

NEWS & VIEWS

A Monthly Newsletter

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Managing Construction Risk Through Preoperational Planning

By Peter G. Furst, Architect,
MBA, CSP, ARM, REA, CSI

Article provided by:

The ASSE Council on Practices and Standards
<http://www.asse.org/practicespecialties>

Has anyone in your organization really stopped to analyze why your projects are experiencing disruptions, accidents and losses? Why workers are getting hurt in spite of safety standards, programs, policies, procedures, training and possibly everyone's best efforts? What can be done to reduce losses, control the cost of risk and optimize the bottom line?

In construction, safety is typically treated as a discrete and separate function within the contractor's organization. Much of what we do in safety revolves around incidents, accidents and losses. We use programs and other strategies to help us control their adverse effects. We train our workers in accordance with safety standards. We measure our success in reduced incidents and by comparing our loss data to national statistics. Our accidents and losses impact our cost of risk and ultimately our very competitiveness in a highly competitive industry. This also may well diminish our ability to market construction services and/or secure work. Accidents usually do not happen due to fate or intent on the worker's part. They happen because of ineffective processes, inadequate procedures, poor planning or lack of foresight.

Therefore, we must get away from the predominantly worker-focused interventions common in the industry and look into areas over which the worker has little or no control but are the underlying contributing causes of incidents and losses.

The industry's focus on the worker for resolution of its safety concerns is driven by historic precedent and the enactment of government safety standards. In the 1920s, Heinrich conducted a study of many accidents and determined that 88% of the causes of those accidents resulted from "unsafe acts" by the workers. This was followed by many other studies where an even greater percentage was attributed to the worker. I recently heard a speaker at one of the national safety conferences state that virtually 100% of the cause of accidents was the unsafe acts of workers. The underlying assumption of these statements is that the worker has control over his/her actions and therefore can stop taking risks that may lead to an injury. But what this assumption ignores is that the worker has very little power over operations, compared to management.

So it becomes clear that management not only controls just about every planned activity on a construction site but also has quite a bit of control over the worker. Management hires the worker, assigns the tasks and oversees his/her actions. The supervisor can assess the workers' knowledge, capabilities, actions, motivation and other abilities to perform the assigned tasks. This same foreman can determine if this is acceptable or not and what should be done to eliminate any deficiencies. The foreman can also change the worker's assignment, coach, provide additional training and greater oversight or decide to remove the worker from the site. By this example, management can exercise control over the worker's actions as well. Therefore, the solution to the incident/accident/loss problem resides elsewhere in the operation.

One rather straightforward approach to making a significant inroad into addressing the incident/accident/loss picture is to look at a process that the contractor already has in place, is easy to modify and is highly effective in addressing this critical need.

Article continued on **Page 4**



“Membership has its privileges.”

Remember that catch phrase? That statement is true of any organization where its members are its strength. And it is especially true of ASSE and the Gulf Coast Chapter. Of course, I can only speak from personal experience so let me tell you why I think that membership in ASSE and the Gulf Coast Chapter has its privileges.

First, it is my privilege to have the opportunity to get to know and network with over 1500 safety professionals locally. Not many professions have that kind of networking capability in such a geographic area. Yes, there are many professional societies that have meetings and members in the greater Houston area - but not many have the kind of membership that we have AND the diversification of membership in the industries like we do. It's like having our own Yellow Pages or Who's Who when we need information or just someone to bounce an idea off of. And no matter who you are, or what you do, we can all use that kind of resource! I use my ASSE network almost every day in one way or another.

Secondly, it has been my privilege to be able to serve the membership in a volunteer capacity over the last 10 years at the local, regional and Society level. And while the organization may have benefited from my time and efforts I have benefited more. I have learned a lot - way too much to even try to list here! And I continue to learn - about people, business, and myself.

So, why am I telling you this? Two reasons. First, the Society is discussing a dues increase. Before you decide that now isn't the right time - please be sure to read the materials that Board of Directors puts together to justify their reasons for this vote at this time. Once you are informed and had the chance to think about the privileges that you get from your membership - then make your decision and let us know how you want the Chapter Delegates to vote. The Chapter Delegates are the elected Executive Committee members.

