for certification in a specific area of study. The Certified Waterproofing Specialist (CWS) exam is for below-grade waterproofing contractors, the Certified Structural Repair Specialist (CSRS) exam is for piling and structural repair contractors, and the Certified Above-Grade Waterproofing Specialist (CAWS) exam is for contractors in this specialty.

The NAWSRC Certification Testing will begin at 9:00 AM on Thursday, January 19, 2006. The exams take about two-hours and are closed-book tests covering basic knowledge with specialty questions relating to each waterproofing field. Questions on OSHA regulations dealing with the particular area of waterproofing and the NAWSRC Code of Ethics are also included on the exams. Pre-registration and application for the test is required and available by calling the NAWSRC at 800/245-6292.

To qualify for registration you must be a member of the industry for at least four years and your company must be a member of NAWSRC for at least one year. You must demonstrate high industry standards and dedication to continuing your professional education. As part of the certification process, you will obtain a comprehensive library of books and articles which contain a rich store of reference material.

For questions about the NAWSRC Certification Exams, contact the NAWSRC offices at 800/245-6292, email nawsrc@managementalliance.com

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a cut above the rest.**

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**No Matter How You
Slice It...**



NAWSRC

**Certified Specialists
are
A Cut Above the Rest**

The only waterproofing professionals who are required to

- pass a rigorous exam
- continue education
- uphold ethics

Certified Specialists, the upper crust of waterproofing professionals since 1981.

Key: * - World of Concrete Events (Pre-registration required)
 ** - NAWSRC Events (Pre-registration required)

SCHEDULE OF EVENTS

<u>EVENT</u>	<u>LOCATION</u>	<u>TIME</u>
Monday, January 16, 2006		
*WOC 2006 Seminars	LVCC	8:00am - 11:00am
*WOC 2006 Seminars	LVCC	1:30pm - 4:30pm
Tuesday, January 17, 2006		
*WOC 2006 Seminars	LVCC	8:00am - 11:00am
*WOC 2006 Exhibits	LVCC	9:30am - 5:00pm
** <i>Board of Directors Meeting</i>	<i>LVCC</i>	<i>1:00pm - 5:00pm</i>
** <i>Meeting Registration</i>	<i>Riviera Hotel & Casino</i>	<i>7:00pm - 9:00 pm</i>
** <i>Welcoming Reception</i>	<i>Riviera Hotel & Casino</i>	<i>7:00pm - 9:00 pm</i>
Wednesday, January 18, 2006		
*WOC 2006 Seminars	LVCC	8:00am - 11:00am
*WOC 2006 Exhibits	LVCC	9:30am - 5:00pm
** <i>Introduction to Certification</i> <i>CWS, CSRS, CAWS</i>	<i>LVCC</i>	<i>12 noon - 5:00pm</i>
Thursday, January 19, 2006		
*WOC 2006 Seminars	LVCC	8:00am - 11:00am
** <i>Certification Testing</i>	<i>LVCC</i>	<i>9:00am - 11:00am</i>
*WOC 2006 Exhibits	LVCC	9:30am - 5:00pm
** <i>Seminar "Protecting Your Assets"</i>	<i>LVCC</i>	<i>1:00pm - 5:00pm</i>
** <i>NAWSRC Dinner</i>	<i>Riviera Hotel & Casino</i>	<i>7:00pm - 9:00pm</i>
Friday, January 20, 2006		
*WOC 2006 Seminars	LVCC	8:00am - 11:00am
*WOC 2006 Exhibits	LVCC	9:30am - 1:00pm
LVCC - Las Vegas Convention Center		

Launch Date Set for NAWSRC planSMART™ Program

The target launch date of the NAWSRC planSMART Program is March 1, 2006. Promotion of the program will begin at the January, 2006 WOC/ Mid-Year Meeting.

This program will benefit the membership of the NAWSRC by offering business insurance to companies in the waterproofing and structural repair industries.

Every year business owners in the Waterproofing and Foundation Repair Industry spend time and energy getting quotes on our Liability and Workers' Compensation Insurance. We struggle trying to compare not only costs, but coverages. And, every year our premiums go up while our coverage goes down.

Insurance companies are providing less and less coverage for more and more money.

That is, if we can even find a company who will cover the types of work that we do.

There are even some of us who get so frustrated with this process that we venture out into the business world without any Liability or Workers' Compensation Insurance.

