

**THE SHEET METAL AND AIR CONDITIONING CONTRACTORS’  
NATIONAL ASSOCIATION, INC.  
(SMACNA)  
BOARD OF DIRECTORS MEETING  
REPORT  
July 17-18, 2023  
Nashville, Tennessee**

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**I. CALL TO ORDER:**

President Kocurek called the meeting to order at 8:00 a.m. Central Time.

**A. Welcome – President Kocurek**

President Kocurek welcomed the Board members to the meeting.

**IN ATTENDANCE:**

**Members of the Executive Committee:**

Anthony Kocurek, President, Energy Balance & Integration, LLC, Albuquerque, NM  
Carol Duncan, President-Elect, General Sheet Metal, Clackamas, OR  
Todd Hill, Vice-President, Ventcon, Allen Park, MI  
Thomas E. Martin, Secretary-Treasurer, T. H. Martin, Inc., Cleveland, OH  
Aaron Hilger, Chief Executive Officer

**Members of the Board of Directors:**

Bernie Antchak, Northwest Sheet Metal, Surrey, BC Canada  
Randy Attaway, AGC, Inc., Campbell, CA  
Todd Byxbe, Miller Engineering Co., Rockford, IL  
Matthew D. Cramer, Dee Cramer, Inc., Holly, MI  
Shasta Erickson, Miller Bonded Inc., Albuquerque, NM  
Mitch Goley, Corn States Metal Fabricators, Inc., West Des Moines, IA  
Wayne Greenwood, JEC Service Company, Inc., Waltham, MA  
Paul Heimann, Welsch Heating & Cooling Co., St. Louis, MO  
Matt Hildreth, The Waldinger Corporation, Wichita, KS  
Blair Hubber, Lancaster Group Inc., Hamilton, ON, Canada  
Roy Jensen, MechOne, Colorado Springs, CO  
Kathleen Kerber, KSM Metal Fabrication, Troy, OH  
Kenneth Kleeberg, Yankee Sheet Metal, East Hartford, CT  
Carmen Koo, Applied Air Conditioning, Inc., Fullerton, CA  
Jeff Link, Norpac Sheet Metal, Inc., Billings, MT  
Daniel Monahan, J. E. Monahan Metals, Inc., Queensbury, NY  
Matthew Sano, Fisher Balancing Co., Williamstown, NJ  
Ken Wiesbrook, Wiesbrook Sheet Metal, Inc., Plainfield, IL

**Staff:**

Joye Blanscett, Executive Director of Operations  
Susannah Forde, Executive Director of Communications & Marketing  
John Franco, Director of Meetings and Convention  
Eli P. Howard, III, Executive Director of Technical Services  
Linda M. Jennings, Executive Director of Market Sectors & Construction Technology  
Stan Kolbe, Executive Director of Government & Political Affairs  
Jason Watson, Executive Director of Labor Relations

**Legal Counsel:**

Daniel R. Kelly, SMACNA General Counsel, Felhaber Larson, Minneapolis, MN

**Guests**

Michael Coleman, General President, SMART, Washington, D.C. (attended a portion of July 18 session)

Paul F. Klaus (Chalaine), Chair, Council of Chapter Representatives, St. Louis, MO

Jeff McConnell, CFA, The Dobbs Group at Graystone Consulting, Indianapolis, IN (attended a portion of July 17 session)

Darryl Roberts, Assistant to the General President, SMART, Washington, D.C. (attended a portion of July 18 session)

**B. Expression of Appreciation**

President Kocurek thanked the following Board members for their service on the Board during their four-year terms which concluded with the July board meeting:

Ms. Erickson

Mr. Wiesbrook

Mr. Hubber

Mr. Greenwood

Mr. Attaway

**C. Call for Additional Agenda Items**

President Kocurek requested Board members identify new business items not already covered in the agenda.

**II. Consent Agenda**

**A motion was made, seconded and passed to approve the Consent Agenda as presented.**

**III. Strategic Discussion – Presentation by Jeff McConnell, CFA, The Dobbs Group at Graystone Consulting.**

Mr. McConnell, the Vice President, Director of Investments, and Chief Operating Officer of the Dobbs Group, which manages the Reserve Fund for both SMACNA and the New Horizons Foundation, provided an update regarding the performance of the SMACNA Reserve Fund and the New Horizons Reserve Fund and provided general observations regarding the state of the economy.

