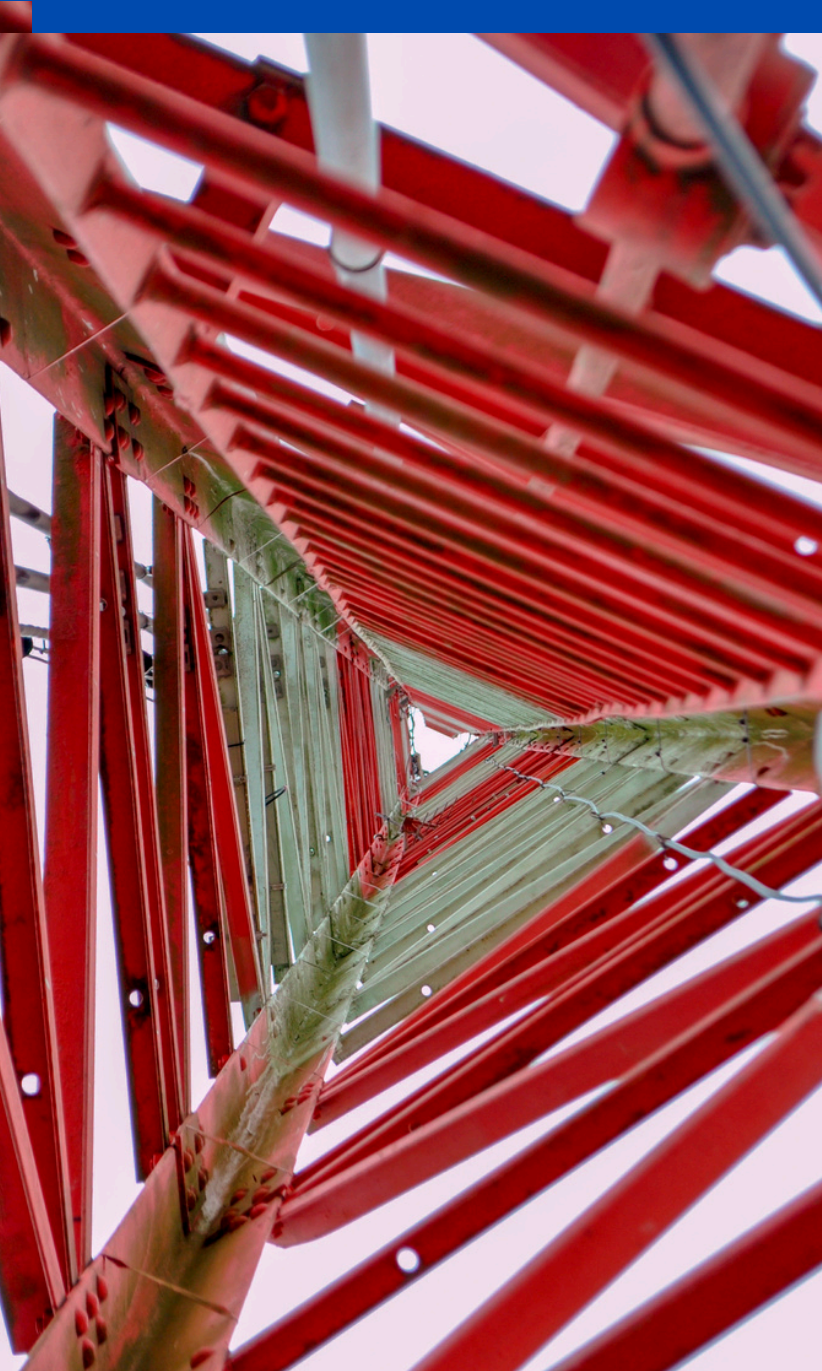


Punch List



September 2025



SAM
Subcontractors Association of the Metroplex

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ASSOCIATION LEADERSHIP

President: Bryan Kindopp, Staley Steel

1st Vice President: Debbie Parker, King of Texas Roofing

2nd Vice President: Tommy Parker, Fox Electric

Treasurer: Josue Garay, Garay's Concrete Work

Secretary: Matthew Singel, Anderson Paving

Past President: Eric Hernandez, Patterson & Associates

Director: Brad Chandler, Intex Electric

Director: Christy Juarez, C & C Concrete Texas Pumping

Director: Donna Nuernberg, Donna Nuernberg CPA

Director: Rob Petitti, INSURICA

Director: Tom Crossland, SitePro Rentals

Legal Counsel: Sewall "Spike" Cutler, Cutler Smith, P.C.

