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SMART General President Joe Sellers speaks at the 2018 Partners in Progress Conference.



AN INTERVIEW WITH SMART GENERAL PRESIDENT JOE SELLERS SMACNA's Labor Issue

A second-generation worker in the sheet metal industry, Joe Sellers took over in 2015 as general president of the International Association of Sheet Metal, Air, Rail and Transportation Workers, the labor union commonly known as SMART. The union represents roughly 216,000 workers in the various industries across North America, ranging from service technicians to welders to bus operators.

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Listening to ourselves, our customers, our employees

Listening is a key skill I learned from my parents at an early age. As a young prosecutor trying court cases, I had to take listening to a whole new level. Today more than ever, those skills are serving me well as I focus on my company's growth by actively listening daily to several valuable resources, including my employees, customers and suppliers.



The amount of input is incredible as I shift back and forth between information about my business, the industry and my employees' lives and the work they do. You see, my employees are an extension of my family. I care for them and want to create an amazing work environment that is both positive and sustainable.

In the SMACNews interview with SMART General President Joe Sellers (in this issue), he concludes with a message about the importance of "listening, getting out there and touring shops and job sites." As I travel around the country in my role as SMACNA President,

I am meeting with many SMACNA chapter executives, members and their employees, listening to what they have to say, and thinking in terms of where our industry is headed.

I am excited to report that most problems I hear about are those of work abundance, not work shortages. This is not in every market, but many contractors are struggling with the question, "if I take on more work, can I get it done on time." It is not uncommon to hear of contractors turning down work because of labor shortages in their area. As I have visited many chapters and heard about their workforce development efforts, it has become crystal clear that there is not a "one size fits all" solution. Each chapter has a unique mix of contractors, each with their own staffing needs and therefore each area requires their own plan and points of emphasis.

SMACNA has been actively listening, too. The SMACNA Board of Directors has discussed, and is developing several services and resources for chapters and members that will support their workforce development efforts.

The other thing I hear most about is technology and the impact it will likely to have on our industry. The contractors I have heard from weigh many of the same considerations before adding new technology to their shops. These includes an analysis of the competitive environment, return on investment, customer expectations, capacity needs, staff implementation capabilities, physical space requirements and more.

Most importantly, no one is seriously talking about technology reducing manpower needs. Quite the opposite — they see technology implementation as an opportunity to expand their business by redeploying skilled craftspeople to handle the increased work opportunities that technology presents.

At the end of the day, we are entrepreneurs and we all have to be excellent listeners...to ourselves, our customers, our employees and the market.

Sincerely,

A handwritten signature in black ink that reads "Nathan L. Dills".

Nathan L. Dills
SMACNA President



CAPITOL HILL UPDATE

House Passes SMACNA-Endorsed School Energy Efficiency Bill

While many new members of Congress are still learning the ropes and committees are organizing, the U.S. House continues to pass SMACNA priority bills and send them over to the Senate.

The House recently passed school retrofit legislation, The Streamlining Energy Efficiency for Schools Act (H.R. 762). The legislation, sponsored by Rep. Matt Cartwright (D-8th-Pennsylvania) and co-sponsored by a bipartisan coalition, would create a one-stop-shop clearinghouse of existing school efficiency programs designed to boost school retrofits.

This bill would make it easier for schools to utilize already existing federal programs and financing, helping to improve the energy efficiency and learning environment of schools. It would direct federal agencies to raise awareness of federal

programs and financing available to help initiate, develop, and finance energy efficiency, distributed generation, and energy retrofitting projects for schools.

Importantly, the bill does not require additional spending nor creates any new federal programs. The bill now goes to the Senate for consideration.

The bill would assist schools across the country who have long expressed a need for energy efficiency improvements. Serious problems with school buildings and educational infrastructure are widespread throughout the nation, with an estimated 14 million students attending schools that need extensive repair.

Many of these problems involve heating, ventilation, air conditioning systems. Upgrading these HVAC systems increases energy efficiency, improves learning environments, and conserves scarce funds.

"By upgrading these systems, we can increase



efficiency and focus school funding to achieve better educational outcomes,” said Rep. Paul Tonko (D-20th-New York), a leading co-sponsor of the bill. “We can save taxpayers millions of dollars of their own money while upgrading and modernizing these facilities.”

Republican co-sponsor Rep. Fred Upton (R-6th-Michigan) agreed. “It is going to help schools take advantage of existing programs to cut down on their energy use. We should encourage these innovations in energy efficiencies to help address climate change. This bill is a good step in the right direction.”

The American Society of Civil Engineers gave the condition of our nation’s schools a grade of “D-plus” in its most recent Infrastructure Report Card. Moreover, 43 percent of schools, according to a U.S. Department of Education survey, indicated that the poor condition of their facilities interferes with the delivery of instruction.

H.R. 762 is a positive step, long identified by SMACNA and its members, to help boost school retrofits.

SMACNA members are encouraged to educate their new members of Congress about this and other legislation that supports the industry. Members may contact them through SMACNA’s Take Action web page www.smacna.org/advocacy/take-action.



ITI apprentices training in the classroom.

SMACNA Members Reach Out to Recruit Talent into Industry

From promoting careers on social media to holding shop open houses to exhibiting at minority job fairs, SMACNA members say they are willing to try many different ways to attract people to a career in the HVAC and sheet metal industry.

For many members, the combination of a tight job market and the near-death of vocational training in public education has made finding workers exceptionally difficult. It’s not enough, they say, to offer good pay and benefits if people don’t know that your industry exists as a career choice.

The problem has been building for decades, many observers say. As shop classes dropped out of high school curriculums, educators told many students that a four-year college degree was the only way to guarantee a decent living. Now, some college graduates find themselves saddled with tuition debt and degrees that won’t offer the career path or income potential to pay off the debts.

Meanwhile, the HVAC industry is facing a looming crisis of need, according to several reports. A 2015 study by the HVACR Workforce Development Foundation predicted that the industry will need an additional 115,000 workers by 2022 to meet demand. But for many contractors, the worker shortage is no longer “looming” — it’s here now.

Just ask Tom Martin Jr., president

of mechanical contractor T.H. Martin Inc. and the president of the SMACNA Cleveland chapter. “It’s been a struggle,” Martin said. “Everybody’s in the same predicament — the plumbers, the electricians and carpenters, the bricklayers.”

Martin recently talked about the opportunities the industry offers as a keynote speaker at the 2019 Construction Opportunity Fair in Cleveland. The February event, sponsored by the Northeast Ohio Hispanic Chamber of Commerce and the Hispanic Business Center, brought together industry representatives and potential employees to promote construction careers.

“I spoke on all the great things that being a union sheet metal worker can provide — the fabrication, installation, architectural roofing, service technicians, balancing and commissioning,” Martin said. “We stressed that they’re getting paid to be educated by us. We’re paying them good wages and good benefits, plus they’re learning a craft.”