Secondly, the Chapter needs your help. We are in the midst of our Nominations period to fill the Chapter leadership roles for the 2009-2010 Chapter year. All positions are open. Even if you are not able to make the commitment to run for an Executive Com-

mittee position - can you spare a few hours to help on a Committee? If not you, do you know of someone who can? If you, or someone you know, may be interested in getting more involved please have them contact either me or Thomas Ross, Nominations/Elections Committee Chair, at tross@petronworld.com.

Remember - You get what you give. What you put into things is what you get out of them. If you do not feel that your membership has enough privileges maybe it is time to change the paradigm.

Have a great month!



Cindy Lewis
BusyTXGal@comcast.net
 713-397-2030

Calling All Volunteers

Let's look at several meanings of a volunteer. First, a volunteer is defined as a person who performs or offers to perform a service of one's own free will. A volunteer can also be defined as a person who performs a service voluntarily.

At every meeting we ask for people to "volunteer" to help the chapter. We are now extending that request formally in writing because we need people to chair committees or serve on committees. We also need members and friends to volunteer for events we participate in each year such as the Houston Science and Engineering Fair or the Boy Scouts Fair. Let's keep the momentum going with our chapter. So, please speak with any Executive Committee member at the next meeting to ask - "how can I help?"

We are also working on our succession plans and looking for chapter leaders so, please ask how you can become part of the Executive Committee. We are looking to fill officer positions for the 2009-2010 calendar year and these positions include: President, VP of Communications, VP of Membership, Secretary and Treasurer. In addition we will be electing our Chapter's Delegates which represent the Gulf Coast Chapter at the House of Delegates meeting each year at the Society PDC.

You may not know it - but the Gulf Coast Chapter is the largest chapter in the Society. Therefore, we should have a waiting list of volunteers for all of these positions.

I know that everyone is busy these days but we really need for you to volunteer if you have time to help the Chapter, Region or Society. Your time will not go unappreciated. One last note, you don't have to be a safety person to participate in any of the above just a member for one year or more.

So don't just sit there, come and join us - the line starts with you!!!!

Thomas Ross
 GCC Immediate Past President

General Chapter Meeting Topic

The Two Most Critical Leadership Practices for Tough Times

Presentation by Terry McSween - Quality Safety Edge

Thursday, February 5, 2009 | 11:30am-1:00pm | Brady's Landing Restaurant | 8505 Cypress, Houston, Texas 77012

Mr. McSween's presentation will review factors that ensure that organizational change is both successful initially, and that it "sticks" and becomes a permanent part of the of the organization's management system. Studies at Quality Safety Edge include both a careful review of the empirical work in the field of leadership and interviews with leaders in their client organizations. In their studies, two factors have consistently correlated with successful lasting change. These factors can be broadly described as (1) creating alignment and (2) showing an interest. Creating alignment refers to leadership ensuring that the management systems are well designed and work together to support the desired change. Showing an interest refers to both formal and informal discussions about what employees and teams are doing and how they are doing it.

Featured speaker Terry McSween is a nationally recognized expert in the field of behavioral safety. He is the President and CEO of Quality Safety Edge and has twenty five years of experience implementing behavioral safety, teamwork, and quality improvement programs for an extensive list of clients. He has received numerous awards for his work in the field of behavioral safety, including the ASSE Scrivner Award and the OBM Network Outstanding Contributions Award. He is the author of *The Value-Based Safety Process: Improving Your Safety Culture with a Behavioral Approach*, now in its 2nd edition, published by John Wiley & Sons, and which has recently been translated into Chinese and Italian. He has written as numerous other publications on the topic of behavior based safety and is a regular speaker at a variety local and national conferences. He is also the founder of Behavioral Safety NOW, an annual professional conference on behavioral safety.

Chapter Call for Speakers



The ASSE Gulf Coast Chapter invites those interested in presenting at one of our Chapter meetings to submit an application for review by the Chapter's Program Committee. The Chapter's Program Committee is looking for technically oriented and practical presentations that fulfill the needs of our safety and health members. Lecture, panel discussions and demonstration sessions are requested to enhance members learning opportunities.

Information to be submitted includes: description of the presentation, speaker qualifications/biography and availability for chapter meetings.

For more information see the Gulf Coast Chapter website:
www.gulfcoast.asse.org.

Submissions may be sent by e-mail to: 2008-2009 Program Committee Chair, Norm Stuart:
nstuart@ci.friendswood.tx.us.