Executive Director: Carrie Buckley

ASSOCIATION COMMITTEES

Education: Matthew Singel, Chairperson

Events: Robert Petitti, Chairperson

Legislative: Becca Neu, Chairperson

Membership: Eric Hernandez, Chairperson

Philanthropy: Josue Garay, Chairperson

Safety: Tommy Parker, Chairperson

MEMBERSHIP

SUBCONTRACTORS

Advanced Concrete Surfaces
Aguilar Concrete
American Automatic Sprinkler
Anderson Paving
APEX Services
Astro Sheet Metal
Barber Specialties
Brannam Mechanical
C&C Concrete Pumping
Caparral Welding
Clifford Power Systems
Country Glass & Mirror
Critical Electric Systems Group
Dallas Commercial Glazing
E-MC Electrical Services
Enterprise Plumbing
Facility Construction Services
Fox Electric
Fritz Metals

Garay's Concrete Work
Groves Electrical Service
Hall Electrical Services
Intex Electrical
JDS Contractors
JMD & Associates
K Thompson Electric
King of Texas Roofing
L & M Aerial & Underground
Master Construction
Metric Concrete
Midway Sealcoating
Morris Drywall
N2 Electric
Neuco & Associates
New Generation Mechanical
PCI Construction
Petri Electric
Rice Underground
Richardson Mechanical

Ronparco
RV Plumbing
Sigma Marble & Granite
Site Landscape Services
Skinner Masonry
SRH Landscape
Solid Earth Construction
Solid Foundations Concrete
Solmar Prof. Cleaning
Staley Steel
Star Roofing & Sheet Metal
Stiles Electric
Sunnyvale Millwork
Sustainable Glazing
Concepts
System Electric
Texas Specialties &
Installation
Trinity Insulation
Vrzak Electric
Wilks Masonry

ASSOCIATES

Ask Linda HR
Black Belt Consulting
BSBD Group
Cornerstone Safety
Cutler Smith, P.C.
Donna Nuernberg, CPA
EOS Worldwide
FCCI Insurance Group
Frost Bank

Industry, LLC
INSURICA
McCauley Bond Agency
myIT.com
On-Site IT Services
Patterson & Associates
PCL Contract Bonding
PlainsCapital Bank
Proman Skilled Trades

Safety Management Group
SitePro Rentals
STC Safety
Sunstate Equipment
Texas Trades
The ProHunters
TrendHR
Tribrach Solutions
Unity Insurance Partners

NEW MEMBERS



RETIREMENT ANNOUNCEMENT

After 38 years in the Equipment Rental business, Cary Stone has retired from Sunstate Equipment. Cary has been an advocate and supporter of SAM for as long as I can remember.

He was always smiling and eager to help our members. He was also a very enthusiastic raffle winner at several of our Clay Shooting Events!

We wish you a very Happy Retirement!





Member Recognition

**Please join us in
congratulating Rob Petitti**



We are excited to announce that Rob Petitti has been promoted to Partner and Sales Branch Leader for Dallas. This achievement is a testament to Rob's exceptional leadership and dedication.

Congratulating RONPARCO

We are proud to celebrate RONPARCO on receiving the 2025 Design Award Competition honor from TLPCA for their outstanding work in commercial exterior stucco on the Preston Park Village Renovation.

This recognition highlights RONPARCO's commitment to craftsmanship, innovation, and excellence in design. Well deserved!





**Congrats to
Astro Sheet
Metal on
celebrating
58 years!**



Member Milestones



**Congratulations to PCL Contract
Bonding Agency for 40 years in
business!**

**Check out their history & story at
www.pclbonds.com**

Safety Corner

As summer nears its end, the risk for heat-related illness is still looming. Your crews face increased exposure to extreme

heat and dehydration, especially on active job sites.

This month's Safety content focuses on Heat & Hydration, providing your team with essential knowledge to recognize the signs of heat stress, understand hydration best practices, and prevent incidents before they happen.

Heat Safety Tips Provided by:



Protecting Workers from Heat Stress

Heat Illness

Exposure to heat can cause illness and death. The most serious heat illness is heat stroke. Other heat illnesses, such as heat exhaustion, heat cramps and heat rash, should also be avoided.

There are precautions that can be taken any time temperatures are high and the job involves physical work.

