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SMACNA 2019: GETTING DOWN TO BUSINESS IN AUSTIN

Austin, Texas, the host city for SMACNA's 2019 annual convention, has a reputation for being a little, well, different.

Besides being Texas' capital city, it's known for being proudly out of step with the rest of the Lone Star State. Many residents, both longtime and newcomers, like its famously laid-back, progressive culture.

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Milestones

The term “milestone” dates back to the Roman Empire where stones were literally placed by the side of the road and used to measure the distance travelled while on a journey. The term has also become synonymous with marking the passage of time.



While I have only taken my first few steps in my journey as SMACNA’s president, it started at a point in time when the industry was celebrating a major milestone of its own — SMACNA’s 75th anniversary. Austin, Texas was a great venue and the 75th Anniversary Convention was a wonderful time to start my new journey as SMACNA’s president.

The annual convention also marked another milestone of which I am fortunate to play a central role, and that is my honor to serve as the first woman president of SMACNA, and of any signatory trade association for that matter. While I know this is only one step in the right direction of diversity and inclusion in the sheet metal industry, I realize it is a significant one.

I am hopeful that my journey around the country, visiting chapters and talking at length with members presents me with the opportunity to leave lasting impressions on my fellow contractors. And the impressions I want to leave are three-fold.

One, that women — whether they are presidents or apprentices — can do just as good a job as their male counterparts given equal opportunities.

And two, I hope people see me first and foremost as a successful contractor who started as a mechanical engineer, worked hard and was promoted time and time again, and am now leading a \$100M full mechanical contracting business — all while raising a family and donating a significant amount of time to support our association in any way possible.

And last but not least, that our industry needs to adapt and react quickly to change. Changes in technology are impacting our industry today and our ability to be competitive; changes in our approach to diversity can add quality and quantity to our workforce, and raising our collective profiles and that of our industry will attract both talent and business opportunities to our trade.

I will log many milestones of my own this year and I look forward to each stop on my journey and sharing them with many of you.

Sincerely,

Angie Simon
SMACNA President



CAPITOL HILL UPDATE

The Battle for Multiemployer Pension Reform SMACNA Engaged as Serious Negotiations Begin

SMACNA alerted members and chapters on Nov. 21, about the Multiemployer Pension Recapitalization and Reform Plan White Paper which had just been released by Senate Finance and Senate HELP Committee Chairs Chuck Grassley (R-IA) and Lamar Alexander (R-TN). Senate negotiations on that proposal are now beginning. It is not clear that Republicans and Democrats can come to agreement but SMACNA will remain actively engaged on behalf of our contractors as the negotiations move forward.

SMACNA reported in July that the House-passed Butch Lewis Act, which would provide a loan program to failing plans, was not acceptable to most Senate Republicans. The Grassley-Alexander proposal does demonstrate that numerous Republicans, while not favoring a “bail-out,” are willing to consider relief for participants in failing plans. The plan also reflects the Republican

belief that certain reforms are needed to avert similar crises in the future.

The plan would have a negative effect on employers and plans if enacted as released, but that is not expected to happen. It is widely believed that the White Paper was presented as a starting point for negotiations with Democrats and stakeholders. Our efforts will focus on the core principles that have previously driven our lobbying efforts. SMACNA will directly address the specifics with both Republicans and Democrats. Summarized below, the principles do, in fact, address the major areas of concern in the Grassley-Alexander proposal.

- **Authorize Composite Plan Design as a New Hybrid Option for Multiemployer Plans**
Employers face growing scrutiny from lenders and tighter credit markets because of unfunded liabilities in defined benefit plans. Composites incorporate



FEATURE STORY



Highlights of the 2019 SMACNA Annual Convention

Sheet metal and air conditioning contractors from across the United States gathered in Austin, Texas, from Oct. 20-23 to celebrate the 75th Anniversary of SMACNA and to get the latest updates on economic, technology and construction industry trends.

The event offered a variety of opportunities for industry professionals to socialize and network with their peers too, including a performance by the legendary rockers of Foreigner. Meanwhile, attendees could take advantage of a range of educational programming covering some of the most pressing issues currently facing sheet metal and HVAC companies today.

Technology and an evolving workforce were among the most popular topics of conversation throughout the convention.

Technology

Numerous educational sessions during the event keyed in on the impact of technology on the contracting sector.

At one presentation, Clark Ellis, principal and founding partner with Continuum Advisory Group, gave an overview of the so-called Internet of Things and its implications for sheet metal and HVAC contractors. Ellis discussed the evolution of building systems and the coming changes for contractors, noting that “plug-and-play” technologies requiring little attention

from users are helping accelerate the pace of change in the sector. For example, builders can now use sensors that offer an expanding variety of functions and have the power to capture more significant amounts of data.

Similarly, Heath May, principal and director of HKS Laboratory for Intensive Exploration, led a forum on disruptive trends and technologies. May’s presentation focused on enhancing value by improving effectiveness and efficiency in design and project delivery. He highlighted the benefits of using digital design and fabrication and keeping everything as print-free as possible. Even using a model digitally to legally represent the project in the permitting process.

May talked about the progress of technology and how automation, mass production, and assembly have been around for a long time and the world is already moving beyond computers and automation in the news realm of AI, and robotics. May left attendees with a thought on technology. “Whether or not we use technology is one thing, but being prepared to deal with it and understanding how it’s being used and how it is impacting you is another.