Speakers will be contacted if there is interested in the submitted presentation.

For more information, please contact: Norm Stuart, Program Chair at (281) 546-4723 or
nstuart@ci.friendswood.tx.us.

Preoperational Planning

Planning is an integral part of contracting and the construction process. Virtually every aspect of contracting involves some form of planning. Successful contractors are generally effective planners. It is through planning that the appropriate materials are secured, delivered and installed. It is through the planning process that all trades work harmoniously on the site. Without effective planning, all the diverse elements, aspects and functions of construction would not come together to result in the final finished product—the building.

- Preoperational planning is the review of planned operations, before and during the construction process to identify and eliminate potential sources of loss.
- Preplanning’s goal to reduce hazards, which will minimize disruption, increase efficiency and lower costs.

So if incidents on the construction site cause disruptions and losses, then it begs the question, can we apply the fundamentals of planning to safety and therefore minimize these undesirable outcomes? The answer is “yes,” so let’s look at the planning process and see how we may effectively integrate safety management into the contractor’s operational planning.

Why Preplan?

- A Construction Industry Institute (CII) research study conducted in the 1980s identified the single most effective tool contractors have to prevent accidents on their worksites as preproject/pretask planning. A follow-up study in the 1990s confirmed this same conclusion.
- Construction jobs are dynamic and ever-changing. Planning is a necessary management tool with which to marshal, manage and control the resources, which are workers, material and equipment.
- Safety is a managed process, just like any other in the construction business. One would not dream of running the job without a plan, and safety management should be treated in the same manner.
- Preplanning is proactive. You manage people, resources, events and accident-causing situations based on a plan. By being proactive, you try to anticipate problems (loss sources) and plan to minimize their impact or all together eliminate them.

“Planning is an integral part of contracting and the construction process.”

Preoperational Safety Planning Process

- The goal of preplanning is to reduce risks, which will minimize disruption, increase efficiency and lower costs.
- Preoperational safety planning is the integration of safety into the construction operational plans and procedures.
- Looks at potential risk in the operational plan, construction procedures or work processes and either eliminates them or provides for controls that will minimize their adverse effect.
- Anticipates exposures resulting from procedures and work methods.
- Reviews applicable safety program elements to ensure that operations are in compliance with the program’s intent as well as to see if the program addresses them.
- Preplanning looks at the when, how, who, where and what of the preplanning process.

When to Preplan

The preoperational safety planning process can be performed at four distinct times in the life of a project. These are before the bid or the preconstruction effort, before any work is started in the field, at the beginning of each major phase of construction and before each individual task. The greatest value of this effort comes about if it is conducted at the earliest possible time in the life of a project.

At Bid Stage: This is the most effective time to address safety issues because they can be identified, eliminated and/or budgeted for. One may even decide not to bid on a project, thereby avoiding taking on unacceptable risks.

At Job Mobilization: This is where risks can be addressed, as they may apply to the whole project. This is the time to address the interfaces of the various subcontractors’ op-

erations. This is also the time and place to get the most “bang for your safety buck.”

At Preoperations Stage/By Job Phase: This phase allows you to fine-tune your previous plan. By this time, you may be able to address more issues in greater detail.

Special Operations/Tasks: You may have unique situations that require special attention, such as helicopter lifts, etc. These must be addressed in great detail, and contingency plans must be drawn up to address the potential exposures.

The preoperational safety planning process is accomplished at three levels: globally for the complete project, specific operations with high risk and exposure potential and for each individual task. It is most beneficial to look at the whole project, as that is the time for arriving at the most effective and all-encompassing solutions.

Who Should be Involved in Preplanning?

Those involved in the different construction disciplines—estimating, planning, purchasing, cost control and field operations—must be involved in this process at certain given times.

Estimator: This is the person in your company who first sees the job. S/he must evaluate the job risks and budget for them.

Safety Director/Safety Coordinator: This person should be consulted at the bid stage to help evaluate risks that the estimator has not identified. Safety also provides input as to how to most effectively and cost-efficiently provide the necessary controls. The safety director brings to the table familiarity with the safety standards and other local regulations.

Project Manager/Job Superintendent: Provides scheduling, site layout input and may select equipment. They may also help select subcontractors. These inputs are under the purview of the contractor and should be evaluated for any unique risks that they may bring to operations in the field.