**IV. Operational Agenda**

**A. Financial – Secretary-Treasurer Martin/Mr. Hilger/Ms. Blanscett**

Messrs. Martin and Hilger and Ms. Blanscett provided the following financial update:

1. Year-to-Date Financial Statement
2. Year-to-Date IFUS Dues
3. 2023 Budget Adjustments

The Board considered a resolution approving mid-year budget adjustments, increasing the 2023 budget by \$201,800.

**A motion was made, seconded and passed to approve the mid-year budget adjustment as presented.**

**B. Industry Updates**

1. New Horizons Foundation – Mr. Hilger.
2. ITI/NEMI/SMOHIT Update – Mr. Cramer gave an update regarding ITI/NEMI/SMOHIT. Mr. Cramer stressed the excellence of the staff working for the Funds.

At the request of counsel for the ITI/NEMI/SMOHIT Fund, the Board considered language which would allow the co-chairs of each fund to serve as Alternate Trustees. Subject to approval of specific language by SMACNA’s counsel, the Board resolved to authorize an amendment to the trust documents to allow the co-chairs to serve as Alternate Trustees.

**A motion was made, seconded and passed to approve the language.**

3. SMACNA/NECA/MCAA – Mr. Hilger and Ms. Jennings provided the Board with a brief update regarding ongoing discussions with NECA and MCAA regarding possible collaboration on future projects.

**C. Board Liaison Reports**

Mr. Kocurek and Mr. Hilger provided updates regarding the engagement between Board members and specific Chapters. Mr. Kocurek encouraged Board members to reach out to their assigned Chapters to further engage the Chapters and their Members in SMACNA activities.

**D. June Council of Chapter Representatives Report**

Mr. Klaus provided an update regarding the June Council of Chapter Representatives meeting. Mr. Klaus listed the following presentations received by the Council:

- Regulatory Update relating to Davis-Bacon, PLAs and Independent Contractor Rule  
Grant Collins, Felhaber Larson
- Best Practices Resources for Recruiting  
Maggie Powers, SMACNA National, Assistant Director of Labor Relations
- ITI/NEMI/SMOHIT Strategic Plans Update  
Mr. Hilger, SMACNA National and Dan McCallum, International Training Institute
- ITI, NEMIC, and SMOHIT Funds and How They Can Support SMACNA Contractors  
Dan McCallum, International Training Institute
- NPF Update  
Lori Wood, National Pension Fund
- Risk Managing Your Fleet  
Becky Rauen, Federated Insurance and Mr. Collins, Felhaber Larson
- Overview of SMACNA Chapter Education Programs  
Ms. Blanscett, SMACNA National, Executive Director, Operations
- Onboarding New Board Members and Making Sure They are Engaged and Informed  
Cheryl Sprague, SMACNA Sacramento Valley and Mr. Kelly, Felhaber Larson
- Workforce Management & Workforce Planning  
Brian Calcagno and Ryan Wolkey, Procure
- Legislative Update  
Mr. Kolbe, SMACNA Capitol Hill, Executive Director, Legislative & Political Affairs
- PBGC Update  
Ms. Blanscett, SMACNA National, Executive Director, Operations
- Chapter Financials and the Importance for Your Board  
Nadine Witchel, FCPA, FCGA, Zen Zero
- Federal Contractors and the Cannabis Industry: State Marijuana Laws May Pose Security Clearance Problems for Contractors  
Mr. Collins, Felhaber Larson

Mr. Klaus also thanked the Board for approving the action item identified by the Council at its prior meeting to approve a study relating to the labor costs of installation of walls prior to the installation of HVAC systems.

**E. Leadership**

1. 2025 Board Meeting Locations.

**A motion was made, seconded and passed to approve the following Board Meeting locations:**

**2024 Sites: January – Costa Rica/July – Quebec, Canada**

**2025 Sites: January – Puerto Rico/July – Jackson Hole, WY**

2. Report of Officer Nominating Committee and Election Officers – President-Elect Duncan gave the report of the Officer Nominating Committee and advised the Board that the Committee nominated the following officers to begin terms immediately following the Annual Meeting:

Immediate Past President: Anthony Kocurek  
President: Carol Duncan  
President-Elect: Thomas E. Martin  
Secretary Treasurer: Todd Hill  
Vice-President: Scott Vidimos

**A motion was made, seconded and passed to approve the slate of officers nominated by the Officer Nominating Committee.**

**F. 2023 Annual Convention Update**

Mr. Hilger and Mr. Franco provided an Annual Convention update. The Convention is sold out. Rooms have been added at the convention site as well as off-site. In addition, staff and support personnel have been moved to off-site locations to make more rooms available for members.