An extended session on Oct. 22 highlighted some of the latest technological developments and products affecting the HVAC and sheet metal industry. For example, Daikin Applied

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the best features of defined benefit plans and defined contribution plans, while protecting already earned benefits in legacy plans. Composite plans would modernize the system and provide a sustainable lifetime benefit without risk to the employer, and should be available to as many plans as possible.

- **Consider the Impact of PBGC Premium Increases**

Congress has raised premiums over time and doubled them in 2015 with automatic increases for inflation. Higher premiums would ultimately require higher employer contributions. Extreme premium increases, especially combined with increased funding requirements, could be the tipping point leading to employer exits.

- **Misguided Funding Requirements Destabilize Plans**

Severe and sudden changes to funding rules and requirements will have severe and unintended consequences. Plans must maintain a delicate balance to keep employers participating in the plans. Mandating lower investment assumptions would cause actuarial liabilities to rise, causing dramatically increased employer contributions. Changes that financially weaken employers could lead to bankruptcies, which would only deepen the crisis.

- **Relief for Failing Plans**

SMACNA recognizes that participants could be hurt through no fault of their own. However, employers struggling with increased contributions to stabilize their own plans do not have the resources to fund a relief program for failing plans without detrimental effects on their own financial stability and the stability of the plans they contribute to every month. To the extent Congress elects to provide relief to participants in failing plans, it must not provide that relief on the back of an already fragile system.

Republicans hope to wrap this up by the end of the year; Democrats aren’t so sure. Both parties know that as the 2020 general elections get closer, it will get harder to negotiate a mutually-acceptable solution, but both parties also understand that the longer Congress waits to act, the more likely it is that relief gets more expensive and harder to swallow for some members of Congress.

SMACNA members and chapters are encouraged to let both their U.S. Senators know that as they begin to consider multiemployer reform proposals, it is important that changes be properly calibrated to protect contributing employers, the industry and the multiemployer system. SMACNA members can call the SMACNA Capitol Hill office for more information at 202.547.8202.



Bud Light Zone Bar on Flyers Opening Day.



Forty five individual powder-coated steel drink rail sections of various lengths were fabricated.

Creating a Unique Guest Experience Space at the Wells Fargo Center

With NHL and NBA season looming, Wells Fargo Center and StructureTone Construction Management turned to Ernest D. Menold, Inc. to build drink rails, bar supports and architectural frames for the Wells Fargo Center's grand opening of the "New City Terrace." An addition to the scope of work included monitor supports and beverage racks above the new Bud Light Zone Bars under aggressive timelines and complicated structural issues, the crew at Ernest D. Menold, Inc. made the owners, and most importantly, the sports fans happy.

The project involved demolishing private boxes in the arena's top level to create an open gathering space, called the Philadelphia Assembly Room, complete with bars, televisions and fireplaces. Ernest D. Menold, Inc., (Lester, Pa.), was awarded the opportunity to build the drink rails that run around the entire perimeter, the frames around the

fireplaces, and other architectural items. The work performed this summer was part of a \$250M renovation to the arena.

The contractor fabricated 45 individual powder-coated steel drink rail sections of various lengths, totalling 560' of fixed drink rails, along with an additional 13 sections of removable rails to ensure American Disabilities Act (ADA) compliance. The design included a 3/8" plate, a 1 1/2" diameter schedule 40-pipe footrest, and a 4'6" high stand with a granite top (built by another company). It involved 506 hours of shop fabrication and 396 hours of field installation (see image).

Though the sheet metal contractor has constructed similar rails, company president Ernest J. Menold points out this project was slightly different. "It was a very aggressive schedule. It had to be done during the summer. Our work was some of the last work that went in, and it had to be ready for the beginning of the Flyers and 76ers seasons."

Partway through the installa-

tion of the railing system, they were approached to do the Bud Light Zone Bars. This work was on an even tighter timeline. Says Menold, "We got it at the end of July, so we had to be done in four weeks. That included helping the construction manager find a way to anchor these up into the building steel. We had to hire a structural engineer to approve our methods. This project was very, very aggressive."

Though the team was a bit concerned by the number of uncertainties, they were also confident in their ability to complete the project. Menold points out, "We have a reputation of being problem solvers, so a lot of our customers bring us in to help solve their problems. And Wells Fargo is one of those customers."

The Bud Light Zone Bars consisted of racks with four shelves made with 16 gage shelf supports for glass to be laid in. The frames are 1 x 1 x 1/8" steel tubes with 2 x 2 x 3/16" steel wire mesh. Twelve framed openings allowed for mounting of television monitors

(see image). Almost half of the 956 hours of shop fabrication were overtime, as were approximately one third of the 430 hours of field installation.

The team solved the challenge of fastening the bars by installing steel supports beneath the house steel of the Wells Fargo Center with the assistance of the structural engineer.

Menold notes that the finished project is something special for his coworkers. "They have great pride in the fact that this project is something that so many people can see. Not many people know that we did it, but it's something they can point to and say, 'I built that. for Wells Fargo.' A lot of our work, especially HVAC, we don't get an opportunity to see after it's installed. It's usually up behind a ceiling."

Ernest D. Menold recognizes the uniqueness of the project. "It's a custom fabrication. It's probably not something we'll make again, but it's nice to know we completed it on time and on schedule for our customer."



ERNEST D. MENOLD, INC.
www.menold.com



The "veil" features a seven-story open space and the exterior glass wall.