Veterans Have the Skills

Another recruiting effort where Martin said his company has had some success is through the Helmets to Hardhats program, which promotes careers in building trades such as sheet metal and HVAC to military veterans by allowing them to waive some of the prequalifications to enter apprenticeship programs.

“I have two apprentices that came

through that program and they’re both doing nice jobs for us,” he said. “Many veterans have the skills and attitude contractors are looking for. They show up on time, they’re willing to work hard, and they’re willing to learn the policies and procedures,” he said.

A recent study by The Association of Union Constructors (TAUC) and the Construction Labor Research Council (CLRC) said the labor shortage is getting critical for many contractors. The groups reported in the 2018 Union Craft Labor Supply Study survey that 52 percent of respondents in the sheet metal industry said they were facing a labor shortage. And 13 percent characterized the shortage as “large.”

Changing People’s Perceptions

“Part of the key to attracting more people to the sheet metal industry involves battling the stereotypes some harbor that construction means low-paying, unsatisfying work,” said Carol Duncan, co-chair of the SMACNA-SMART Best Practices Market Expansion Task Force and CEO of General Sheet Metal in Clackamas, Oregon.

As part of an effort to change similar stereotypes, Duncan said her company has hosted career days aimed at students ranging from as young as junior high to those in high school and attending community college.

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*Knight Cancer Research Building.*

Innovative Research Center Gets Inventive Panel System

General Sheet Metal Works of Clackamas, Oregon was on the design team that developed the unique exterior for the Knight Cancer Research Building (KCRB) at the Oregon Health and Science University in Portland, Oregon.

"The designers looked at our team as a whole — the field team, the CAD people, our own designers. They were looking for experience, not necessarily a dollar amount. We 3D-modeled the whole building which let us work through most issues before they became issues," said Mark Hermans, senior project manager for General Sheet Metal.

General Sheet Metal installed the unique exterior wall panels, each of which had multiple angles. To help with the complexity of each panel, General Sheet Metal even created a new clip-and-rail system for the project that will be used in future work.

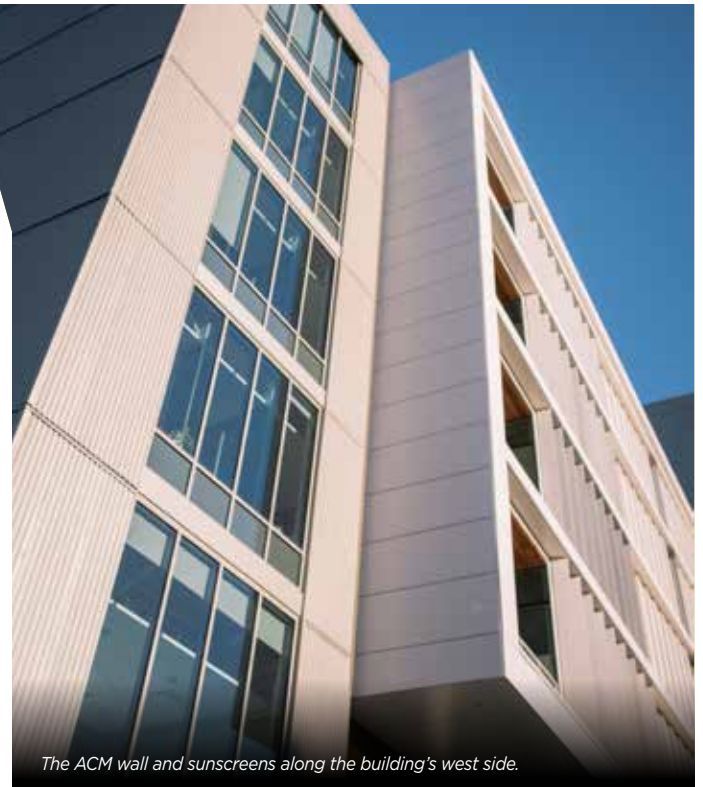
The 320,000 square-foot-building took a year to complete. "We had boots on the ground in September 2017 and completed

the project in October 2018," Hermans said. "With an average of 16 people working at a time, our portion of the project took 28,000 hours in the field. We also did all fabrication in-house, giving us a total of 34,000 man-hours."

General Sheet Metal is one of only a handful of partners qualified to fabricate and install EVO ACM (aluminum composite material) panels on the West Coast. "EVO is a solid, solid system," Hermans said. "We fabricated about 1,300 custom, fire-resistant ACM panels — and there wasn't a single square panel on the building. With multiple tapered angles and the angular, protruding corners, all but about 100 of those panels were unique.

Between the ACM panels and the T-16 profile panels, General Sheet Metal was responsible for 77,000 square feet of cladding," added Hermans.

However, 3D modeling was not able to prevent all challenges. "The substrates were not always up to specifications," Hermans explained. Errors in framing led to change orders and schedule slides.

*The ACM wall and sunscreens along the building's west side.*

"When ACM panels aren't perfectly straight, they look terrible. Even the color effects change if panels aren't plumb. The KCRB project forced us to find new solutions."

Hermans consulted with Carrie Barber, a project manager at General Sheet Metal. "We want to be the premier sheet metal installer in Portland," Barber said. "We had to mitigate the framing issues."

"Barber was using a clip-and-rail system on another project in Vancouver, Washington," Hermans said. "However, because of the clip-and-rail system, framers could make mistakes there and they would not affect that project so badly. The system puts us in control of our own destiny. Clip and rail systems are also able to float over slab edges or door and window jambs."

Together, Hermans and Barber designed a new clip that is being featured on current and future projects. "We started with 12-gage 304 stainless steel," Hermans said.



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"Using our Mitsubishi 4k fiber laser, it takes 15 seconds per clip to cut out, and we are able to form 20 clips at a time using a micro tab technique. Also, stainless steel is a terrible thermal conductor, its comparable to fiberglass, which is another advantage because the clips are thermal isolators. And all fabrication is in-house, so it keeps the union workers working."

General Sheet Metal has already put the new clip-and-rail system to use on other projects. "The contractors liked what they saw on the KCRB," Hermans said. "They wanted us back. We are using 3D modeling again for another project which is allowing us to prefab 80 percent of the panels before we start the building. Prefabrication is the only way to stay on schedule."



A lab exhaust fan with duct on the rooftop.



Main cooling duct (right). Round heating supply duct (center), which joins the rectangular low-pressure duct (left) that serves the open area.

Challenging Double-Duct Project Saves College Money, Increases Efficiency

Installing a double-duct system at a community college in Redwood City, California is challenging enough, but add an unusual distributed hot deck to it and you have both a challenging and rewarding project for Western Allied Mechanical, Menlo Park, California.