Mr. Hilger reported that a clay shooting event would occur at the Convention this year.

**G. Operations, Membership & Education**

Ms. Blanscett and Mr. Hilger provided the Board with an update regarding the status of the New Orleans Chapter. Based upon that update, the Board considered the future of the Chapter as well as the individual contractors within the Chapter.

**A motion was made, seconded and passed for the Board to accept the relinquishment of the Chapter Charter by the New Orleans Chapter and approve, for direct membership, any contractor which was previously a member of the New Orleans Chapter and seeks direct membership with SMACNA.**

Ms. Blanscett then provided an update regarding the Operations, Membership and Education Department of SMACNA. Specifically, Ms. Blanscett described the Department's goals to modernize SMACNA's internal systems, including its financial management system and association management system, expand its Chapter Executive education, expand education offerings for all SMACNA Members, continue to work collaboratively with SMART on BE 4 ALL, Partners in Progress, and Emerging Leaders, and continue to strengthen the Premier Partner and Associate Member programs and relationships.

Ms. Blanscett reported that SMACNA's new financial management system went live in May 2023, on time and on budget. She also described the progress the Operations Department was making on its other technology initiatives. Ms. Blanscett asked for Board cooperation in ensuring that each Board Member updated the member profile for their respective company and ask their employees to do the same. She also requested that the Board encourage their Chapter Executive to attend educational opportunities and share with contractors why having a strong, active and educated Executive is beneficial to their local Chapter.

Ms. Blanscett also updated the Board on the BE 4 ALL program and asked for active participation in achieving its objectives.

**H. Market Sectors, Councils, Construction Technology & Safety**

Ms. Jennings informed the Board that SMACNA had hired two new employees in her department, Travis Voss, Director of Innovative Technology and Fabrication, and Sushma Dhakal as an Administrative Assistant. Ms. Jennings provided an update regarding various activities in which her department was engaged. She informed the Board that the Contractor Operations Manual Task Force would become a standing committee and would be retitled the Contractor Operations Committee. She discussed the work for the Construction Technology Committee and the upcoming MEP Innovations Conference, the FAB Form, and projects in which the Construction Technology Committee was engaged.

Ms. Jennings previewed the convention program for the Board and concluded her remarks by describing ongoing projects, including a reference manual for labor units, expanding and strengthening peer groups, and updating contracts bulletins.

**I. Technical Services**

Mr. Howard discussed in detail the work being performed in the following five primary areas of his department:

1. Technical Standards, Manuals and Guidelines;
2. Technical Resource Bulletins;
3. Industry Advocacy;
4. Industry Education; and
5. SMACNA Testing and Research Institute.

He provided an update regarding the status of a number of manuals, standards and guides on which his department was working. Mr. Howard also discussed the work being performed by Task Forces devoted to specific industry areas.

With respect to industry advocacy, Mr. Howard described his efforts to table Ashrae's SSPC 90.1 Duct Leakage Proposal. He also provided a summary of other industry advocacy and education efforts in which his department engaged.

Mr. Howard described the industry education efforts in which he and the members of his department will be engaged in the second half of 2023, which included a number of on-sight education events located in multiple Chapters.

Finally, Mr. Howard described ongoing work by the SMACNA Testing and Research Institute.

**J. Communications and Marketing**

Susannah Forde, the new Executive Director of Communications and Marketing for SMACNA, introduced herself to the Board. She provided a description of her industry background. Ms. Forde described her priorities for 2023-2024, which include improved communications throughout the organization and, specifically, with the Executive Directors of SMACNA's internal departments; strategic marketing planning for all programs/events; standards promotion; educational program support; streamlining external communications; launching a new website; stronger engagement with Premier and Associate Members; and use of internally produced videos.