Mission Possible for Stromberg

Your mission, should you choose to accept it, is to fabricate and install HVAC duct systems at the new International Spy Museum in Washington, D.C. This is a challenging mission that requires your special logistical skills and metal working abilities. This message will self-destruct in five seconds.

“We have been fortunate enough, working in the Washington area, to do work in most of the museums,” said Mike Tabor, Regional Executive of Operations for Stromberg, a SMACNA firm based in Beltsville, Md. “The Spy Museum project was not technically complex, but we did have to overcome some obstacles.”

According to Tabor, the greatest challenge was the limited access in the seven-story open space called the ‘veil,’ which features an exterior glass wall, a large open

space and an architectural metal panel wall on the interior.

“Some of the supply ducts had to be installed through a fire-rated drywall partition, and run out through a temporary scaffolding system,” Tabor said. “The round duct also had to be installed on the same degree angle as a planned interior wall, which would be finished later, so diffusers could be attached from the outside after the wall construction was complete.”

Tabor said the precision placement of the duct required combining structural steel CADD drawings with the duct computer model to come up with, “the magical degree that our diffusers and supply duct would have to finish at.” It’s a spy museum, of course, so lasers had to be used. Stromberg used them to determine true horizontal elevations from the floor slabs to the center the supply branches.

“To help keep the glass wall

from fogging up and to condition the massive open space,” Tabor continued, “the design had over 93, 12-inch round high throw nozzle-type diffusers that were installed horizontally in the side of the interior metal panel wall at several floor elevations.”

The bottom row of diffusers was approximately 20 feet above the first-floor slab elevation and the top row was over 80 feet up from the floor slab.

Tabor said there wasn’t a lot of workspace outside either, as the site was in the city’s busy L’Enfant Plaza. Duct work had to be shipped in loose pieces to the site, where it was then sub-assembled in sections by a pre-fab team.

“All of our work was first laid out in a 3D model and coordinated with all other trades,” Tabor added. “Our field foreman, Justin Tomko, was sent the coordinated drawings in paper copies and in electronic copies to be used on hand-held iPads.”

In total, the duct systems consisted of approximately 95,000 pounds of sheet metal for the core and shell, and approximately 37,000 pounds for the fit-out tenant spaces that were added

to the original contract. The duct systems consisted of rectangular medium-pressure and low-pressure ducts, as well as medium-pressure spiral round duct. Stromberg also installed a 12-inch round boiler exhaust flue from the sixth-floor mechanical room up through the seventh-floor roof where an inline exhaust fan had to be suspended from a perimeter screen wall with heavy gauge structural steel angle gusset support frames. There were over 700 various air devices installed in many different types of ceilings — from basic office lay-in ceilings to highly complicated theater ceilings.

To enable remote control of many of the air flow dampers, the Stromberg team ran thousands of feet of electronic cables. They also installed over 100 feet of custom-made fan coil unit covers that had to be field-modified to match the window mullions that were already in place.

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STROMBERG METAL WORKS, INC.
www.strombergmetals.com



Humidifiers can provide both comfort and savings to customers in the winter time.

Need for Humidifiers and Air Purifiers Heats Up in Winter

Hand warmers. Hot chocolate. Thermal underwear. As temperatures drop around the country, people are starting to crank up the heat on their thermostats and break out their favorite cold-weather remedies.

How About Some Humidity?

Although residents' thoughts rarely go beyond their furnaces, humidity and indoor air quality can have a major effect on their homes during the cold winter months. "Proper humidity, air filtration and air purification can really add to their overall comfort and wellbeing," says Hank Artlip, president of Artlip and Sons Inc. based in Aurora, Ill.

It's Not the Heat, It's the Humidity

With temperatures dipping for prolonged periods, the air inside homes can grow exceedingly dry. While single-room humidifiers may work for adding moisture in some cases, humidifiers that cover the entire house offer a more effective solution, according to Artlip. That becomes especially important in colder climates such as the Midwest during the winter months.

Newer technology includes temperature-compensating humidifiers. These humidifiers constantly monitor outdoor temperature, trying to maintain optimal humidity inside homes without creating issues such as excessive moisture on windows and doors. As an added benefit,

adding moisture inside the home can also save energy, which means residents can keep the temperature on their thermostats lower and still be comfortable.

"Dry air can make you feel colder, adding humidity allows you to feel more comfortable at normal temperatures," Artlip says.

Additionally, humidifiers offer health benefits. According to the National Institutes of Health, research indicates that the flu virus thrives in dry air. As such, raising the humidity in your home to appropriate levels appears to make it a less attractive breeding ground for influenza.

A Year-Round Battle

Of course, air filtration and purification systems help contribute to a healthy home environment as well. As the Environmental Protection Agency (EPA) points out, "using a portable air cleaner and/or upgrading the air filter in your furnace or central heating, ventilation, and air-conditioning (HVAC) system can help to improve indoor air quality."

According to Artlip, the filters that come standard with

furnaces typically just protect the equipment. Cleaner air comes from installing filters with higher Minimum Efficiency Reporting Values (MERV). The higher an air filter's MERV rating, the smaller the particles that it captures from the air. Fine particles are associated with increased health problems, so the EPA recommends using furnace filters with as high a MERV rating as the system will allow — at least a MERV 13 rating.

Artlip emphasizes that even though it seems to take on greater importance in the winter, maintaining indoor air quality doesn't end when the seasons change.