The NAWSRC Insurance Trust has come up with a solution to these problems. We have formed our own *member-owned* risk management plan and developed our planSMART™ Program.

The planSMART™ Program means that, for the same premiums that we pay now, we can get much more comprehensive coverage. And, after three years, we will begin earning discounts on our premiums.

What this means for you

- Workers' Compensation and Liability Insurance written specifically for your waterproofing or foundation repair business.
- The same premiums that you pay now, but with expanded coverage.
- Licensed or approved in *all* 50 States by "A" rated companies, according to A.M. Best Company, a worldwide insurance-rating agency.
- An alternative for companies in our industry who have had nowhere to turn for coverage because insurance companies will not insure work that they don't understand.
- Policies written for you by a company that understands 100% what your business does.
- Certificates of Insurance issued with one phone call or email.
- A presence strong enough to lobby for standardized Workers' Compensation rates for the kind of work that you do.
- A dedicated National Claims Specialist, who works only with the planSMART™ Program and understands your business.
- The ability to monitor the progress of your claims via Real Time on the Internet, including reading the Claims Adjustor's field notes. You have real control over your claims.
- A Win - Win proposition where each member benefits from the experience of other members, keeping premiums low because

we are managing the risks.

- A Peer Review Board made up of leaders in our industries, that reviews every claim over \$5,000.00. No more surprise payoffs by your insurance carrier.
- Earnings on premiums are scheduled to begin after three years. It's like owning versus renting.
- A member-developed "Best Practices and Safety Program" written for each member company. Maintain your premium levels by following your customized program.

You must be a member of the National Association of Waterproofing and Structural Repair Contractors, Inc. to be qualified for consideration as an associate in the planSMART™ Insurance Program.

**The coverage you need at
the savings you want.**

For more information

Call TollFree

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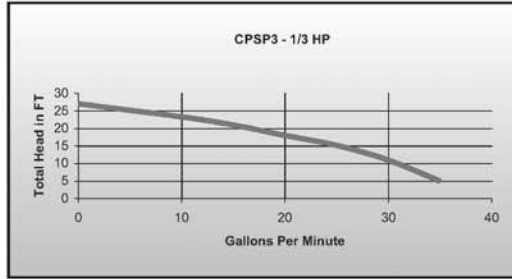
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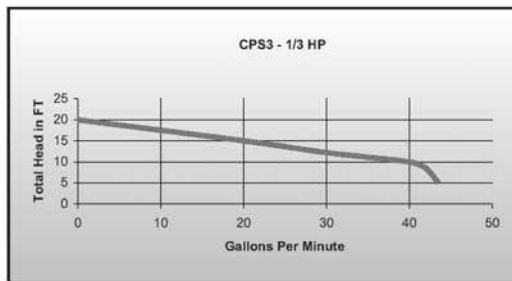




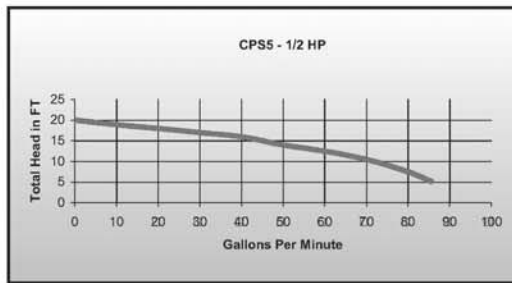
CPSP3



CPS3



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SPECIFICATIONS	CPSP3 SERIES SUMP	CPS3 SERIES SUMP/EFFLUENT	CPS5 SERIES SUMP/EFFLUENT
HP	1/3	1/3	1/2
Volt	115	115	115
Phase	1	1	1
Motor	PSC Oil Filled	PSC Oil Filled	PSC Oil Filled
Capacity - Flows	to 35 GPM	to 44 GPM	to 86 GPM
Capacity - Heads	to 27' TDH	to 20' TDH	to 20' TDH
Solids Handling	1/16"	1/4"	1"
Housing	Thermoplastic	Cast Iron	Cast Iron
Impeller	Thermoplastic	Thermoplastic	Cast Iron Vortex
Bearings	Upper & Lower Ball	Upper & Lower Ball	Upper & Lower Ball
Seal	Carbon Ceramic	Carbon Ceramic	Carbon Ceramic Inboard Design with Secondary Rotary V-Seal
Float	Manual; Wide Angle Float	Manual; Wide Angle Float; Vertical	Manual; Wide Angle Float; Vertical
Cord Length	10' Standard	10' Standard, 20' & 30' Optional	10' Standard, 20' & 30' Optional
Discharge Size	1-1/2" Includes Check Valve	1-1/2"	2"
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Email: questions@watersealmybasement.com

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embroidered patches for your company uniforms. This logo shows that you've set yourself above the competition and gives consumers a reason to trust you. If you give people a reason to trust you, it's going to improve your business.