The Cañada College's new B23 Science and Technology Building is a 50,000-square-foot, three-story building with classrooms and teaching labs for the college's science, mathematics, and technology programs.

"A double duct system is a fairly typical design that includes two side-by-side units — a cold air deck and a hot air deck — but is often difficult to fit into a ceiling," said Laurens (Loek) Vaneveld, PE, LEED-AP, chief engineer and designer of the system.

"We took the hot deck and

broke it apart into five smaller fan coils per floor, which we installed on three floors (instead of one larger air handling unit). That meant we could make the hot deck air handling systems smaller and leave them in the ceilings, so it didn't need a separate mechanical room, and the main heating supply ducts could be smaller." It also eliminated the need for heating duct risers in the building, he noted.

While this approach might not have been essential to the building, Western Allied Mechanical proposed it as a cost-effective solution. "With a typical variable air volume (VAV) reheat system, you're always heating cold supply air; with a double duct system, you eliminate most or all of the reheating process and wasted energy," Vaneveld said.

Another unusual aspect of

the project is that the system is designed with higher heat supply air temperature (SAT) levels — a high-maximum SAT at 130 degrees Fahrenheit — so it can deliver smaller volumes at higher temperatures and mix warm air with cold deck air as well as use smaller heating ducts and VAV terminals. A more-conventional dual duct variable-air-volume (DDVAV) system would use a 95-degree hot deck SAT, he explained.

"It's ventilation-driven for the cold air," said Vaneveld. "This approach came from a project we implemented at the University of California-San Francisco where we came up with the high SAT concept to make our hot deck AHU fit into a small space. It was about one-third the size" of a standard AHU.

This approach also improves efficiency and reduces expense. The cooling air handler includes a coil using chilled water from the campus central plant and a direct evaporative cooling system. The hot deck uses hot water from the same plant.

The volume of materials for this project is impressive and includes some innovative elements: about



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21,000 pounds of sheet metal, about 10,000 square feet of KoolDuct phenolic duct material, "a relatively new product in the US," and another 1,000 square feet of Thermaduct, a version of the phenolic duct for exterior applications.

The work is "all roughed in and we're approaching the home stretch," Vaneveld said of project progress. "The physical work is done and we're almost at a standstill until the ceilings are in. We just fired up the fan coils to dry out mud and plaster faster (caused during dry wall installation)."

The project has involved four to five sheet metal workers up to this point and one worker currently for testing. "We expect to finish up this summer," Vaneveld said. "We'll have people there for finishing at this point, putting in diffusers, and testing."

Cañada College's B23 Science and Technology Building is scheduled to open in December 2019.



Sheet metal workers installing trim details on metal siding.



CASS sheet metal worker installing window trim.

Making a Difference in America's Comeback City

Detroit has been dubbed America's Comeback City and Detroit-based contractor Custom Architectural Sheetmetal Specialists (CASS) is taking a rooftop seat in its recovery.

CASS is helping build an upscale subdivision of 14 houses in midtown Detroit near Wayne State University, installing the metal roofing and siding. They are also assisting with the roofing design, working with the Smith Group, a local architectural firm. The developer is Midtown Detroit Inc.

Several styles of houses are going up in the two-block area, each ranging from 1,200 to 1,700 square feet, and two stories high. Glenn Parvin, owner and president of CASS, estimates that 2,000 square feet of metal is being used on each house.

While working on the roofing with the Smith Group, CASS weighed in on the pros and cons of various metal roofing systems. The sheet metal firm's expert feedback led the contractor to switch from 12-inch panels to 16-

inch panels as a value engineering option, along with adding drip flashing to separate the vertical sections from the sloped elements.

Based on the number of different-sized panels along with the size and number of homes, it didn't make sense to order the panels from an out-of-state manufacturer, Parvin explained. Instead, CASS fabricated them in the shop on their own. They used their Berridge roll forming machine to produce the cee-lock standing seam roofing system in their own shop. For the panels, they used 24-gage galvalume (which is 55 percent aluminum-zinc alloy coated sheet steel) to create panels 16 inches by 1.5 inches for the roofing systems.

CASS has seven sheet metal workers from Local 80 currently working on the site. Parvin estimates that his team will be finished in six to eight weeks.

"Such metal roofing systems provide great long-term value to the homeowner as they are generally maintenance-free in excess 30 years, often exceeding 50 years," he explained. "This makes

metal roofing a good value when reviewing lifecycle costing, which is the average cost per year based on the life of the roof system. The anticipated life of the roof system combined with the inherent fire-resistant characteristics of the metal often qualifies the homeowner for insurance savings."

These roofs in particular involved a lot of detail work. "There are vertical panels tied into standing seam roofing," Parvin noted. "You have multiple slopes on the roof. You have the porches tied in. There are some other cement panels tying into the vertical panels, so there's a lot of start and stop detail work and detail transitions." The multiple slopes with many transitions and numerous interfacing between other siding elements meant that paying attention to detail was key.

His team will spend roughly 4,500 man-hours on the midtown neighborhood project. Nine of the 14 houses have already been sold, with move-ins starting in April and

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May. This project is creating more opportunities for Parvin and could lead to similar projects in the near future.

CASS generally focuses on commercial work and has been involved in many projects that have spearheaded the revitalization of his beloved Motor City. They include restoring the roof of the Henry Ford estate, working on Detroit's Book Tower, and installing the exterior paneling on the Detroit Red Wings Little Caesar's Arena, as well as several other restoration projects in the city.

This residential home-based project in Detroit has also energized Parvin. "I've spent my entire career there," he said. Parvin, who has served as chair of SMACNA's Architectural Sheet Metal Council

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Stainless, high-efficiency boiler flue pipes.



New air handling units.

Matherly Installs Largest Energy Efficiency Project at Tinker Air Force Base

Matherly Mechanical Contractors has been working at Tinker Air Force Base since the 1960s — taking the lead as well as subcontracting on a wide variety of HVAC, sheet metal, and mechanical jobs across this massive Oklahoma installation.

Tinker AFB is the headquarters of the Air Force Materiel Command's Oklahoma City Air Logistics Center, which manages a range of aircraft, engines, missiles, software, and accessories components around the world. The base has hundreds of buildings, is home to more than 26,000 military and civilian employees, and covers nine square miles.

In 2017, the U.S. Air Force's largest energy savings contract ever bid brought this Midwest City, Oklahoma SMACNA contractor to a particular maintenance depot that has a historical significance to many Americans: Building 3001.

"It was an honor and very exciting to be chosen as the mechanical contractor on this special project," said Mike Clark, Matherly Mechanical's vice president of sheet metal operations.