"It's a year-round battle: us against Mother Nature," he says. "Whether it's 10 below or 95 degrees and humid outside, you're always working to keep your house at a comfortable temperature and humidity level."



ARTLIP AND SONS INC.
<http://artlipandsons.com>



Bel-Aire's work within the occupied medical technology manufacturing facility required extensive pre-planning and close coordination with the client to prevent interruptions.



Meticulous Planning Is Key to Success in Occupied Facilities

Bel-Aire Mechanical recently completed a contract to expand manufacturing capabilities at a Phoenix, Ari. medical technology manufacturing facility. Bel-Aire was given seven months to achieve substantial completion of an ISO 7 clean environment with 152 HEPA filters. The project required extensive mechanical renovation within a facility that was already operating 24 hours a day, seven days a week, 365 days a year.

“Not every contractor can do this within a seven-month period,” says James Dinan, owner and CEO of Bel-Aire, and a member of the SMACNA-AZ Board of Trustees. “The whole job changes in an occupied facility. People are working there, and the first rule is, ‘Don’t get in their way.’ It’s like working in a hospital around patient rooms. They don’t shut down for your convenience.”

Bel-Aire has many years of experience in occupied facilities, including projects for the University

of Arizona Cancer Center, the MD Anderson Cancer Center and Banner University Medical Center. Dinan attributes its success to extensive pre-planning and close coordination with the client to prevent interruptions.

“This is a testament to extremely detailed scheduling. Darrell Fox, our vice president and project executive engaged the client during pre-construction to determine the client’s exact needs and processes.” The team used BIM 360 Design to plan the project and Blue Beam Studio to coordinate internally.

Due to structural limitations of the existing building, nothing could be suspended from the trusses above the new clean room. Bel-Aire fabricated hundreds of floor-mounted steel mechanical supports to support over 105,000 pounds of ductwork. The project included the installation of 12 new custom air handling units with a total design capacity of 236,600 CFM on existing and new equipment mezzanines. The air handling

units had a combined total weight of 148,500 pounds, with some units weighing in at almost 20,000 pounds each.

“The space limitations and equipment weights required us to utilize a 200-ton remote-operated gantry system to safely set the larger units,” says Fox, a former president of SMACNA-AZ.

Once the air handlers were in place, the work could proceed in earnest. For three months, Bel-Aire was in the 205,000-square foot facility 24 hours a day, running two shifts that peaked at a combined total of 20 craftspeople on site.

“It was like building a ship in a bottle,” says Dinan. “Because the construction was on 32-foot high mezzanines, our people were going up and down all day long. Throughout the process, there were zero incidents, which demonstrates the team’s commitment to safety.”

“Phoenix is one of the fastest-growing metropolitan areas in the country,” Dinan adds. “Five

new hospital towers are going up in the next year alone.”

The strong market brings opportunities for contractors, but also challenges. “Recently we’ve seen equipment delivery dates delayed due to high demand across the country,” says Fox. “Locally, some sub-contractors have over-extended themselves because they accepted more work than they can handle. This can impact our efforts to stay on schedule.”

With so many lucrative contracts on the market, Bel-Aire carefully selects projects that provide consistent work for Bel-Aire’s 400-plus workforce.

“This is a long-term client,” Dinan says. “We’re already pre-planning a third clean room for the facility as they make further expansions. We also bid on jobs with hospitals and data centers, which can bring service contracts and future projects.” He sees a strong future for Bel-Aire.



BEL-AIRE MECHANICAL
www.belairemechanical.com

GETTING DOWN TO BUSINESS AT THE 75TH ANNIVERSARY CONVENTION

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It may have been this unique environment that attracted almost 1,000 SMACNA members Oct. 20-23, 2019, to the city's JW Marriott resort for the association's annual convention. Between the golf outing that kicked off the event and the concert by rock band Foreigner that closed it, SMACNA brought together construction and business management experts to educate contractors on the trends and issues most affecting their companies.

Here's a look at some of the Forum sessions and speakers at the conference.

Making Marketing Manageable

Marcia Barnes has never been a heating/cooling technician, but as a CEO, she helped a successful home security and satellite TV company expand into the HVAC sector — and watched as revenues doubled.

It's that kind of success that led SMACNA to bring Barnes, the CEO and founder of Indianapolis-based Valve & Meter Performance Marketing, to the Residential Contractors Forum. At the Forum, Barnes talked about marketing and sales and the need to focus on the return on marketing investment in order to drive effectiveness and profitability.

During almost nine years at the home satellite and security company Defenders, Barnes moved the company into home services outside their traditional markets, growing revenues more than 500%.