Also keep in mind that the NAWSRC takes great pride in ensuring that our certification tests are valid, reliable, and defensible. The certification committee reviews hundreds of questions each year to ensure that the tests remain as up-to-date as you need your techs to be.

Licensing vs. Certification

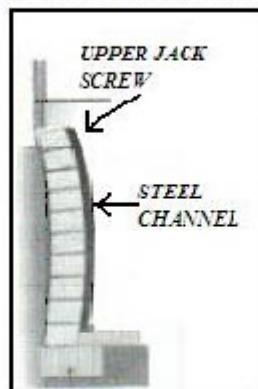
Some say that licensing is a must for our industry. While the NAWSRC supports licensing of our member companies, licensing represents a minimum standard. A driver's license, for example, indicates that the holder has the minimum qualifications necessary to be on the road. Certification is a notch (or two) above licensing.

Consider helping your technicians become certified. You might just find yourself with more knowledgeable technicians, more revenue-generating calls, better consumer perception and feedback, fewer callbacks, and a stronger bottom line.

ENGINEERED PRODUCTS MANUFACTURERS OF "THE SUPERIOR WALL BRACING SYSTEM" US. PAT. 6,357,190B1

ATTENTION ALL CONTRACTORS!!!

IF YOU ARE STILL USING THE OLD METHODS OF FOUNDATION REPAIR ON BLOCK AND POURED WALLS, THEN YOU ARE MISSING OUT ON THE BENEFITS OF THE SUPERIOR WALL BRACING SYSTEM AND YOUR COMPETITION IS NOT!!!



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FIRST THE STEEL CHANNEL IS PLACED AGAINST THE FAILING WALL, THEN IT IS SECURED IN THE FLOOR

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'ICE' Cell Phone Plan Would Help Rescuers

Idea to Designate Next of Kin in Electronic Address Book Is Gaining Popularity

To its owner, the cell phone is an indispensable lifeline at times of crisis, reuniting loved ones separated by unforeseen events at the touch of a button. But for members of the emergency services making life-and-death decisions, the cell poses a conundrum: Which of the numbers stored in its electronic address book should they call to reach a casualty's next of kin?

Now a simple initiative, conceived by a paramedic in Britain, has gained momentum on both sides of the Atlantic to try to solve this problem. Cell users are being urged to put the acronym ICE — “in case of emergency” — before the names of the people they want to designate as next of kin in their cell address book, creating entries such as “ICE — Dad” or “ICE — Alison.”

At least two police forces in the United States are considering the idea, according to the initiative's British-based promoters, who say there has been a flurry of interest since the recent bombings in London.

Paramedics, police and firefighters often waste valuable time trying to figure out which name in a cell phone to call when disaster strikes, according to current and retired members of the emergency services, who said they must look through wallets for clues, or scroll through cell address books and guess. Many people identify their spouse by name in their cell, making them indistinguishable from other entries.

“Sometimes dialing the number for ‘Mum’ or ‘Dad’ might not be appropriate, particularly if they are elderly, suffer from ill health or Alzheimer’s,” said Matthew Ware, a spokesman for the East Anglian Ambulance service, which is promoting the ICE initiative. “This would give paramedics a way of getting hold of the appropriate person in a few seconds.”

The idea was conceived by Bob Brotchie, a clinical team leader for the ambulance service, after years of trying to reach relatives of people he was treating. He began the ICE initiative in April, but it gained momentum only after the bombings in London, when information about the plan spread by e-mail. Ware said the East Anglian Ambulance service received 500 inquiries in six days, from South Africa, Canada, Israel, Germany, and several organizations in the United States, including a security company from Utah working on the London bombings, police departments in Florida and Texas, and a company in Ohio.

Lt. Robert Stimpson, acting police chief of Madison, Conn., was one of those who contacted Ware. “I think it’s a great idea. . . . It’s so simple I can’t believe that other people haven’t thought of it before. Not only does it help emergency workers identify a responsible party when they come upon an unconscious person, it also helps identify the owners of lost cell phones,” he said in a telephone interview.