**K. Labor Relations**

Mr. Watson provided an update regarding the work in which SMACNA's Labor Department was engaged. He provided a SMACNA update describing SMACNA's work on regulatory issues of mutual interest to SMACNA and SMART, his participation in the White House Heat Pump Task Force, the White House Workforce Task Force, the Better Air and Buildings and Rewiring America groups. Mr. Watson described SMACNA's ongoing support for the nomination of Jessica Looman to serve as Administrator of the wage and hour division of the Department of Labor and provided a status update regarding the nomination of Deputy Labor Secretary Julie Su to head the Department of Labor. Mr. Watson discussed ongoing projects, including development of a cannabis white paper addressing the SF-86 Form and the creation of a state marijuana database of regulations and laws.

Mr. Watson provided an update regarding staffing changes including the addition of Julie Marnell, a Manger in the Labor Relations Department, who returned to SMACNA. One of Ms. Marnell's first tasks after her return to SMACNA was to finalize the history of the Standard Form Union Agreement.

Mr. Watson also provided a SMART update describing various personnel changes within SMART. Mr. Watson provided a status update regarding the 2023 negotiations. He also provided an update regarding National Pension Fund contribution rates. Mr. Watson concluded his comments by describing the upcoming Labor Relations programs.

**L. Government Relations**

Mr. Kolbe gave a brief update regarding government relations. Mr. Kolbe provided a Governmental and Political Affairs Report covering both United States and Canadian affairs. Mr. Kolbe discussed the status of the Davis-Bacon regulations, the Project Labor Agreement regulations, independent contractor updates, registered apprenticeship updates, and prevailing wage treasury guidance. He also described his focus on the following key issues:

1. Chips 1.0;
2. Chips 2.0;
3. Infrastructure building provisions; and
4. Building efficiency and tax incentives regulations.

Mr. Kolbe also discussed the status of the SMAC PAC and the Congressional Insiders Club. Relatedly, Mr. Kolbe described SMACNA's efforts to obtain prior approvals to allow SMACNA to keep members informed regarding governmental affairs. Mr. Kolbe concluded his comments by describing the numerous ways in which SMACNA has engaged with members of congress, the White House, and various federal agencies.

**V. SMART General President – Michael Coleman, General President, SMART, Washington, D.C. and Darryl Roberts, Assistant to the General President, SMART, Washington, D.C.**

Mr. Martin introduced Mr. Coleman and Mr. Roberts. Mr. Coleman, who became General President of SMART effective June 1, 2023, introduced himself and discussed his background with the Board. Mr. Coleman provided an update regarding the state of the industry and discussed initiatives on which SMART and SMACNA are working jointly, including the Mega Project Task Force and BE 4 ALL. Mr. Coleman also discussed workforce issues and encouraged contractors to contact SMART as early as possible with respect to workforce shortages or large or Mega Projects. Mr. Coleman also discussed the National Pension Fund's recent decision to allow retired workers to return to work in areas specifically approved by the NPF trustees as areas with a workforce shortages impacted by one or more Mega Projects. With the assistance of Mr. Roberts, Mr. Coleman responded to questions from the Board.

**VI. Open Discussion**

The Board held a general discussion relating to the positive industry outlook and overall position of the industry within the economy.

**VII. There being no further business, the meeting moved into Executive Session with the CEO and Board only.**

**A motion was made, seconded and passed to adjourn the Board Meeting.**

**THE SHEET METAL & AIR CONDITIONING CONTRACTORS’  
NATIONAL ASSOCIATION, INC. (SMACNA)  
BOARD OF DIRECTORS MEETING REPORT  
January 16, 2023  
Grand Cayman, Cayman Islands**

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**I. CALL TO ORDER:**

President Kocurek called the meeting to order at 8:00 a.m. Eastern Time.

**A. Welcome – President Kocurek**

President Kocurek welcomed the Board members to the meeting.