Other Management: The owner may impose special requirements on the project. Your company may have rules that are not common to the industry, and your organizational structure may have special requirements that should be reviewed and addressed at this time.

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Insurance Carrier/Broker Loss Prevention Representative:

This is a resource available to contractors in the preplan of their operations. The broker/carrier may have a great deal of in-house information and expertise from which the contractor can draw. The contractor should assess the capabilities of its broker or carrier in providing assistance in this area.

How to Preplan

Fact Finding: The sources to get information are from the project plans and specifications, the contract and the owner's requirements. Another source is the "means and methods" the company or the subcontractors are planning to use as well as the operational, logistic and tactical plans. Other areas to consider are the site and its adjacencies, including local ordinances, traffic patterns, public usage and other neighborhood realities.

Analysis and Evaluation: Things that must be evaluated and analyzed are the potential for worker injuries, both the contractor's and the subcontractor's. Other things that must be addressed are potential harm to the public as well as damage to property both in and around the jobsite.

The Preplan Meeting: The key to an effective and efficient meeting is preparation. Everyone must do their homework before attending the meeting. At the meeting's conclusion, there must be agreement as to

what the risks are and what controls will be implemented. The result of this meeting will be an action plan for the control of risks, hazards and exposures.

Follow-Through: For any plan to work, there must be follow-through. Inspections must be conducted to ensure that controls are in place and that they are sufficient to address existing conditions. If there are changes, then modifications are made to meet the changing conditions.

What Do You Preplan For?

You plan for everything that has risks that are not acceptable to the organization. Through the planning process, you identify these risks then eliminate them or try to reduce their adverse effect to the lowest possible level.

To best address this issue, a general checklist should be created to assist participants in addressing all possible areas involving risk.

Continuous Improvement

The preplanning process, if properly done, is a "continuous improvement process." It starts with the identification of areas of risk through data collection. The risks are then analyzed. Solutions are found that will address the risks. The solutions are then evaluated for effectiveness and if they meet project needs. The "best" solution is selected and then implemented. Audits are conducted to ensure that the implemented solution is effective and working. If it is, then the process is taken to the next risk element, and if not, then it is reevaluated and the process starts all over again.

Summary

Preplanning is the review of planned operations before and during construction to identify and eliminate potential loss sources.

The goal of preplanning is to reduce hazards, which will minimize disruption, increase efficiency and lower costs.

Peter G. Furst is the Technical Director of Contracting Services for Liberty Mutual, overseeing consulting services west of the Rockies. He has been instrumental in implementing strategic organizational solutions resulting in operational efficiencies and substantial reductions in the cost of risk.

He has over 20 years of construction experience with a multinational general contractor serving as estimator, superintendent and project manager on many projects varying in size up to \$500 million, involving hundreds of craftsmen and subcontractors. He has also worked as an architect and has over ten years of design experience with various architecture firms.

Furst holds a master degree in business administration with emphasis in management and bachelor of architecture and bachelor of science degrees in construction. He has taught business and management as well as construction management and safety courses for over 25 years at UCLA, USC, many state universities and at UC-Berkeley since 1996. In 2005, he was elected an Honored Instructor at UC Berkeley.

ASP/CSP Course Announcement & Registration Information

*ASP & CSP Review Course**April 20 - 25, 2009*

Are you preparing to take the ASP (Associate Safety Professional) or the CSP (Certified Safety Professional) exam in 2009? If so, then you may be interested in attending the 3 day review class that will be conducted for each of these exams.

The ASP Review Course will be held Monday, April 20th through Wednesday April 22nd.

The CSP Review Course will be held Thursday, April 23rd through Saturday, April 25th.

Both courses will be held at:

The Houston Area Safety Council located at 1301 W. 13th Street, Deer Park, TX 77536 from 8 am to 5 pm each day with a 1 hour break for lunch on your own.

The courses will be taught by Langois, Weigand & Associates.

Cost for the ASP Course is \$575 and for the CSP Course is \$625.

For more information, or to register, contact:

Patricia Reed
patricia.reed@champ-tech.com

or 713-590-3523.

Registration and payment deadline for both courses is Friday, April 10, 2009.