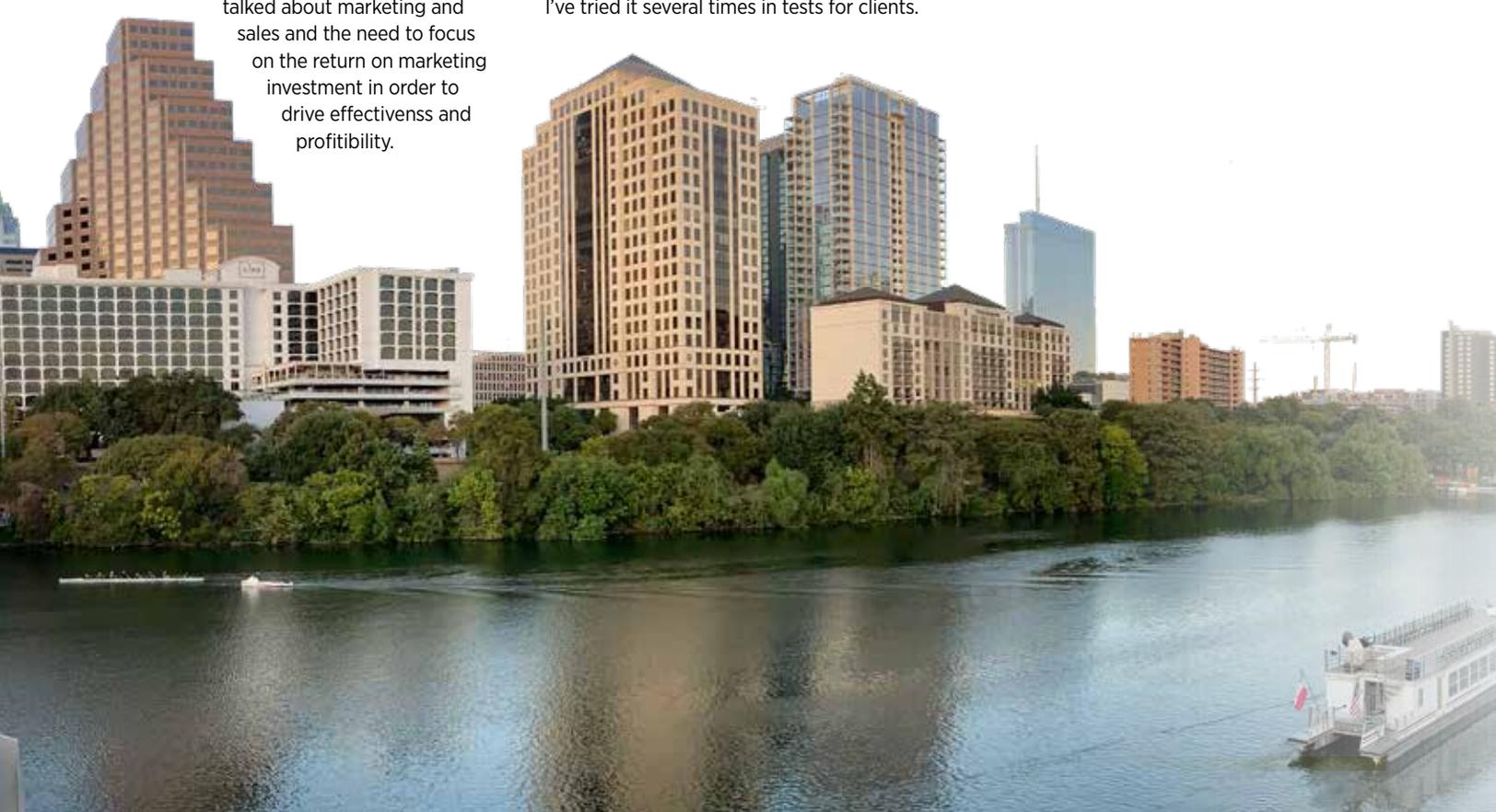
At Valve & Meter, she and her staff counsel clients on what to do to generate similar results.

The problem is that marketing is not well understood by many business owners including contractors, Barnes added. In some cases, you get the "all hat and no cattle" effect where people love the idea of purchasing marketing but there ends up being no results that come from it. "It sounds like a great idea or a great place to be, or a great thing to do, but ends up showing no results." An example of all hat and no cattle she used was geofencing, a digital term thrown around frequently these days. "The bottom line is that business owners like the concept of dropping a Geo-Pin on a house, put display advertising on the IP addresses inside that house, and get the people to do business with them. Sounds like a pretty sexy, cool idea, right? Problem is, I've tried it several times in tests for clients.

And it's not ready for your business. It might be ready for a Dow Chemicals, Walmart or Amazon or some big business, but the price to geofence is too high and the results are too thin for you to pay to do it now in neighborhoods."

"Marketing is not bought like the other things you buy when you're buying your HVAC systems for replacement," she added. "When you're buying marketing, you have to think of it differently."

Barnes said you need to think about quantifying the return on your marketing investment, illustrating a costly situation where her company was acquiring another company and they did not think of asking about the cost of customer acquisition before the deal was closed. Instead of a similar \$250 cost per new customer acquired, Barnes was faced with a \$2,500 cost per new customer acquired. Quite a difference, and quite an impact on the bottom-line. While she did reduce that, she encouraged everyone to examine their cost per acquisition to gauge the effectiveness of marketing budgets, especially if bidding is a big part of the revenue equation.





Joseph Sellers Jr.



Heath May

Does Your Company Need an Attitude Adjustment?

Construction business consultant DeWayne Ables of Pioneer iQ returned to the SMACNA convention this year to let 150 attendees at this year's HVAC Contractors Forum know that the attitude of employees, including executives, can impact the success of a company.

"Are you dreading going into the office?" Ables asked the audience. "(Or) Are you fired up?"

Either way, Ables said you have to avoid slipping into the routine of what he called "manager mode" or "leader mode." Both are like corporate autopilot and mean a business isn't receiving the attention and passion it deserves.

"At the end of the day, our attitude and our perspective, when it hits the rest of the people on our team, it affects them," he said. "And we need to be more aware of the effect that you are having on your team."

Industrial Demand Expected to Stay Strong

While few industries are still called "recession-proof," industrial HVAC work is more resilient than other sectors of the construction economy.