**IN ATTENDANCE:**

**Members of the Executive Committee:**

Anthony Kocurek, President, Energy Balance & Integration, LLC, Albuquerque, NM

Carol Duncan, President-Elect, General Sheet Metal, Clackamas, OR

Todd Hill, Vice-President, Ventcon, Allen Park, MI

Thomas E. Martin, Secretary-Treasurer, T. H. Martin, Inc., Cleveland, OH

**Members of the Board of Directors:**

Bernie Antchak, Northwest Sheet Metal, Surrey, BC Canada

Todd Byxbe, Miller Engineering Co., Rockford, IL

Matthew D. Cramer, Dee Cramer, Inc., Holly, MI

Shasta Erickson, Miller Bonded Inc., Albuquerque, NM

Mitch Golay, Corn States Metal Fabricators, Inc., West Des Moines, IA

Wayne Greenwood, JEC Service Company, Inc., Waltham, MA

Paul Heimann, Welsch Heating & Cooling Co., St. Louis, MO

Matt Hildreth, The Waldinger Corporation, Wichita, KS

Blair Hubber, Lancaster Group Inc., Hamilton, ON, Canada

Roy Jensen, MechOne, Colorado Springs, CO

Kathleen Kerber, KSM Metal Fabrication, Troy, OH

Kenneth Kleeberg, Yankee Sheet Metal, East Hartford, CT

Carmen Koo, Applied Air Conditioning, Inc., Fullerton, CA

Jeff Link, NorPac Sheet Metal, Inc., Billings, MT

Daniel Monahan, J. E. Monahan Metals, Inc., Queensbury, NY

Matthew Sano, Fisher Balancing Co., Williamstown, NJ

Ken Wiesbrook, Wiesbrook Sheet Metal, Inc., Plainfield, IL

**Staff:**

Aaron Hilger, Chief Executive Officer

Joye Blanscett, Executive Director, Operations

John Franco, Director of Meetings and Convention (for a portion of the meeting)

Jeff Henriksen, Executive Director, Communications & Marketing



## **SMACNA Board of Directors**

**January 16, 2023**

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Eli P. Howard, III, Executive Director, Technical Services  
Linda M. Jennings, CAE, Executive Director, Market Sector Councils, Safety & Construction Technology  
Stan Kolbe, Executive Director, Legislative & Political Affairs  
Jason Watson, Executive Director, Labor Relations & Human Resources

### **Legal Counsel:**

Daniel R. Kelly, Felhaber Larson, Minneapolis, MN

### **Guests:**

Anirban Basu, Chairman & CEO, Sage Policy Group Inc., Baltimore, MD  
Paul F. Klaus (Chalaine), Chair, Council of Chapter Representatives, St. Louis, MO

## **B. Call for Additional Agenda Items**

President Kocurek requested Board members identify new business items not already covered in the agenda. Mr. Greenwood expressed an interest in discussing alternative solutions for completing computer assisted design and building information modeling work, which was added toward the end of the agenda.

## **II. Consent Agenda**

### **A. Meeting reports**

1. July 2022 Board of Directors Meeting Report (Exhibit I)
2. September 2022 Executive Committee Meeting Report (Exhibit II)
3. January 2023 Executive Committee Meeting Report (Exhibit III)

### **B. Executive Staff Reports**

1. Operations, Membership & Education
2. Labor Relations
3. Market Sector Councils, Safety & Construction Technology
4. Technical Services
5. Communications & Marketing
6. Government Relations

**A motion was made, seconded and passed to approve the Consent Agenda as presented.**

- ## **III. Strategic Discussion**
- Presentation by Anirban Basu. Anirban Basu, Chairman and CEO of Sage Policy Group Inc., provided an overview of the economy and factors impacting growth. Mr. Basu also provided a forecast of the year to come, highlighting potential risks.

**IV. Operational Agenda**

**A. Policy Review – Mr. Kelly**

Mr. Kelly reviewed and discussed SMACNA’s Anti-Trust, Conflict of Interest (and required disclosures) and Whistleblower policies. Mr. Kelly requested that all attendees complete a conflict of interest disclosure form.

**B. Responsibilities of Directors – Mr. Kelly**

Mr. Kelly reviewed and discussed the fiduciary responsibilities of SMACNA Board members from both a legal and practical perspective.

**C. Financial Report**

Secretary-Treasurer Martin, Mr. Hilger and Ms. Blanscett led a review of the draft year-end financial statements, the performance of the investment portfolio, and the proposed 2023 budget. In particular, the Board received information regarding proposed new projects for 2023, which included the following:

1. Indoor Air Quality Industry Awareness Campaign;
2. Additional training offerings;
3. Implementation of association management software and related components;
4. The addition of new Market Sector Councils; and
5. The addition of new Technical Services Task Forces.

Action on the 2023 proposed budget was deferred until the end of the meeting.

**D. Industry Updates**

**1. New Horizons Foundation**

Mr. Hilger provided an update on the New Horizon Foundation’s activities and projects.