Risk Factors for Heat Illness

- High temperature and humidity, direct sun exposure, no breeze or wind
- Heavy physical labor
- No recent exposure to hot workplaces
- Low liquid intake
- Waterproof clothing

Symptoms of Heat Exhaustion

- Headache, dizziness, or fainting
- Weakness and wet skin
- Irritability or confusion
- Thirst, nausea, or vomiting

Symptoms of Heat Stroke

- May be confused, unable to think clearly, pass out, collapse, or have seizures (fits)
- May stop sweating

To Prevent Heat Illness:

- Establish a complete heat illness prevention program.
- Provide training about the hazards leading to heat stress and how to prevent them.
- Provide a lot of cool water to workers close to the work area. At least one pint of water per hour is needed.



For more information:

OSHA Occupational
Safety and Health
Administration
www.osha.gov (800) 321-OSHA (6742)

OSHA 3154-608 2017



Use It Like This

- ✓ Drink 4 cups of water for every 1 cup of sports drink. That's the basic ratio. Most of your hydration should be plain water.
- ✓ Use it after you've been sweating— not as your first drink of the day.
- ✓ Don't skip meals. Sports drinks are designed to work with food—not on an empty stomach.
- ✓ Go low-sugar when possible. Drinks like Gatorade Zero, Propel, LMNT, and others are easier on your body in sustained heat.

Avoid This

- ✗ Chugging sports drinks all day
- ✗ Replacing all water with electrolytes
- ✗ Drinking them without eating
- ✗ Using them to "cool down" instead of water and shade

Simple Rules for Real Heat

- Water first. Electrolytes second.
- If you're cramping, dizzy, or nauseous—**stop drinking sugar** and switch to water.
- If you're not sweating anymore, or feel worse after drinking, **tell someone immediately**.



Comptroller Tax Update

We're providing an update on a recent change in Texas sales tax policy by the Comptroller that affects the treatment of sand, dirt, gravel, rock and excavating equipment.

Previously, the Texas Comptroller recognized that earthen materials such as sand, dirt, gravel, and rock were nontaxable even if they were excavated, washed, dried, screened for size, and/or sorted. This meant that the materials were not subject to sales tax, and the equipment used on them was not exempt from sales tax.

However, beginning October 1, 2025, the Comptroller will treat this sand, dirt, gravel, and rock as taxable. As a result, the equipment used to extract and process the materials will now be exempt. Materials that have been crushed, separated, mixed, or combined are also taxable.

The Comptrollers' memo is attached to the e-mail, and it explains the Comptroller's transition procedures for audits and taxpayer refund claims covering periods before and after October 1, 2025. Taxpayers may wish to review this memo and take steps necessary to limit audit exposure or preserve potential refund claims.

Here's a list of some industries affected by the new rules:

Energy: Frac sand will be presumed taxable. Road base or fill materials used at the lease site may also be taxable. Excavators and other equipment used to extract coal or other hydrocarbons may qualify for the manufacturing exemption.

Quarries: Most sand, dirt, gravel, and rock become taxable. Excavators, cutting equipment, dynamite and other equipment used for extraction should qualify for exemption. Other equipment used for extraction, washing, sorting, and screening equipment should qualify for exemption.

Aggregate Haulers: Most sales and delivery charges for sand, dirt, gravel, rock and other aggregate materials become taxable. Purchases may qualify for the resale exemption.

Construction: Purchases of many fill materials/base materials and other aggregate materials become taxable. Some purchases may qualify for the resale exemption.

Landscaping: Soil, fill materials, and erosion control materials may become taxable. Some purchases may qualify for the resale exemption.

This article does not provide legal advice. Please consult your sales tax advisor if any of these changes may affect you.



Keep Your Projects on Track: Why Every Subcontractor Needs a Scorecard

by Duke Revard

Keep Your Projects on Track: Why Every Subcontractor Needs a Scorecard by Duke Revard

As a subcontractor, you know how fast things can go wrong on a job site. One day you're ahead of schedule, the next day you're scrambling to catch up. Material deliveries are late, crews are waiting around, and suddenly your profit margin is shrinking. Sound familiar?

The best subcontractors in the Dallas-Fort Worth area have learned a simple secret:

They track the right numbers every week

They use what's called a "scorecard" – a one-page report that shows exactly how their business is doing.

What Is a Construction Scorecard?