The huge maintenance depot referred to as Building 3001, was built in 1943 and served as the birthplace of thousands of Douglas C-47 Skytrain transport planes during World War II. Since then, the high-tech aircrafts produced there have continued to evolve, but the upgrades to

the facility's aging HVAC systems have lagged behind. Measuring seven-eighths of a mile long and 1,000 feet wide, the 2.4 million-square-foot maintenance structure features areas devoted to paint and stripping planes, work areas for disassembling engines, and aircraft systems along with cleaning, reassembling, and testing them.

Matherly's job was to remove all the facility's existing steam heat and air handling units while adding new direct-fired gas make-up air units to provide the fresh air for the building's production and administration areas. It was all part of a base-wide energy retrofit initiative to help the Air Force meet federally-mandated energy consumption reduction goals.

The overall facility modernization project contract, led by Honeywell, totals \$243 million, and involves many other base facilities in addition to Building 3001. All together the project should save Tinker AFB \$626 million in energy and operational costs over 21 years.

The project focuses on upgrading infrastructure and industrial processes at the base's production facilities to make the buildings more energy and operationally efficient. The work includes:

- Modernizing manufacturing lines to eliminate wasted ventilation and increase worker safety.
- Installing two new 2,000-ton



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AFB BUILDING 3001 HISTORY
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smac.news/b4741

chillers to increase the reliability of the cooling system.

- Upgrading paint booths to reduce energy used by the painting process.
- Decentralizing the steam heating plant with a distributed heat system to lower energy use.
- Installing smart meters to more closely monitor and track building energy consumption.

Among the major equipment Matherly installed for the Building Steam Optimization Project, the list included:

- 57 direct fired gas makeup air units.
- 50 air handling units.
- Double wall ductwork.
- 30 high-efficiency heating water boilers.
- 8,000 feet of 6-inch diameter, 10 psi welded natural gas piping.

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WE NEED TO MAKE SURE PEOPLE SEE THE INDUSTRY HAS A FUTURE FOR THEM.



Joe Sellers (center) talks with SMACNA contractors during the Labor Forum at SMACNA's 2018 Annual Convention

A PARTNERSHIP FOCUSED ON GROWTH: An Interview with SMART General President Joe Sellers

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Sellers' priorities at SMART have included key issues for membership such as pensions, health care and apprenticeships. Additionally, he has implemented measures to upgrade the union's continuing education programs and professional skills training.

SMACNA recently spoke with Sellers about some of SMART's latest developments. Sellers says adapting to rapidly evolving technological advancements and improving workforce forecasting techniques are among the union's top objectives at the moment.

Q: There are a lot of forces at work in this industry with a lot of moving pieces. Things like technological advancements, workforce recruitment, aging demographics, jurisdictional disputes and non-union competition. How do you focus on them all?

Joe Sellers: We break that down. We break it down by department, we break it down by staff assignment. We take a team approach. In 2018, we revisited our departments and broke down the responsibilities within them as well as within the staff.

We created a matrix of who was an owner of a particular

task; who is accountable for that particular task; and what are the downstream responsibilities and reporting processes for each one of our staff or even local unions that may be reporting up the ladder on a particular issue.

We continue to hone that accountability, that ownership of a project. We also conduct meetings with local unions. We're always trying to keep in touch with what's going on out in the field. We have regular conference calls by region to make sure that whatever the issues are, whether it's a workforce development issue or a technology issue, or some other issue, that our team is engaged in that process.

Q: Let's talk a little bit about technology. There seem to be some exciting technological advances coming into the market. How do you make sure union

contractors and skilled craftsman are best positioned to take advantage of the technologies available to them?

Sellers: As you know, this is and will continue to be an ever-changing industry. We like to meet and talk with our stakeholders, customers, owners, and ask them what they are seeing.

I do what's called a listening tour. When I go in to different towns and cities, I try to go into our shops there. I try to go onto our job sites, or I try to go develop a relationship with a contractor. For example, I recently learned one of our contractors is doing amazing things with drones and drone technology that I wasn't aware of.

As an industry, we develop differently. Some shops develop more quickly in technology and some take a little bit of time to do that. One of the things that we try to do is develop a sound foundation. You

can't always train to the specifics of individual platforms, but you can train to establish a foundation of understanding and knowledge.

Q: iTi is a powerful tool that can help train and retrain members. How do retraining and the evolving skill sets in the workforce fit within your approach to technology?

Sellers: It's vital to have continuing education. We attend trade shows, so we get around and we see what's going on. We'll then debrief at a staff meeting about what we learned.

Taking that information and providing it to iTi and our training centers is really important. Where is the industry heading? What is coming out? What do we see coming up in the next couple years?

We've also developed a technology committee that will update

iTi about what we're seeing. Technology is changing so rapidly, we need to make sure that we're on top of it as best we can.

We also do other delivery modules. We changed our curriculum around. We have an electronic curriculum, and hopefully by this upcoming apprentice class in September, we'll be able to disseminate our material in a different fashion electronically. As that first-year class comes in, we're going to be meeting the needs of those students. We're making sure they're receiving information the way they're accustomed to receiving information today, not the way it was 10 years ago.

Q: Looking at workforce development, there may not necessarily be labor shortages in every market, but some need more recruitment than others. How do you tell when a

market's in need, and what kind of action plans do you implement when you do make that determination?

Sellers: We as an industry need to forecast better, I believe, so as we can project the mobilization of job changes on a regular basis. If we have the fundamentals down, we can get an idea of where the workforces are going to be and what skillsets are going to be required for a particular region.

Also how do we apprentice the industry, not just for today in 2019, but how do we apprentice the industry for 2021 and 2022 so that we're meeting those needs down the road?

There are certainly hotspots in the country. We've had regular calls with different regions to get an understanding of the amount of industrial work that's going to be there. We try to project what we think is the work skill level and



Joe Sellers (center) meets with members of Sheet Metal Workers Local 63 at Kleeberg Sheet Metal Inc. in Ludlow, Massachusetts.

how that mobilization schedule will change.

For instance, there are a lot of welding needs right now. A welder isn't going to wait around for a project, so we have to be strategic in how we use the workforce that's available and how we keep them busy on particular projects. Labor and management at the local and national levels also know they're responsible for making sure that we're out there recruiting people for our industry.

Q: About 90 percent of first-year apprentices said they heard about the opportunity through friends and family, according to a recent survey by the Best Practices Task Force. Is there a way to leverage the strong word of mouth even further?

Sellers: That's what has changed over so many years. I came from a working-class neighborhood, so each one of us was striving to get into a labor union. That dynamic has changed, and we're trying to keep that same mentality. That's a labor and management goal we should have.

We have really increased our recruitment and retention opportunities. We've developed new recruitment videos. As a matter of fact, iTi recently launched a new video focusing on women in the trades. Women in the trades have had a large increase over the last several years.