**2. ITI/NEMI/SMOHIT**

Mr. Howard and Mr. Cramer updated the Board on the activities of the joint trust funds noting that:

- Randy Novak will be stepping down as the Chair of ITI and Mr. Cramer will assume that role.
- Based upon a recommendation from trust counsel, the trustees agreed to dissolve NEMI and consolidate all of the activities of NEMI and NEMIC into NEMIC.

**3. National Pension Fund**

Mr. Hilger provided an update relating to the National Pension Fund, which remains in the green zone.

**E. Operations, Membership & Education**

Ms. Blanscett provided an update regarding operations, membership and education. Ms. Blanscett informed the Executive Committee that three Premier Partners have renewed their Premier Partnership Agreements. SMACNA also added four Associate Members to its Associate Membership ranks. Ms. Blanscett also provided an update regarding the SMART/SMACNA B 4 All effort.

**F. Labor Relations**

Mr. Watson provided an update regarding the work performed by the Labor Relations Department. Highlights included:

- A description of the work performed by the Labor Relations Department in conjunction with the Legislative Department submitting written comments in response to proposed Executive Orders, rules and regulations;
- Participation on multiple White House Task Forces; and
- Coordinating a joint interview with SMACNA President Tony Kocurek and SMART General President Joseph Sellers.

Mr. Watson also gave an update regarding SMART, which included a discussion of joint comments submitted by SMART and SMACNA to various proposed Executive Orders, rules and regulations. Mr. Watson provided an update regarding staffing changes at SMART.

In addition, Mr. Watson reported that SMACNA's Labor Department hired two new employees to assist in its efforts.

Finally, Mr. Watson provided an update regarding bargaining and outlined the upcoming labor relations programs.

**G. Market Sectors, Safety & Construction Technology**

Ms. Jennings, newly appointed to the position of Executive Director of Market Sector Councils, Safety and Construction Technology, introduced herself to the Board and described her extensive background in the sheet metal industry which included, most recently, serving as the Chapter Executive for the San Diego SMACNA Chapter. The Board enthusiastically welcomed Ms. Jennings to the SMACNA staff.

**H. Officer & Board Liaison Chapter Reports**

Mr. Kocurek and various Board members provided updates regarding their interactions with SMACNA Chapters as part of the Officer and Board Liaison Program.

**I. SMACNA Annual Convention**

Mr. Hilger provided an overview regarding the results of the 2022 SMACNA Annual Convention. The Board then discussed the proposed increase in Convention registration fees.

**J. December 2022 Council of Chapter Representatives Report**

Mr. Klaus provided a detailed overview of the December 2022 Council of Chapter Representatives meeting which included a description of various speakers, as well as providing the Board with recommendations relating to the following two initiatives discussed by the Council:

- Consistent dues increase beginning in 2026; and
- A review and update of the Labor Units Manual to address costs when resequencing is required due to walls being completed before installation of interior duct work. Mr. Hilger noted that an update to the Labor Units Manual was included in the proposed 2023 budget.

**A motion was made, seconded and passed to approve a 1¢ per hour increase in dues every three years beginning in 2026.**

**K. Technical Services**

Mr. Howard provided the Board with an update regarding the work performed by the Technical Services and Research Departments. Specifically, he discussed updates to technical manual standards and guidelines, new projects, including Wall Panel Systems Task Force and the Accepted Industry Practice Industrial Duct Construction Task Force. Mr. Howard also discussed the extensive work his team performs in the Industry Advocacy arena, including its service on various technical and standards committees through numerous organizations. Mr. Howard reviewed the upcoming in-person Industry Education Programs planned for 2023, and reminded the Board that SMACNA's technical team is approved as AIA approved providers, ICC preferred providers, and also holds credentials to provide contractor licensing education in various states. Finally, Mr. Howard described the work being performed by SMACNA's Testing and Research Institute and its new website which was designed in collaboration with SMACNA's Communications & Marketing team.

**L. Communication & Marketing**

Mr. Henriksen provided a report on his department, focusing on SMACNA's Indoor Air Quality Campaign (WeareWhatweBreathe.Com) intended to heighten awareness regarding indoor air quality. He also gave a description of the WeareWhatweBreathe.Com website. Mr. Henriksen also provided an update regarding SMACNA's Industry Awareness Campaign (igniteyourcareer.com), and SMACNA Speakers Bureau.