Think of a scorecard like the dashboard in your truck. Just like you need to see your speed, fuel level, and engine temperature while driving, you need to see key numbers in your business every week. A good scorecard tracks 5-15 activity based leading numbers that tell you if you're heading toward profit or problems. You want to put the "x" right where you want the employee's activity. Then you want to measure to see if they hit the number.

Four Areas Subcontractor Often Track (for consideration)

1) Sales & Marketing Numbers Start with your pipeline.

- How many bid invitations did you get this week?
- How many bids did you submit?
- What's your win rate?
- Track referrals from happy customers and follow-up calls made.

These numbers show you if enough work is coming in to keep your crews busy next month.

2) Operations Numbers This is where the real work happens.

- Track daily crew productivity rates and how many units your teams complete per hour.
- Watch rework hours – any time you have to fix something twice, that's money out of your pocket.
- Monitor material delivery hit rates (aim for 90% or better) and schedule variance (stay within 3 days of plan).
- Equipment downtime and material waste percentages.

- Monitor material delivery hit rates (aim for 90% or better) and schedule variance (stay within 3 days of plan).
- Equipment downtime and material waste percentages.

3) Finance Numbers Money talks, and these numbers tell the truth.

- Watch your weekly revenue and cash balance.
- Keep material cost variance under 5% and track labor costs per unit.
- Monitor accounts receivable aging – anything over 45 days needs attention.
- Job profitability by project shows which types of work make you the most money.

4) Safety & Compliance Numbers Nobody wants anyone getting hurt, and accidents cost big money.

- Track days without incidents, safety meeting attendance, and near-miss reports.
- Watch PPE compliance rates and first aid incidents.
- These numbers protect your people and your business.

How Scorecards Keep You on Track

When you track these numbers weekly, three things happen.

First, you catch problems early. Instead of finding out at the end of a job that you lost money, you see it coming and can fix it.

Second, your crew starts paying attention to what matters. When everyone knows you're tracking productivity and quality, performance improves.

Third, you make better decisions because you have real facts, not just gut feelings.

Getting Started

Pick 8-12 numbers that matter most to your business. Meet with your team every week to review them. Red numbers need immediate attention. Green numbers mean keep doing what you're doing. Yellow numbers are warnings to watch closely. You will likely revise your scorecard in time as you better discover what activities move the needle in your business.

The subcontractors who use scorecards consistently finish projects on time, under budget, and with fewer headaches. In today's competitive market, that's the difference between thriving and just surviving.

Start tracking your numbers this week. Your future self will thank you.

Duke Revard Bio

- **LinkedIn Profile:** <https://www.linkedin.com/in/dukerevard/>
- **EOS Microsite:** <https://www.eosworldwide.com/duke-revard>
- **Email:** duke.revard@eosworldwide.com

Duke Revard is Professional EOS Implementer and has built four ventures and coaches several Commercial and Residential Construction teams to gain traction with their vision with the Entrepreneurial Operating System® (EOS)



EXAMPLES OF MEASURABLES

Commercial & Residential Construction Specifically

SALES & MARKETING:

Lead Generation & Pipeline

- Bid invitations received
- Bids submitted
- Bid response time (hours)
- Site visits/takeoffs completed
- Proposals outstanding
- Follow-up calls made
- Pipeline value (\$)
- Networking events attended
- Referrals received
- GC relationship meetings

Conversion & Performance

- Bid win rate (%)
- Average project size
- Repeat client percentage
- Proposal-to-award time
- Lost bid analysis completed
- Competitor intelligence gathered
- Market share by trade
- Client satisfaction scores

OPERATIONS:

Productivity & Quality

- Daily crew productivity rates
- Units completed per manhour
- Rework hours (% of total)
- Quality defects per project
- First-time quality rate
- Punch list items per project
- Change order requests submitted
- Subcontractor performance scores

Resource Management

- Crew utilization rate (%)
- Equipment downtime hours
- Material waste percentage
- Tool/equipment ROI
- Overtime hours (% of total)
- Cross-trained crew members
- Apprentice development hours
- Training certifications current

Schedule & Coordination

- Material Delivery Hit Rate ($\geq 90\%$)
- Schedule Variance (+/-3 days)
- Milestone completion rate
- Weather delay hours
- Coordination meeting attendance
- Daily report completion rate
- Superintendent site hours
- Crew start time adherence

FINANCE:

Cost Control

- Material Cost Variance % ($\leq 5\%$)
- Labor cost per unit
- Active Project Budget Health (100%)
- Equipment cost per hour
- Overhead allocation accuracy
- Fuel costs per project
- Insurance claims filed

Cash Flow & Profitability

- Weekly revenue
- Cash balance
- A/R aging >45 days
- Change Order Response Time (≤ 2 days)
- Job profitability by project
- Bonding capacity utilization
- Invoice processing time
- Pay application submittal time
- Lien waiver processing

SAFETY & COMPLIANCE:

- Days without incidents
- Safety meeting attendance
- Near-miss reports filed
- PPE compliance rate
- OSHA violations
- Safety training hours
- First aid incidents
- Workers' comp claims
- Jobsite inspections passed

[illegible]

SO WHAT REALLY HAPPENED?

The construction process is a melding of art, science and magic; the architect's art, the engineer's science, and the magic of a contractor team combining plans, specifications, materials, blood, money and sweat into a successfully completed construction project.

Too, construction projects experience constant change: changes in conditions, design, scope. When these changes occur, how they are handled right then profoundly influences how smoothly the project will wrap up.

Everybody involved in the project wants the project to move forward – the owner, because they want the project delivered for use, and the contracting team, so they can collect their revenue and move onto other projects. Tensions rise, from the competing priorities of, on the one hand, moving forward aggressively in the face of change and, on the other hand, predictably and completely documenting changes and clarifications. Contract documents at the Owner, GC and subcontractor level routinely require that construction progress be maintained even in the face of changes or disputes - yet they also routinely provide that proceeding with changes in scope without well-documented change orders or directives can lead to the unintended waiver of rights relating to the change. What to do?

RECOGNIZE CHANGES

First and foremost, the project teams must vigilantly watch to recognize changes. These can be changes in site conditions or weather, owner's design changes, or changes mandated by a governmental agency; inconsistent plans and specifications; or sudden or emergency occurrences.

However occurring, relevant parties must address changes immediately. Notify everyone, in writing, of changes or changed conditions, with sufficient detailed information that informed decisions can be made. This is no time to "stick your head in the sand" and hope a potential problem just goes away; even if you believe an occurrence or change will not be a problem, document it, so no one later can claim that they were kept in the dark and prevented from considering the event in their planning.

IF TROUBLE ARISES . . .

If changes or conditions do create problems, everyone involved should aggressively move to reach a common plan. Document the issue in writing, with specific information about the triggering event or change, the expected impact upon the project (including costs, time delays, and effect on other trades), and proposed actions. Ideally, the parties will get together, discuss options, and agree upon a course of action. If the parties don't agree on (at least) a course of action and (preferably) Change Orders early on, the chances of successfully doing so down the road are dramatically reduced. Parties dealing in good faith are more likely to consider accommodations in time, money, or both when the issue is raised early, addressed forthrightly, and thoroughly documented.

When meeting to discuss such issues, it is critical that every party have participants possessing both knowledge of the circumstances and the authority to take action. Technical personnel, like architects, engineers or specialty contractors, should participate from the beginning of discussions, because skilled experts can often derive creative and efficient solutions to problems. The course of action chosen, should be committed to paper immediately, with everyone signing off and agreeing to the plan. This "action plan" should include everything necessary to resolve all potential issues, including the scope of changed work, who is responsible for what, the schedule for all of the related work (including impact on other trades), and the price adjustment for each party.

SO WHAT REALLY HAPPENED?

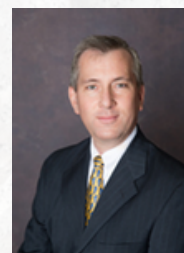
If a turnkey price for changes cannot be agreed upon, the parties can still agree on a cost-plus formula. Whatever the agreement, it must be documented, communicated and committed to by everyone involved. In addition, be certain that everything you do is fully-documented in the electronic project management platform (Textura, ProCore, etc.).

Also, be certain that you are diligent in regularly downloading all documents from the electronic project management platforms, because when trouble erupts, some GCs will cut off the subcontractor's access to project data, data you may find critical to protecting your rights on the project.

Changes and surprises on construction projects cost money. Up-front effort to define problems and craft solutions can prevent missed expectations, ruinous additional costs, and, most importantly, the expense and disruption of litigation down the road.