We're also in the process of implementing virtual welders. You can go to any trade show or any school and use the virtual welder to help recruit and retain people. They can put on a pair of goggles or a hood and then see how everything is done virtually. We also have virtual lift programs, so you can get on a work lift and go

up 80 feet and really feel what it is like to work in that environment.

We need to make sure people see the industry has a future for them.

Q: What are your priorities for a SMACNA-SMART partnership over the next several years?

Sellers: You said the word, "partnership." Labor and management working together.

I continue to meet with (SMACNA CEO) Vince Sandusky on a regular basis to try to figure out what's on our agendas. We may not always agree, but we equally understand the issues that have popped up on our radars since our last meeting. That partnership is important.

The important thing with that continued partnership is growth. Capturing every job, capturing every opportunity that we possibly can within our range. Figuring out our plans, both locally and nationally. What can we do to help the industry grow so that we can improve our market share?

How do we encourage two-way communication with our members? We're really good at a national level when it comes to disseminating information down the ladder. But we need to get that information back up the ladder, and that's vital to accomplishing a lot of these goals - listening, getting out there and touring shops and job sites. We really need to see what's going on in the workplace and how technology is going to advance in the future.



Joe Sellers (center) visits with R.F. Knox and Crown Corr employees in Atlanta, members of Sheet Metal Workers Local 85.

WHAT CAN WE DO TO HELP THE INDUSTRY GROW SO THAT WE CAN IMPROVE OUR MARKET SHARE?



SMART
www.smart-union.org



RESIDENTIAL

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Steering Committee, added “CASS is now 28 years old. We’ve never been anywhere but Detroit. We were in Detroit before it was cool to be in Detroit. So, we’re proud to be involved and proud to witness this comeback.”

The city has mandated that certain projects employ a percentage of businesses headquartered in Detroit. This is possibly “one of the reasons we got the housing complex,” he noted. “It wasn’t mandatory though. We were a

good metal roofing contractor that came recommended by the architect who also happened to be a city of Detroit business. The developer wanted to work with Detroit-headquartered businesses as well.”

Parvin credits the pivotal role that business people have played in Detroit’s revitalization, like Mike and Marion Ilitch, owners of Little Caesars Arena, and Dan Gilbert of Bedrock Development, who has invested \$5.6 billion in nearly 100 properties downtown.

Parvin is enthusiastic about the opportunities that lie ahead as CASS continues to play a part in rebuilding the city he loves.



Overview of the 14-house mid-town development.



INDUSTRIAL

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- 6,000 feet of 12-inch and smaller heated water piping.
- Custom fabricated structural steel platforms for new boilers.
- Structural steel for roof mounted makeup air units.

In addition, the air handling units in the administration areas were replaced with new Temtrol custom air handling units, which provided both cooling and heating to the facility.

“All of this work had to be performed with no disruptions, as Building 3001 had to remain a fully operational aircraft maintenance depot,” Clark explained. The two-year mechanical portion of the contract is mostly done, he said, and will be complete this summer.

To minimize disruptions and save money, Matherly scheduled rooftop placement for the giant air handlers to be installed all on the same day, on Memorial Day 2018. It was quite an undertaking.

“A conventional crane could not be used because of the long distance of the lifts (from the staging area to the rooftop) and the short time frame,” Clark said. “Therefore, a Sikorsky S-58t heavy lift helicopter from Aircrane Inc. was utilized

to perform all of the roof lifts.”

Building 3001 has personal significance for Clark, who is an Air Force veteran and former SMACNA Board member. Like the famous World War II icon Rosie the Riveter, Clark’s mother riveted sheet metal on Douglas C47 airplanes in the very same building in the early 1940s. It’s an interesting coincidence that Clark and his team are working in the exact same building, installing vast amounts of HVAC ductwork and sheet metal.

“It’s kind of neat to work in a building that old, which is still so viable and vital,” he said.

Clark is captivated by the post-World War II history of Building 3001. An incredible variety of military aircraft have seen the inside of Building 3001, including B1 Bombers and the Enola Gay B-29 Superfortress, just to name a couple.

“It’s one heck of a maintenance facility,” Clark added, “I love working at this job site. I’ve always liked airplanes.”

For Clark and other airplane enthusiasts, Matherly’s headquarters is in a prime location. It lies right along the flight path for aircraft taking off and landing at Tinker AFB, just a mile from the base. So, if Matherly’s employees ever need a reminder of the important work they are doing at Tinker AFB, they just need to look up.



Sikorsky S-58T heavy lift helicopter setting Matherly’s AHU on rooftop.

SMACNA Members Reach Out to Recruit Talent into Industry

continued from page 3

"Anytime there's an opportunity to go into a kid's mind at the junior high level, and if it's a career day, we take advantage of that," she said. "The options are so broad in what we can do, ranging from working in a shop and in the field, to building and installing ductwork, architectural metal, hand railings and even laser artwork. The prospects are endless yet they don't even know what the sheet metal trade is 90 percent of the time," Duncan added.

Taking a Step Up

And in Colorado, the state's SMACNA chapter is actively involved in the Skilled Trades Education Program (STEP). The state-funded initiative seeks to attract students to union jobs in the building trades through pre-apprenticeship education. Nathan Cooper, SMACNA Colorado's executive director, said the program works with recruiters to expose people to the construction industry and gives them a chance to learn about trades such as plumbing, electrical work and HVAC.

"One of our instructors led the sheet metal part of the program — a couple of nights' overview of what a sheet metal worker does, what kind of tools we use, and what kind of equipment is used on the job," he said. "We took them out and walked them through a basic shop project so they had something they could take home."



An ITI apprentice welding.

As part of their duties, the instructors are looking for people who show a particular interest in sheet metal. Cooper said 283 people enrolled and 190 finished the program.

All of it is aimed at boosting the visibility of an under-the-radar industry, said General Sheet Metal's Carol Duncan.

"It's trying to educate people about the trades," she said.



Thomas Edison High School of Technology Principal Shawn Krasa (left) and SMACNA Mid-Atlantic's Marketing and Communications Manager Kyle Tibbs.

Mid-Atlantic, Milwaukee Chapters Encourage Students to "Choose Bigger"

Several SMACNA chapters are working with high schools and partnering with union locals to attract high-caliber high school and community college students into the sheet metal industry.

SMACNA Mid-Atlantic has been reaching out to recruit students at high schools like the Edison School of Technology in Montgomery County, Maryland, the Phelps School in Washington, D.C., and many others. The chapter has also set up internship programs and tours with area SMACNA sheet metal firms like Southland Industries, Stromberg Metals, ADJ Sheet Metal, and W.E. Bowers to give students a feel for the industry.