**M. Government Relations**

Mr. Kolbe provided a review of the significant achievements garnered by SMACNA's legislative team in 2022, and discussed additional legislative opportunities in 2023. In 2022, SMACNA's legislative achievements included the CHIPS and Science Act and the Infrastructure Building Provisions. The legislative team also continues to work to finalize building efficiency tax incentives, the executive order relating to Project Labor Agreements, 179d Reform, and the expansion of the Davis-Bacon Act. In 2023, SMACNA's legislative team will continue to pursue legislative and regulatory efforts which support the industry.

Mr. Kolbe updated the Board regarding SMAC PAC and its ongoing Prior Approval (PA) Campaign. Mr. Kolbe provided the Board with a detailed list regarding all of the interaction between legislators and SMACNA contractors and representatives.

**N. 2023 Strategic Planning Report**

Mr. Hilger provided the Board with an overview regarding SMACNA's 2023 strategic planning effort. He outlined and discussed the strategic plans following four primary objectives:

OBJECTIVE #1: Develop a new labor paradigm.

OBJECTIVE #2: Expand Education & Improve Educational Content Delivery through SMACNA's Website

OBJECTIVE #3: Increase Member Engagement

OBJECTIVE #4: Build Stronger Chapter Executives & Chapters

**O. Appointment of Legal Counsel**

President Kocurek referred to the memo from Dan Kelly outlining the service provided to SMACNA by Felhaber Larson in 2022.

**A motion was made, seconded and passed to retain Felhaber Larsen as SMACNA legal counsel for 2023.**

**P. Appointment of Officer Nominating Committee**

**A motion was made, seconded and passed that the Officer Nominating Committee shall consist of the following members: Carol Duncan (Chair), Todd Hill, Todd Byxbe, Shasta Erickson and Dan Monahan.**

**Q. Finalize 2023 SMACNA Budget**

**A motion was made, seconded and passed to approve the operating budget and new projects as proposed.**

**IV. Open Discussion**

The Board discussed various issues surrounding the performance of computer assisted design and building information modeling work in the industry and various alternatives to performing the work in light of ongoing labor shortages.

- V.** There being no further business, the meeting moved into Executive Session with the CEO and Board only.

**A motion was made, seconded and passed to adjourn the Board Meeting**

**THE SHEET METAL AND AIR CONDITIONING CONTRACTORS’  
NATIONAL ASSOCIATION, INC.  
(SMACNA)  
EXECUTIVE COMMITTEE MEETING  
July 15, 2023  
Nashville, TN**

**I. CALL TO ORDER**

A meeting of the SMACNA Executive Committee was held on July 15, 2023 at the Omni Hotel in Nashville, Tennessee. President Kocurek called the meeting to order at 8:00 a.m., Central Time.

**ATTENDEES:**

**Members of the Executive Committee:**

Anthony Kocurek – President  
Carol Duncan – President-Elect  
Todd Hill - Vice-President  
Tom Martin – Secretary-Treasurer  
Aaron Hilger – Chief Executive Officer

**Staff:**

Joye Blanscett, Executive Director of Operations  
Susannah Forde, Executive Director of Communications & Marketing  
John Franco, Director of Meetings and Convention  
Eli P. Howard, III, Executive Director of Technical Services  
Linda M. Jennings, Executive Director of Market Sectors and Construction Technology  
Stan Kolbe, Executive Director of Government & Political Affairs  
Jason Watson, Executive Director of Labor Relations

**Legal Counsel:**

Daniel R. Kelly, Felhaber Larson – SMACNA General Counsel

**II. OVERVIEW OF BOARD AGENDA DISCUSSION ITEMS**

A. Financial. Mr. Hilger, Ms. Blanscett and Secretary-Treasurer Martin provided the Executive Committee with a financial report for SMACNA. Mr. Hilger reported that SMACNA is ahead of budget. Ms. Blanscett also reviewed the 2023 proposed mid-year expense budget adjustments. Mr. Howard explained the mid-year budget adjustment sought by the Technical Department. The Executive Committee agreed to recommend to the Board of Directors approval of budget adjustments totaling \$201,800.