That was the opinion of Jay Bowman at research firm FMI Corp. SMACNA brought Bowman, a managing director at FMI, to Austin to present his recent research on Industrial ventilation at the Industrial Contractors Forum.

Bowman said industrial contractors like those that belong to SMACNA do "remarkable work." And it's the kind of work that's always in demand, he added.

"The industrial market overall does represent a good plan B in case there is a recession," he said, adding that he doesn't know when the next

downturn will hit. "But we know that one will occur at some point."

But as of now, the construction market remains healthy — and Bowman said he doesn't expect that to change anytime soon. Certain sectors, such as those dealing with industrial ventilation and related indoor environmental quality (IAQ) systems, are expected to be very strong, he pointed out.

Bowman also noted that expanding growth in the bio/pharmaceutical, cold storage and paper/packaging sectors offered distinct opportunities for SMACNA industrial contractors.

"DIGITAL DOCUMENTATION WILL TALK ABOUT WHAT METHODS ARE CURRENTLY AVAILABLE FOR STAMPING AND SEALING A MODEL ... WE'RE ALL INTERESTED IN A WAY TO USE A MODEL MORE EFFECTIVELY TO BE ABLE TO RELY ON THAT FROM A LEGAL STANDPOINT FOR PERMITTING PURPOSES." —HEATH MAY

A Technology Evolution in Architectural Sheet Metal

Outsiders might not think of architectural sheet metal as an industry where new technologies are causing disruption, but they don't know the field as well as SMACNA. As many members involved in this highly skilled market know, new trends, technologies and techniques are changing an industry that literally dates back thousands of years. For this year's Architectural Sheet Metal Forum, SMACNA brought Heath May, a member of the American Institute of

Architects, and the principal and director of HKS Laboratory for INTensive Exploration, to discuss the technology-induced changes in project design and delivery.

The digital revolution is not only impacting design but also fabrication, May said. And while it's upending the industry, that's not necessarily bad, he added.

"We see a lot of challenges as well as opportunities with this process," May said. "And this is really trying to keep things within a digital model, printing to paper as infrequently as possible."

The way information is disseminated is also changing, he said.

"And we will really get into some kind of novel and new ways of pushing that data downstream," he said. "Digital documentation will talk about what methods are currently available for stamping and sealing a model. And I think as people here in this room ... we're all interested in a way to use a model more effectively to be able to rely on that from a legal standpoint for permitting purposes."

Laboring to Grow

Recruiting and retaining members. Attracting millennials and women to the industry. And promoting SMART as the go-to organization for sheet metal expertise.

Those were among the issues addressed at this year's Labor Forum. SMART President Joseph Sellers Jr. took the stage for an hour-long discussion of industry issues.



Marcia Barnes

"We as an industry need to stand together," Sellers said. "We're not going to have harassment. We're not going to have bullying. We're not going to have wage inequality. And we as a union need to stand to protect our industry and protect those who are being harmed in our industry."

Sellers said the sheet metal industry has long talked about its strong safety culture. Now, it needs to turn its focus to the culture of behavior on the jobsite. Verbal abuse and discrimination cannot be tolerated, he said.

"We need to stand up to make sure we're protecting our sisters or brothers or minorities," Sellers said. "Whatever the case may be, this industry stands for equality."

Among the most pressing subjects, Sellers said, is attracting young men — and women — to the sheet metal industry. Baby boomer-age workers are already starting to retire, and the pace will only increase in the next decade. But recruitment efforts will not succeed, he said, unless discrimination is driven out of the industry.



Jay Bowman



DeWayne Ables



Highlights of the 2019 SMACNA Annual Convention

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gave a presentation on the future of refrigerants and Titus discussed cutting-edge worker training. Additionally, Innovative Construction Technology showcased its ICT Tracker, an app utilizing 3D models to document installation data.

Another educational session delved into practical applications and best practices for architectural building enclosures and wall panel systems. SMACNA contractor Jordan Thomas, vice president of New Jersey-based Thomas Company Inc., offered thoughts on the different types of wall panel systems currently on the market and being used for prefabrication. Meanwhile, Dan McCallum, a member of the International Training Institute's (ITI) field training staff, highlighted the importance of education and training for building enclosure systems. McCallum said utilizing training programs that offer concentrated instruction on specific skills before projects start can save significant time for contractors once construction work actually begins.

Another session explored leading concerns in cybersecurity. Matrix Group CEO Joanna Pineda and Heinan Landa, the founder and CEO of Optimal Networks, dissected social engineering, which refers using human manipulation and errors to launch cyberattacks. The pair also provided advice on tools to protect companies against hacks and how companies can evaluate their own cybersecurity protocols.

Additionally, author Beth Ziesenis offered a research-based

assessment of some of the most common productivity problems facing workers today. She also provided tips on useful solutions and technologies to help overcome the hurdles standing in the way of boosting productivity. Apps she mentioned include Plan, Trello, SmartSheet, Doodle, X.ai, and Google Assistant.

Policy and Politics

As campaigns for the 2020 elections begin to heat up, the latest developments in policy and politics garnered plenty of attention during the convention.

Stanley E. Kolbe Jr., SMACNA's director of legislative affairs, and Erykka Thompson, SMACNA's assistant director of legislative affairs, delivered an overview of the political landscape. They focused primarily on the issues of utmost importance to contractors and construction companies in the institutional, residential, commercial and industrial markets — including tax issues; pension, labor, and management issues; and energy retrofitting initiatives.