Several next-of-kin contact systems were set up after the Sept. 11, 2001, attacks, such as the nonprofit National Next of Kin Registry established in January 2004 that shares information provided to state agencies in the event of an emergency. The registry was set up by Mark Cerney, a disabled Marine who noted that the Centers for Disease Control and Prevention reported that in 2003, 900,000 emergency room patients could not provide contact information because they were incapacitated.

Ware said that although there are such databases, some charge as much as \$200 a year to register. The ICE initiative is available free to the 192 million cell users in the United States.

Kathleen Montgomery, deputy press secretary for the Department of Homeland Security, said she did not have any comment on the matter because it



was not the department's idea. Instead, she recommended that citizens look at the department's emergency preparedness site, Ready.Gov. The site recommends that next-of-kin details and other emergency information be kept on a “family contingency plan” sheet that can be downloaded from the site.

The site offers wallet-size cards that can be distributed to family members with space for details about next of kin and additional information such as neighborhood meeting places, out-of-town contacts and other important telephone numbers.

Erin McGee, spokeswoman for the Cellular Telecommunications and Internet Association, which represents the wireless industry, said her members welcome the ICE initiative. “I think it has the potential to catch on. From what I’ve read, it seems to be already spreading beyond Britain.”

Clark L. Staten, a senior analyst for the Emergency Response and Research Institute, a Chicago-based consultancy and think tank for the emergency services and military, said he thinks it sounds like a good idea, but could have a couple of pitfalls.

“There may be some privacy concerns: firstly, that the next of kin or the address or phone number could be accessed by someone other than a member of the emergency service,” he said. “Secondarily, the information could become out of date, and the designated next-of-kin number is disconnected or you change your next of kin altogether. The worst — you don’t want them to call the ex.”

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In years past, most overhead access was accomplished by climbing ladders or erecting scaffolding. Today, more and more people are getting into overhead work environments faster and more safely by using aerial work platforms. But before you select a machine for your job, there are some things you should consider.

Selecting the right machine and operating it safely requires more than just knowing how high you want to reach. If you don't look at all your needs, you might end up with problems.

Obviously, how high an aerial work platform will reach is important. But what good is a machine that is capable of reaching the desired height if you can't position the machine under the overhead work area. To get the right machine for the job, you need to look at both height and horizontal outreach capabilities. First, you need to determine where you can safely position the machine, and then determine what machine will give you the right combination of height and horizontal outreach to access the work area.

What is the operating surface? Is it a concrete slab or soft earth? Is it level or sloped, and is it firm enough to support the machine's weight? Aerial work platforms can only be operated safely on a firm, level surface, so boom lifts with additional outreach or rough-terrain scissor lifts with outriggers might be required to work in some areas.

What is the operating location? Is it a congested area that requires a tight turning radius or where less tail swing is important? Are there any floor loading requirements where a lighter machine might be necessary? Are there any overhead obstructions? You must always survey the work area to make sure that it is safe to operate the machine in that location.

Check the platform capacity of the machine to determine how much weight it will safely hold and never exceed the



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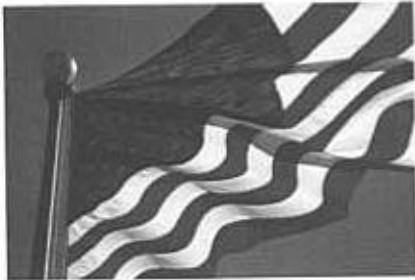


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Have kids who will eventually own your business? You'll like this



It's always a good day when you can beat up on the IRS – legally. It's even better when you can pummel them with their own rules.

For years, it has been recommended to transfer your business to your kids during life. Waiting until you are called to the big business in the sky has always been – and still is – an expensive waste of tax dollars. Now the IRS has even extended a helpful hand. Here's the story.

The issue concerns the value of your business for tax purposes. Suppose you have four kids (all work in the business, Success Co.). If you wait until you die, then leave 25% of Success Co. to each of the kids, the IRS will value 100% of the business, focusing on the total value of the business. What's the result? No discount for a minority interest.

Let's go to the beat-up-the-IRS part: Suppose you transfer Success Co. to your four kids – 25% to each – during your life. The IRS then focuses on each one-quarter of the business being transferred separately to each child. How does the result differ now? The shares transferred to each child are entitled to a minority discount.