Downtown Section

Next Section Meeting:

Thursday, February 26, 2009, 11:30 am - 1:00 pm
 El Paso Building, 1001 Louisiana Street, Houston, 77002
 Tunnel/Lower Level, Conference Room C

For more information, please contact Downtown Section Secretary: Leslie McGaha at 832-266-6242.

Downtown Section Leadership

Chair:
 Paul Merritt, Safety Advisor
 ExxonMobil
 (713) 656-3777
 paul.h.merritt@exxonmobil.com

Secretary:
 Leslie McGaha
 (832) 266-6242
 Leslie@AndersonPollutionControl.com



North Section

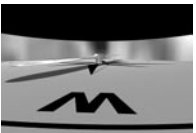
North Section Leadership

Chair:
 Bob Tucci,
 Reliant Energy
 (713) 488-7710
 rtucci@reliant.com

Next Section Meeting:

Monday, March 02, 2009, 11:30 am - 1:00 pm
 Ramada Inn North, 16510 I-45 North, Houston, 77090
 (Located between the Richey Road & FM 1960 exits)

Your support of the North Section is always appreciated, and is what makes the North Section successful. Please mark your calendars for the upcoming 2009 North Section Meetings: Mondays - March 02, May 04, June 01, September 14, and November 02.



West Section

Next Section Meeting: TBD - See below

Are you interested in attending a Gulf Coast Chapter meeting on the West side of Houston? The West Section is looking for members who are interested in re-starting regular meetings in your area. If you are interested please contact Henry Jackson (information to the right). We will be scheduling a meeting in the next month. Watch for more details!

West Section Leadership

Acting Chair:
 Henry Jackson
 281-675-9136 (Office)
 713-492-7458 (Cell)



C onstruction Section

Next Section Meeting:

Friday, March 20, 2009
 Brady's Landing Restaurant at 8505 Cypress Street Houston TX 77012

Construction Section Leadership

Chair:

Tom Scott
 (281) 485-6381
riskcsp@texas.net



S tudent Section

College of the Mainland (COM)

COM Student Section Leadership

Chair:
 Ben Arnett
 Faculty Advisor:
 Bear Handwerk
ehandwerk@com.edu

Next Section Meeting:

Saturday, February 7th at 9 am
 The Gulf Coast Safety Institute, 320 South Delaney Road, La Marque, Texas.

For more information on the College of the Mainland Student Section, please contact:
 Ben Arnett or Bear Handwerk: ehandwerk@com.edu

Greater Houston Area Students Section (GHASS)

Next Section Meeting: TBD - See below

The Greater Houston Area Student Section is making a comeback. For more information on any section updates, please contact: Alfred Baber: alfredb1979@yahoo.com

GHASS Student Section Leadership

Acting Chair:
 Alfred Baber
 University of Houston - Clear Lake
Alfredb1979@yahoo.com

Section Meetings, like the General Chapter Meeting, are open to ANYONE. Members are encouraged to bring co-workers, management, vendors and other guests.

For more information on any of the Gulf Coast Chapter Meetings visit our website at: www.gulfcoast.asse.org or contact Mike Lastie, VP Membership Services at: mlastie@icusafety.com

7th Annual NAOSH Safety Poster Contest



North American Occupational Safety & Health (NAOSH) Week takes place May 3-9, 2009 and the theme for the week-long event this year is 'Safety Means Always Coming Home'.

This year marks the 7th Annual NAOSH Safety on the Job poster contest. Entry to the poster contest is open to ASSE members' children, grandchildren, nieces and nephews between the ages of 5 and 14. Chapters and members can also sponsor schools and students from their communities, from their workplace, etc. There are five age categories with a first, second, third and fourth place winner from each age category which are: 1) ages 5-6; 2) ages 7-8; 3) ages 9-10; 4) ages 11-12; and, 5) ages 13-14. Children, grandchildren, nieces and nephews of ASSE employees may not enter.

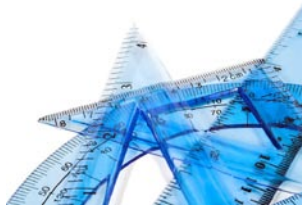
Poster Requirements/Guidelines

The poster drawing must relate to the theme 'Safety-on-the-Job' and should illustrate an example of safety at work. The finished poster must be no larger than 11" x 14 and only one entry per child will be allowed. All entries MUST be postmarked by Saturday, February 14, 2009

How can you help?