Kolbe and Thompson highlighted some of the latest developments with SMACNA's political action committee, SMAC PAC, noting that member participation and funding have both enjoyed significant growth in 2019. Thompson broke down the rationale behind

the PAC's contributions to more than 70 candidates in the 2020 elections, pointing out that the PAC has targeted dozens of incumbents in what are considered "highly competitive" races.

Changes to the Labor Force

One of the more notable sessions delved into transitions in the construction workforce and strategies for retaining skilled labor. FMI Corporation Managing Director Jay Bowman offered his take on the challenges of transferring an older generation's "tribal knowledge"

Duncan; Andrew Gilliland, a training coordinator with the Colorado Sheet Metal Institute; and Tom Montgomery, general manager with ACCO Engineered Systems.

Montgomery said ACCO is starting to reap the benefits of its efforts to recruit women to join the construction sector. In one case, the company has partnered with an outside program to groom female candidates for jobs in the industry through what he described as "pre-apprenticeships" in which they learn skills on actual job sites.



Attendees took advantage of a range of session topics covering the most pressing issues to contractors.



built up over careers to younger construction workers.

Bowman said the companies best prepared for the generational shift have high degrees of organizational consistency. Those companies helped foster that consistency by minimizing voluntary turnover among their employees. They excelled in boosting employee engagement by offering defined roles to employees, providing development opportunities, creating learning environments and communicating consistent feedback.

Similarly, a panel on Oct. 21 focused on joint apprenticeship training committees (JATCs) and related topics such as recruitment, training and educational curricula. Participants included Worcester Air Conditioning President and CEO James Morgan; General Sheet Metal Owner and CEO Carol

An early presentation for HVAC contractors on Oct. 21 covered leadership development in the construction industry. DeWayne Ables, the founder and president of Pioneer IQ, ran an interactive workshop on 10 behaviors aimed at helping workplace leaders inspire their teams. Ables also led a session on guidelines for managers to compose high-performing teams from among their employees.

Another session outlined the benefits of SMART MAP training for evaluating employees' mental and physical wellbeing. The presentation from Chris Carlough, education director of the SMART Union, touched on drug and alcohol use on and off the job site, suicide and finding quality treatment for addiction and mental health concerns. Carlough also discussed issues surrounding legalizing marijuana in some states.

Loyalty and Quality Highlight C&C Sheet Metal's 50 Years

At C&C Sheet Metal in Indianapolis, a successful 50 years has been a result of valuing both their employees and customers on a personal level — creating a family environment and taking a tremendous amount of pride in their work.

"To me, it's always about the

people and the relationship," says president and owner Cindy Trimpe about C&C's 50-year anniversary.

Over its 50-year history, C&C Sheet Metal has always valued its employees and encouraged a creative environment. The company recruits, trains and retains the top staff (nearly all employees have

been with the company for over 10 years). This experienced staff provides clients with the highest quality products and services that are of the highest standards in the industry. Additionally, this familiarity creates consistency, which clients rely on for quality products delivered on time and on budget.

"It's more than just a job or business. C&C has always been about the people and it always will," Trimpe said.

C&C Sheet Metal was founded in 1969 by Collins & Campbell, and then purchased by Keith and Cindy Trimpe in 1999. Since then, the company has grown from one building with a shop, office and only a few employees, into one of the leading sheet metal contractors in central Indiana with more than 40 employees.

"For us here to survive and grow, we really had to find our niche or sweet spot to stay successful," Cindy Trimpe, who became president after her husband Keith passed away in 2010, says. "We may not be the biggest,



but we've tried to bring people on board who want to work in that arena."

For now, the company remains loyal and focused on the next 50 years, and the role technology will play moving forward.

"I'm excited for the future for what the technology holds moving forward," Trimpe says. "I'm sure the technology in the next 50 years will be incredible. I'm excited for the young people we bring on board, the mentoring and knowing that they have a bright future."



L to R SMACNA CEO Vince Sandusky, C&C Sheet Metal President Cindy Trimpe and Central Indiana SMACNA President Lora Gandy



C&C SHEET METAL
www.ccsheetmetal.net

Tarpenning-LaFollette Celebrates 100 years

Indianapolis-based Tarpenning-LaFollette Co. was founded in 1920 by Byron LaFollette and is one of the earliest known sheet metal contractors in central Indiana.

The company has been a long-standing member of SMACNA's Central Indiana chapter and is one of the early few SMACNA contracting firms in Indianapolis specializing in

architectural sheet metal that created numerous art installations throughout the city.

Since its inception, Tarpenning-LaFollette has fabricated and installed sheet metal products throughout Indiana and the Midwest. Over the years the company has maintained its reputation for quality workmanship.