Thank you, IRS, for this tax-saving new rule. With minority discounts – combined with discounts for general lack of marketability – running in the 40% to 45% range, stop for a moment and figure out what a lifetime transfer of your business might save your family in taxes.

You may be thinking along the lines of: "Sure I want to save taxes. But I don't want to give up control of my business as long as I'm breathing." If so, you are perfectly normal and typical of closely held family business owners. Well, there is an answer to your save-taxes-but-want-to-keep-control dilemma. In a word – recapitalization. This is a tax-free maneuver where you wind up owning all of the voting stock (say 100 shares) and all of the nonvoting stock (say 10,000 shares). Now you can give each of your four kids 2,500 shares of the nonvoting stock of Success Co. You get a minority discount. You also keep control for as long as you live.

Let's run some numbers. Suppose Success Co. is worth \$10 million. You recapitalize: 100 voting shares / 10,000 nonvoting shares. After your recapitalization, those 10,000 nonvoting shares, for tax purposes, are only worth about \$5.5 million to \$6 million, after discounts (let's say \$4 million in discounts). Hey, 55% (the highest gift/estate tax bracket in the year 2011) times \$4 million creates an estate tax saving of \$2.2 million. Neat! The IRS – via their agreement on taking minority discounts – opened the door to previously unheard of tax-saving, succession planning opportunities.

Continued from page 13

stated capacity. Too much weight could make the machine unstable. And don't hang anything over the side of the platform or fasten boards or tarps to the platform railings for protection from the weather. A strong wind could catch them and affect the stability of the machine when elevated.

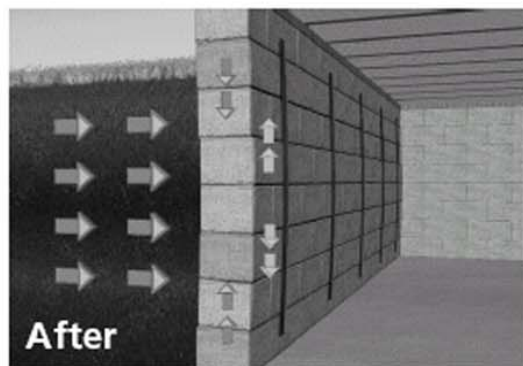
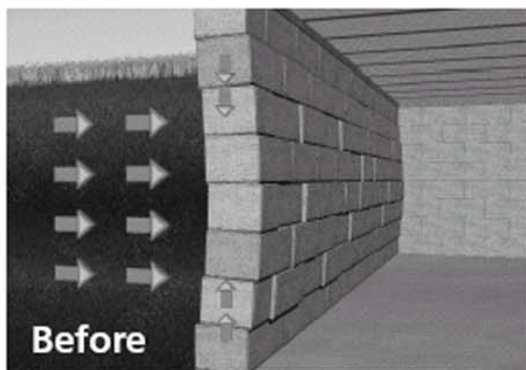
Once you have decided on what type and size of machine best meets your needs, consider the type of work you will be performing from the elevated platform and what tools you will need to do the work. There are a variety of options that increase productivity and make overhead work safer. Built-in generators and compressors in the base of boom lifts, with power cables and air/water lines running through the boom to the platform, are available to power welders and plasma cutters, saws, pressure washing systems, and lighting packages. A glass and panel tray is also available to get materials to the work site. These integrated tool systems in the platform increase productivity, eliminate the need for costly ancillary equipment, and provide a safe working environment since there are no wires or hoses running over the side of the platform to the ground.

Aerial work platforms have changed the way we work. They make us more productive and provide a greater degree of safety than other methods of accessing overhead areas. But before selecting a machine, make sure you review all of your needs and jobsite parameters. It will make your job easier and a lot safer.

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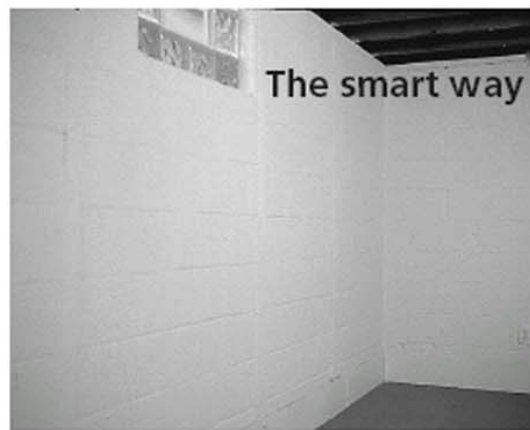


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
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