"Students see first-hand what work looks like and meet company owners and top management people who have started as apprentices and worked their way up the ladder. It also shows them that they have unlimited potential. They have an opportunity to achieve the

American dream and reach for the stars," said Bernie Brill, chapter executive of SMACNA Mid-Atlantic.

The Mid-Atlantic chapter recently received a \$25,000 grant from Maryland's Labor Department to establish an 8 to 12 week program for 20 upcoming high school graduates preparing to enter the SMART Local 100 Apprenticeship Program.

Both the SMACNA Mid-Atlantic and SMACCA Milwaukee chapters have fortified their youth recruitment initiatives by launching "Choose Bigger" campaigns. Partnering with the local unions, the program promotes opportunities in sheet metal careers through videos, social media and testimonials aimed at students, parents and school counselors.

"The Choose Bigger campaign goes hand-in-hand with our other initiatives," said Dajan (Diane) Bohacek, associate director of SMACCA Milwaukee.

Bohacek began SMACCA Milwaukee's Youth

Apprenticeship Program two years ago with five high school students. This year, it expanded to 50 students from 10 high schools to interview for internships for the 2019-2020 school year. The program is part of Wisconsin's School to Work initiative. This year, the program has grown to other trades: sheet metal, electrical, plumbing and fitters.

The students will become part-time interns with five SMACNA contractors during the summer and school year. They will receive credit for the internships and at the same time, study required construction-related courses in school, like a co-op program. "The school provides the curriculum and we provide the hands-on training," Bohacek said.

Just this week, students took part in 15-minute interviews with potential employers. "The students and parents are excited about the opportunities," Bohacek said. "It's no longer seen as an alternative to college, but rather a parallel path."

LEADERSHIP



Developing Leaders One at a Time

Every owner knows the frustration of pouring time and money into training and development, then wondering if it's making a real difference. Whether its skill training for craft labor, continuing education in the business office, or executive development, measuring specific improvements in knowledge, attitude and most importantly, performance, can be tricky. The reasons why are many.

In the space of this column let's talk about some common traits of leaders and organizations who always seem to get the best results.

Be Intentional

By that I mean senior leaders must have a clear focus, a firm commitment, and a specific plan for making sure the right people are given the right developmental opportunities consistently at the right time. That's in contrast to the more occasional, opportunistic, contextual approach to development, like this...

"Hey boss, I just heard about this class. Mind if I go?"

How much is it?"

"\$500. I'll come in Saturday and make up the time."

"Sure, go ahead."

Opportunities for personal and professional growth are one of primary ways to improve employee retention. And yet too often we are afraid to invest in our people because they might leave. And they might. But the alternative is that we don't invest — and they stay! Over time, we then slowly but surely lose the battle for talent.

A good place to start is to identify the skills and competencies needed for each strategic position. Clarify what you want them to know, do and be. You can then make informed decisions about where to invest your training and development dollars for the biggest bang.

Be Purposeful

Purposeful leader development defines the type of leaders you need based on achieving your vision or purpose.

Developing others without a purpose is like driving somewhere you've never been without a map. But once you know where you are and where you want to go, it is easy to find the right map to get there.

It's not uncommon that, as a company grows, moves into new markets, or grows more complex, it will need a different type of leader than what worked well in the past. Knowing that and being able to hire and develop with a specific type of leader in mind are real momentum builders.

By that I mean your training and development focus is:

- Based to strategic objectives
- Tied to specific organizational results
- Accountability based — part of a reward/feedback system

Be Personal

Much of our industry training methodology follows almost an assembly line approach to turning out trained professionals. While that's an efficient model, it will likely become less and less effective over the course of an individual's career. Our philosophy is that great leaders aren't mass produced — they are hand-crafted one at a time. When we consider the unique characteristics of each person we are developing, success goes up exponentially. Being personal means:

- Being focused on specific developmental issues (giving feedback, delegation and conflict resolution as examples)
- Being focused on the individual's personality, abilities and desires
- Building in accountability through mentoring relationships

Your commitment to the career growth of your workforce will result in significantly higher levels of engagement and motivation. That's why training and development is more than a good idea. It's an essential focus for organizations who plan to endure.

Ron Magnus, managing director of FMI's Center for Strategic Leadership with Ed Rowell, CSL consultant

SAFETY

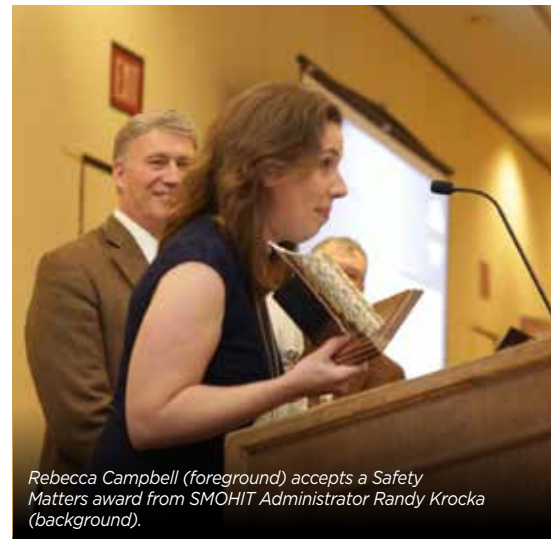
SMACNA and SMOHIT Sponsor Successful Safety Conference

A unique conference format and an exceptional award winner highlighted the 2019 SMOHIT Safety Champions Conference. Seven SMACNA members were also recognized as Safety Matters Award winners during the conference in Tempe, Arizona in late February.

During keynote sessions and roundtable discussions, participants learned about current safety issues, building a company safety culture, the aging workforce, safety training best practices, misuse of drugs and alcohol, and new technologies in safety.

The Safety Matters awards recognized both individuals and contractors, including these SMACNA members:

- **John Santivasci Jr.**, CMC Sheet Metal, Capital Heights, Maryland
- **Rebecca Campbell**, Pan-Pacific Mechanical, Menlo Park, California
- **Jamie Devan**, Southland Industries, Dulles, Virginia
- **Apollo Mechanical Contractors**, Kennewick, Washington
- **Critchfield Mechanical**, San Jose, California
- **Leibold Mechanical**, Pottsville, Pennsylvania
- **PSF Mechanical**, Seattle, Washington



Rebecca Campbell (foreground) accepts a Safety Matters award from SMOHIT Administrator Randy Krocka (background).

Dan Hubbard of the Doral Corporation received an award for saving the life of his co-worker journeyman Scott Hintz when Hintz's clothing caught fire from a welding spark. Hubbard's heroics by using his own T-shirt to smother the flames saved Hintz from further injury.

The conference is sponsored by SMACNA and SMOHIT. The Safety Matters Awards are presented to both individuals and contractors for outstanding contributions to safety and health.