Ms. Blanscett also provided the Executive Committee with an update regarding the implementation of SMACNA’s new financial management system. She reported that the implementation occurred both on time and on budget. She indicated that her

team, including an outside chief financial officer consultant, will continue to refine the financial management system.

B. 2025 Board Meeting Sites. The Executive Committee discussed the following Board meeting sites for 2024 and 2025:

1. 2024 Sites: January – Costa Rica/July – Quebec, Canada
2. 2025 Sites: January – Puerto Rico/July – Jackson Hole, WY

C. Annual Convention Update. Mr. Hilger and Mr. Franco provided an Annual Convention update. The Convention is sold out. Rooms have been added at the convention site as well as off-site. In addition, staff and support personnel have been moved to off-site locations to make more rooms available for members. The Executive Committee also held a discussion of possible future Convention locations and growth and profitability of the Convention. The Executive Committee discussed possible revenue sources, including additional sponsorship of Convention activities.

Mr. Hilger reported that a clay shooting event would occur at the Convention this year. The Executive Committee also discussed other alternative group activities at future conventions.

### III. OPERATIONAL UPDATES

A. Operations, Membership & Education. Ms. Blanscett provided an update regarding operations, membership and education.

B. Market Sector Councils, Safety & Construction Technology. Ms. Jennings provided an update regarding staff additions to her department – Sushma Dhakal and Travis Voss and provided a description of the work being performed by Ms. Dhakal and Mr. Voss. Ms. Jennings also reported that she has identified and engaged speakers and panels for all 25 sessions for the upcoming Annual Convention and that session planning is nearly complete.

In addition, Ms. Jennings described the committee meetings that have occurred during the past six months which have included in-person reports from the Executive, Legislative, Labor and Technical Departments of SMACNA. The in-person reports have been extremely well received by committee members.

Ms. Jennings then discussed in more detail the work being conducted by the market sector councils, task forces and committees.

The Executive Committee discussed discontinuing the activity of the PPCC, a committee which previously served as a liaison between multiple committees and the Board of Directors. The Executive Committee determined that the PPCC was no longer necessary. In addition, the Executive Committee agreed to change the

Contractors Operations Manual Task Force into a standing committee, the Contractors Operations Committee.

The Executive Committee also discussed updating outdated contracts bulletins and drafting new contracts bulletins as suggested by committees.

- C. Technical Services. Mr. Howard provided the Executive Committee with an update regarding SMACNA's Technical Services Department, and new products coming online prior to the 2023 SMACNA Convention, which included the new revised HVAC Duct Systems Design Manual, Testing-Adjusting & Balancing Manual and the new Duct-U-Lator App.
- D. Communications and Marketing. Ms. Forde introduced herself to the Executive Committee and summarized the steps she has taken to learn the position during her first eight weeks with SMACNA. Ms. Forde identified the priorities she has set for the next six months, which include streamlining SMACNA's digital communications, increasing thought leadership efforts, engaging more actively with SMART's communications teams, developing a BE4ALL strategic marketing plan, and developing a targeted public relations and media outreach strategy. Ms. Forde also identified long-term projects including website redesign and increased premier and associate partner support.
- E. Labor Relations. Mr. Watson provided updates regarding SMACNA, SMART, 2023 bargaining, joint workforce development issues and the National Pension Fund. The department's top priorities this year have been to provide members and chapters with timely guidance, legal, and practical advice on all issues related to the bargaining season while also closely monitoring regulatory issues that impact SMACNA members. Additionally, the department is working behind the scenes to leverage SMACNA's working relationship with SMART to secure positive outcomes for members and move forward initiatives that are in the best interest of our contractors.
- F. Government Relations. Mr. Kolbe gave a brief update regarding government relations.

#### **IV. INDUSTRY UPDATES**

- A. New Horizons Foundation. Mr. Hilger gave an update regarding New Horizons projects.
- B. ITI/NEMI/SMOHIT. Mr. Hilger, Mr. Howard, and Ms. Jennings provided updates regarding ITI/NEMI/SMOHIT.
- C. SMACNA, NECA, MCAA. Mr. Hilger and Ms. Jennings provided an update regarding ongoing joint projects with SMACNA, NECA and MCAA.



## **V. ADJOURNMENT**

Following the conclusion of the primary agenda, The Executive Committee met in executive session with Mr. Hilger and Mr. Kelly. The meeting adjourned at approximately 1:45 p.m.