Cutler Smith, P.C.
12750 Merit Drive
Suite 500
Dallas, TX 75251



Sewall "Spike" Cutler



LIEN & BOND CLAIM SEMINAR

NOVEMBER 6, 2025
11:00 AM - 4:00 PM

Park Central 7
First Floor Education Room
12750 Merit Drive
Dallas, TX 75251

Sponsored by:



REGISTER



Spike Cutler

www.sam-dfw.org

LIEN INFORMATION



SAM collects and compiles Mechanics Liens Information filed in Dallas, Tarrant and Collin Counties on an ongoing basis.

Members regularly use this information to learn more about Financial Issues that might be plaguing a Project.

During our happy hour meetings, we invite our attendees to share their insight based on first-hand experience with a Contractor or on a Project.

SAM was founded on the foundation of Education and Information Exchange.

Our members find the Lien Information and Monthly Information Exchange the most valuable aspects of their annual investment.

This is a glimpse of the information available in the full, searchable spreadsheet which is available in our Member Portal.

Contact Carrie Buckley for more information about your future SAM Membership.

CURRENT LIEN STATISTICS

Dallas County

1,912 Liens Files for \$179,859,660

Average Lien: \$94,069

1,264 Liens are Over \$10,000

Largest Lien: \$13,880,000

Filed by: Scalenorth Construction LLC

Filed Against: Tucasa Acquisitition LLC

Property: 1635 Tucasa Dr., Irving

Tarrant County

196 Liens Files for \$153,405,679

Average Lien: \$782,682

188 Liens are Over \$10,000

Largest Lien: \$8,350,000

Filed by: Ripra Construction LLC

Filed Against: Mark Charlie Valente Spa

Property: 1514 Meandering Way, Westlake

Collin County

165 Liens Files for \$108,838,580

Average Lien: \$659,628

162 Liens are Over \$10,000

Largest Lien: \$4,226,000

Filed by: J. Anthony Custom Homes LLC

Filed Against: Calle 65A Revocable Trust

Property: Lot 4 Block A Pinnacle Estates, Fairview

SUMMER RECAP



OSHA's Heat Safety Recommendations
Panel Discussion
June 5 - Maggiano's



Fall Protection Training
June 11 - IEC Dallas



Electronic Pay Application Training
Astro Sheet Metal
June 27



TCA's Legislative Update
August 7 - Maggiano's



I-9 Class
August 13 - IEC Dallas

RACING THROUGH SUMMER

Thank you to those who attended our Racing Through Summer event on August 28!

Congratulations to our winner, Kevin Attaway with Anderson Paving!



SAM is Proud to Sponsor CIEF Trades Day!



DFW

TRADES DAY

A DAY FOR CAREER CONNECTED LEARNING

INSPIRE THE NEXT GENERATION

Engage students with hands-on activities—showcasing everything from **construction, engineering, design, technology, sustainability,** and more! Highlight real career paths across the built environment, from labor to leadership.

SEPTEMBER 23, 2025 | 9:00 AM - 12:00 PM

**KEITH BELL OPPORTUNITY CENTRAL (OC)
680 INNOVATION BLVD, | FORNEY, TX**



REGISTER NOW

TRADESDAY.ORG



DELYSSA WISE

214.241.1089 | dwise@cie.foundation

OUR SPONSORS

Cornerstone Sponsors



Gold Sponsors





UPCOMING EVENTS

October 2

Cyber Security

Maggiano's – Plano
4:00 – 6:00 p.m.

Presented by
Peter Vavrosky
Black Belt Secure



October 8

Annual Clay Shoot

Elm Fork Shooting Sports
11:00 a.m. – 4:00 p.m.

Each Shooter gets 100 Targets,
Ammo, Buffet Lunch
Sponsorships Available



October 22

**SAM Univeristy:
Sales & Communication**

IEC – Dallas
11:00 a.m. – 3:00 p.m.

Marketing Best Practices
Presented by Duke Revard, EOS Worldwide

Sales Best Practices
Presented by Craig Hill, The Transition Group

Conflict Resolution on the Jobsite



November 6

Lien & Bond Seminar

Park Central 7
11:00 a.m. – 4:00 p.m.

Presented by
Spike Cutler & Cindy Karm
Cutler Smith, P.C.



November 12

Bonds & Brews

Saltgrass Steak House
Bedford
4:00 – 6:00 p.m.

Presented by
Eric Lesch, PCL Contract Bonding

Sponsored by Merchants Bonding Company