Members interested in attending the 2020 SMOHIT Safety Champions conference should contact SMACNA's Director of Market Sectors and Safety Mike McCullion, mmccullion@smacna.org, or visit the SMOHIT website www.smohit.org.

SMACNA Helps Negotiation Committees Prepare for 2019 Bargaining Season

For Deborah Wyandt, Esq., SMACNA's executive director of labor relations and human resources, the signs of spring mean that the spring and summer contract bargaining season is getting underway.

The warmer and longer days of March are marked with swells in the number of calls that SMACNA's Labor Relations staff fields from chapters and members who work to negotiate multiemployer labor agreements with one or more of the 100 or so SMART union locals across North America.

"We typically respond to an average of 300 labor relations inquiries per month from SMACNA chapter executives and members on issues involving collective bargaining, arbitration, benefit funds, etcetera," Wyandt said. "But during the bargaining season, those numbers ramp up to 350 calls per month."

Wyandt and her staff offer advice to members who work on local negotiation committees about the topics they are likely to encounter at the bargaining table, what's legal and what's not during bargaining and what other bargaining teams across the continent are seeing as trends and contract sticking points.

"Just about all of our contracts expire between March and July in any given year," she said.

On average, nearly 30 percent of contracts between SMART locals and SMACNA chapters expire annually.

Everything is Local

Unlike some union contracts, agreements in the sheet metal industry

are negotiated between local SMACNA chapters and SMART local unions. There is an industry Standard Form of Union Agreement (SFUA) negotiated by SMACNA National and SMART that provides recommended contract language for local agreements. It is up to the local bargaining parties, however, to negotiate over the SFUA language and the economic conditions that fit their local market conditions.

Because issues such as wages and market trends vary so greatly, local negotiations are key, Wyandt said.

The length of contracts varies as well. "You could have a one-year agreement or you can have a six-year agreement," she said.

"Occasionally, SMACNA chapters and SMART locals have signed 10-year contracts, but those are rare."

Jason Watson, SMACNA's director of labor relations, agreed. "During the economic downturn of the late 2000s and early 2010s, SMACNA saw a lot of shorter term agreements."

"When work is at its busiest, people are more comfortable negotiating for a longer term," Wyandt added.

"Typically, the most common sheet metal agreement is for three years in length. In fact, 51 percent of industry agreements are for three years," Watson said.

For those contracts that are up this year, Wyandt said she expects wage and benefit issues to remain at the forefront. "Language changes haven't been prevalent in the past few years. Strikes, likewise, are

not prevalent in the industry. Two strikes occurred in 2018."

"I have seen very little new language entering into collective bargaining agreements," she said.

"An exception is that one local in the southern U.S. last year tied future wage increases to the completion of eight hours of industry-related training," Watson said.

Trend is Small

Since all SMACNA-SMART contracts are negotiated locally, it's difficult to say what changes they'll contain. But according to officials with the Construction Labor Research Council (CLRC), any increases in wages and benefits are likely to remain smaller than wage increases prior to the Great Recession of 2008. The council's figures come from its "Union Construction Labor Cost Trends and Outlook 2018" report, which looked at the construction industry overall including the 18 different trades and nine regions.

"The plurality of 2018 increases in the construction industry as a whole (for all trades, including sheet metal) were in the 2.6 to 3.0 percent range," said Carey Peters, the CLRC's executive director. "For regions in 2018, the largest average construction percent increase by far was in the Northwest region and the smallest was in the Mountain Northern Plains. Three regions had averages greater than the average for the U.S. — the Northwest, the Southwest Pacific and the South Central regions," he noted.

Looking to the future, "for 2019 the CLRC expects

to see more of the same — small but steady increases, with some over the 3.0 percent threshold," Casey added.

"SMACNA's own figures for 2018 show similar numbers, with the average contract package increase at 2.9 percent. As in recent years, most of the negotiated increases are being used to shore up benefit obligations," Watson said.

Disagreements Happen

While SMACNA and SMART have had a good relationship for more than 30 years, there are times when the local SMACNA chapters and union cannot agree. That's when the members of the National Joint Adjustment Board (NJAB) try to help. Made up of SMACNA and SMART representatives, the board tries to head off strikes, lockouts and other labor disruptions.

Wyandt said that SMACNA and SMART have serious concerns regarding the impact of strikes on the industry and its customers, not to mention the long-lasting negative image it conveys. It is always advisable for the local parties to settle their contract terms locally, but the NJAB provides an important additional step to prevent work stoppages when local negotiations do not result in a new collective bargaining agreement (CBA).

Kevin Yearout, president of Yearout Mechanical Inc. in Albuquerque, New Mexico, has served as a management representative on the NJAB for 21 years. He said between 12 and 20 cases come before the board annually. All cases are handled

in person. Typical issues include wages and benefits, worker classifications and apprentice ratios.

Yearout said he's proud of the work the board does. "It isn't always pretty, and it isn't always comfortable, but I believe it is effective and ultimately beneficial," he said. "I am positive that we have helped avoid many strikes over the course of my time being on the board."

He also added that his two decades on the board have taught him that many contractors need to do a better job preparing for contract negotiations. The union is always well-prepared; SMACNA members need to be as well.

"We all have businesses to run and preparing for contract negotiations gets pushed to the back burner," Yearout said. "But I can safely say that I have never had a contractor group come to the meeting and say they wish they hadn't spent so much time preparing for negotiations. 'Most always wish they had more data and information to support their positions.'"

Rarely, despite the board's best efforts, the NJAB can deadlock and work stoppages can happen. "SMACNA and SMART work hard to prevent that from occurring," Wyandt said. "They can have a devastating impact on customers' projects and the labor-management relationship. People have very, very long memories."

Spring is coming and Wyandt and the Labor Relations staff are ready to answer questions, offer advice, and help members plan for the busy negotiation season ahead.

LABOR RELATIONS

SMACNA Offers Essential Bargaining Resources

Labor negotiations are not for the faint of heart. While labor and management share many common interests, at times, negotiations may bring out the differences and become protracted and acrimonious. The very nature of negotiations implies “give and take” by both parties.

Neither party ends up obtaining every item on their respective members’ wish list. Members representing their chapters in negotiations for a new collective bargaining agreement are clearly in one of the toughest and most important volunteer positions for contractors.

the educational presentations and handout materials are available under Presentations and Reports on SMACNA’s members-only Labor Relations web page at smac.news/2f396. When requested by local labor and management parties, SMACNA and SMART will consider jointly conducting a **Mutual Gains Bargaining Workshop** designed to improve contract bargaining, grievance negotiations and labor-management communication. Used correctly, this type of bargaining can be highly effective in addressing problems in an area and



Michael McNally of Felhaber Larson speaks at the CBO.

someone locally to bring their entire management negotiating team up to speed? Jason Watson, director of labor relations, may be able to visit the chapter to discuss current bargaining trends and SMACNA resources.