Do you part by sponsoring a school, a classroom or a child and help encourage them to participate in this years' event and join the thousands of ASSE members in celebrating NAOSH Week as we work to reach everyone on how important it is to be safe on the job.

Houston Science & Engineering Fair Volunteers Needed



This year marks the 50th Anniversary of the Science and Engineering Fair of Houston. This annual event which is sponsored by the University of Houston - Downtown, the Houston Museum of Natural Science, the Engineering Science and Technology Council of Houston and Opportunity Houston will be held March 12-14, 2009 at the George R. Brown Convention Center (Hall E).

Over the years members of the Gulf Coast Chapter of ASSE have proudly served as volunteers for this well-known event; which has served Texas Youth since 1960. In an effort to continue to support our youth (tomorrow's Science and Engineer leaders) we have been offered the opportunity to serve as Rules and Safety (R & S) Committee Volunteers. To show our continued support, we need the help of members of the chapter to serve as volunteers.

We need at least 10 volunteers to assist us with this activity. If you are interested in serving on the R & S Committee; please contact Robert Gussman at: Robert.Gussman@bak-erhughes.com for more information.

Details on getting involved:

- All R & S Committee volunteers are needed on the afternoon of the Thursday, March 12, 2009 from 4 - 8 pm.
- R&S Committee Volunteers will be evaluating each exhibit to ensure that it meets the minimum safety requirements of the competition. Rules will be provided at the event.
- All volunteers will receive a ASSE GCC volunteer t-shirt and a boxed dinner.

General Chapter Meeting Fee Increase



If you were in attendance at the January 2009 Gulf Coast General Chapter Meeting you may have noticed that the meeting fee went up.

Brady's Landing Restaurant raised the occupied seat fee on us back in mid 2008 but, we decided to wait to pass this increase onto the chapter members.

The new meeting fee is now \$22 per person. Cash, check and credit cards will still be accepted. This is still considered to be an excellent price as this fee includes an information exchange, networking and lunch.

See you Thursday, February 5th!!!!



Thank you to
FabEnCo, Inc.

for their Sponsorship of the
2008 Award & Honors Banquet.

In Appreciation...

In honor of the Gulf Coast Chapter's 70th Anniversary we would like to thank those who have contributed to the "70th Anniversary Fund".

If you or your company would like to contribute to the 70th Anniversary Fund, please make checks payable to:

ASSE Gulf Coast Chapter and send to :

P.O. Box 570725-509,
Houston TX 77257-0728.

This fund will be used to supplement the Professional Development Grant through the ASSE Foundation as well as to support NAOSH and youth related activities throughout the Chapter year.

If you have questions as to how you can help please contact:

Cindy Lewis, Chapter President,
BusyTXGal@comcast.net or 713-397-2030.

Thank you for your assistance in helping us help others in the community be safe.

Monetary Contributions:

Rebecca Ginsburg
Cindy Lewis

In-Kind Support:

3M
AES Deepwater
Aker Solutions
BASF
BP/BP Foundation
BP - Alternative Energy
ChevronPhillips - Pasadena
ConocoPhillips
Dow Chemical - La Porte
Dow Chemical - Pasadena
Epc, Inc.
ExxonMobil
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MedSafe

National Oilwell Varco
North Safety Supply
Rohm & Haas
Shaw Constructors
Shell - Deer Park
Sperian Safety Products
Tepsco
Texas Petrochemical
Texas Welding Supply (TWSCO)
Wyman Gordon Forgings



Executive Committee

Cindy Lewis – President
Patricia Reed – Vice President, Communications
Mike Lastie – Vice President, Membership Services
Lawrence Schulze – Treasurer
Bruce Pettengill – Secretary

Committee Chairs

Thomas Ross - Immediate Past President, Nominations Committee
Norm Stuart - Program Chair
Patricia Reed - ASP/CSP Review Course Chair
Chad Robl - Hospitality Chair
Bryan Walters - Governmental Affairs Chair
Gary Cizek - Boy Scout Fair Chair
Jimm Cooper - Parliamentarian
Robert Gussman - Houston Science & Engineering Fair Chair

Gulf Coast Chapter
American Society of Safety Engineers
P.O. Box 570728-509
Houston, TX 77257-0728
www.gulfcoast.asse.org