Researching and Preparing to Bargain

Members may review the Collective Bargaining section on SMACNA’s Labor Relations web page at www.smacna.org/labor/collective-bargaining-negotiations to review the economic terms and contract language in other industry collective bargaining agreements to obtain samples of favorable contract language. SMACNA’s Labor Relations website also provides statistics on local and regional sheet metal settlements along with studies by the **Construction Labor Research Council (CLRC)** that provide information on bargaining trends for all the construction trades.

If members need an indication of the amount of union and non-union sheet metal work in their local area, They can contact SMACNA’s Labor Relations

staff for employment share information. This data is tailored to the jurisdiction of the members’ bargaining agreement. These reports show the number of union versus non-union sheet metal workers employed in a member’s area, if the chapter provides SMACNA with a copy of its current collective bargaining agreement and if SMACNA National has numbers for the area. Chapter executives are provided with this information each January. Another highly recommended resource is the **Annual Labor Report**, which is a statistical analysis of responses to a survey of labor relations in local areas. The report includes man-hour projections as well as changes to the contractor base in local regions. It also focuses on grievance activity and overall labor-management relations. Electronic copies of the Annual Labor Report are available on SMACNA’s Labor Relations Presentations and Reports web page at www.smacna.org/labor.

Designed to provide chapters and contractors with timely bargaining data, the **Annual**

Bargainers Mailing

includes the latest information on health-care cost projections, sheet metal and construction industry contract settlements, and federal mediation and conciliation service assistance as well as filing requirements and the most recent wage and fringe manual. An electronic copy of this helpful resource is available on SMACNA’s Labor Relations’ Collective Bargaining web page at www.smacna.org/labor.

Help During Bargaining

If members have questions on matters that come up in their local negotiations, they can call SMACNA’s Labor Relations staff any time for advice and guidance. Staff receives 300 to 350 such inquiries each month from SMACNA members and chapters. The Labor Relations Department is available to help.

Members may also sign up for the Labor Relations Department’s **Bargainers Conference Calls**, which are held monthly March through June, to learn of the latest in industry bargaining trends. During the calls, they may also ask questions of labor relations staff and legal counsel. Participating on these calls is a great way to share real-time bargaining information with one another. Members may contact jwatson@smacna.org to participate in these calls.

Members may also subscribe to the **Bargainers’ Listserv** on SMACNA Connect at www.smacna.org/labor/bargainers-list-serve to receive timely settlements



SMACNA’s CBO is tailored for new and veteran chapter executives.

SMACNA offers a variety of services to prepare management bargainers and offers more significant resources than other union trade associations.

Before Bargaining Begins

New or future bargaining committee members should plan to attend **SMACNA’s Collective Bargaining Orientation**, now a one-day program held in a central location, covering all the basics and foundations for bargaining. The 2019 Collective Bargaining Orientation was held March 12 in Dallas, Texas.

If members are bargaining in 2019 and missed that opportunity,

reaching a settlement in a less adversarial manner. The program is most successful when labor and management parties from multiple local chapters and unions attend and participate.

Requests for this program need to be made by the local chapter in writing to SMACNA’s Director of Labor Relations Jason Watson at jwatson@smacna.org. If a member’s area has an interest in this program, remember that it should be conducted in advance of the onset of formal negotiations. The program is typically held in January or February.

What if members need



SMACNA consultant, Tom Keating speaks at the 2019 CBO.

for other chapter areas and to communicate with other chapter bargaining committee members.

Heading Towards Impasse?

The Labor Relations staff hopes not, but what if a member's negotiations are looking like they are not going to resolve locally? If the area has Article X, Section 8 interest arbitration, SMACNA's Labor Relations staff can walk the committee through the preparation and processes for National Joint Adjustment Board hearings.

There is also a valuable webinar, **Everything You Need to Know Before an NJAB Appearance**, available on SMACNA's Events and Education web page under Webinars at smacnews/3a0d0.

If a member's area does not have interest arbitration and negotiations and the member believes there is a possibility of a work stoppage at contract expiration, SMACNA's Labor Relations staff can also provide guid-

ance and support.

SMACNA is dedicated to providing solid education and support to chapter bargaining committee members. For questions on **collective bargaining programs and services**, please contact Jason Watson, SMACNA's director of labor relations, jwatson@smacna.org.

For questions on **NJAB interest arbitration or inquiries on benefit funds** contained in the bargaining agreement, contact Joye Blanscett, SMACNA's director of labor services and human resources, jblanscett@smacna.org.

SMACNA's Executive Director of Labor Relations and Human Resources, Deborah Wyandt, Esq., dwyandt@smacna.org, is also available for consultation on members' bargaining and arbitration questions.

SMACNA's Labor Relations staff is ready to help members with their questions and needs before, during, and after bargaining season.

Welcome 2019 Associate Members

PLATINUM



GOLD



SILVER

SMACNA welcomes new Silver Associate Members Autodesk of San Francisco, California; Jiangyin W.T. Thermal Insulation Material Co. Ltd. of Jiangyin, China; and Thermaduct of Perrysburg, Ohio.



MEMBERS

Welcome New SMACNA Members

Commercial Specialties Inc.	Rolling Meadows, Illinois
Nostalgic Metals	Denver, Colorado

SMACNA's Associate Member program provides an opportunity for industry suppliers to build long-lasting relationships with SMACNA members, the industry's premier contractors. To learn more about becoming an Associate Member, visit smacna.org or contact Scott Groves at smacna@naylor.com.



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SMACNA CALENDAR

APRIL 2019

April 7-10

Project Managers Institute
Raleigh, North Carolina

April 28-May 1

Supervisor Training Academy
Milwaukee, Wisconsin

MAY 2019

May 5-8

Advanced Project Managers Institute
Raleigh, North Carolina

May 7-9

2019 CEA National Issues Conference
Hyatt Regency, Washington, D.C.

May 10

Safety Surveys Due

May 19-22

Financial Boot Camp
Tempe, Arizona

JUNE 2019

June 2-4

Council of Chapter Representatives
Lake Tahoe, Nevada

June 10-11

NJAB
Cleveland, Ohio

SEPTEMBER 2019

September 9-10

NJAB
Salt Lake City, Utah

OCTOBER 2019

October 20-23

76th Annual Convention
JW Marriott, Austin, Texas

DECEMBER 2019

December 8-10

Council of Chapter Representatives
La Quinta, California

FEBRUARY 2020

February 25-26

Partners in Progress Conference
Las Vegas, Nevada

FUTURE SMACNA CONVENTIONS

September 27-30, 2020

77th Annual Convention
The Broadmoor, Colorado Springs, Colorado

October 24-27, 2021

78th SMACNA Annual Convention
Maui, Hawaii

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