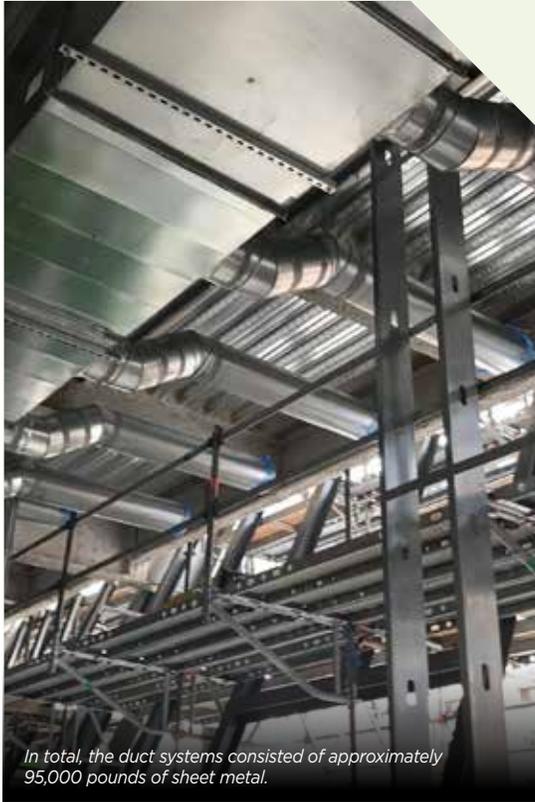
The company fabricates and installs a wide variety of custom sheet metal for schools, office buildings, hospitals, churches, and jails for both industrial and commercial application. It is experienced in handling all types of metals and finishes including polished stainless steel, anodized aluminum, baked enamel and vinyl covered steel.



L to R Central Indiana SMACNA President Lora Gandy, Tarpenning-LaFollette owner Hank Meyers and SMACNA CEO Vince Sandusky



TARPENNING-LAFOLLETTE CO.
<http://brightsheetmetal.com/tarpenning-lafollette/4049731>



In total, the duct systems consisted of approximately 95,000 pounds of sheet metal.

Mission Possible for Stromberg

continued from page 5

Approximately 60 percent of the installed duct was left exposed, then painted black so it blended in with the darkened ceiling spaces. By using Gripple cable hanging products, these exposed duct sections seem to be floating in the air. Tomko said it's rewarding to know that museum visitors will be looking up at Stromberg's craftsmanship.

"So many times, our work is concealed within walls or ceilings or located in buildings not accessible to the public," Tomko explained. "This definitely makes you take the extra steps to ensure delivery of excellent quality craftsmanship and upholding Stromberg's reputation as one of the leaders in this industry."

Stromberg mobilized on site Spring of 2017 and finished the job early Fall of 2018, completing all tasks on time.

"The fun part of the project," Tomko added, "was watching all of the exhibits come to life as the core construction was being completed and the next group of workers arrived building the scene — almost like a sneak peak of what the end result would look like."

The International Spy Museum, which was moving from an old location into the new facility, reopened to the public on May 12, 2019. According to the museum's website, visitors will find interactive exhibitions and installations, the foremost collection of spy artifacts in the world, and first-person accounts from top intelligence officers and experts.

Mission accomplished.

ANNIVERSARY

Philadelphia Chapter Celebrates 100 Years Since Founding

Despite repeated attempts dating back to at least September 1900 to be chartered as an official organization within the City of Philadelphia, all of which were rebuffed by the Common Pleas Court, the city's union-affiliated sheet metal contractors held firm to their belief that they should be bound as an organization to bargain with the Sheet Metal Workers International Association union on behalf of the industry's employing contractors. So strong were their convictions that they began meeting as a body on June 10, 1919 — more than five months before they would finally receive their charter from the court on November 24, 1919. But with nine contractors in attendance during that first meeting, they even began drafting bylaws and named themselves the "Sheet Metal Contractors Association of Philadelphia and Vicinity."

The six contractors who signed the application for the charter they would eventually receive recognized that cooperation among sheet metal contractors was absolutely necessary to establish order in the construction industry and promote good business practices. As such, the charter states that the association was formed to "foster, protect and promote the welfare and interests of those engaged in Roofing & Sheet Metal work by obtaining prompt and reliable information as to all matters affecting its members, by procuring uniformity, harmony and certainty in

the relations existing between employers, employees and others and to further such other business which may appear to be for our welfare and interests."

Since that time, SMCA has, time and again, done its part to sustain and even advance that lofty decree while striving to keep pace with the ever-changing ebb and flow of economic and political environments. For instance, the Association's member contractors on April 18, 1961, signed a Declaration of Trust that set up its Industry Advancement Programs, which involved a more-intense focus on education, research and experimentation to "formulate high quality standards of sheet metal and roofing construction." That Declaration and the Association's charter demonstrate SMCA's continuity of purpose, which is to improve the roofing and sheet metal industry to the best of its contractors' collective ability.

As such, the Association itself has embraced many internal changes, including amalgamation with the Roofing Contractors' Association and the Slate Roofing Contractors' Association on April 15, 1940, that re-established the organization as the Roofing and Sheet Metal Contractors Association of Philadelphia and Vicinity — which it would remain titled until 1990, when it reverted back to simply the Sheet Metal Contractors Association.



Along the way, by the 1950s, SMCA began to embrace a more social and educational mission, with contractor members supporting improved labor-management relations and financing training programs for employees in order to keep them up-to-date with modern technology ... vital pursuits that remain today.

Meanwhile, the Association's member contractors have helped build many of the city's most iconic and endearing structures, including the old Veteran Stadium, the current U.S. Mint facility in 1969 and countless structures for the region's many universities.

Today, SMCA has grown beyond bargaining to include a wealth of education, training and business-management resources. Importantly, the Association's companies are more committed than ever before to construction safety and effective labor relations, all of which are fostered by the top-level services that SMCA continues to provide, as it has for a century.



Who's Using the Tennis Court?

Just last week a next-generation leader asked, "Any tips on how to get our company's president to stay out of the weeds?" We talked about the specific behaviors he was referring to, and it reminded me of stories from Jimmy Carter's presidency. President Carter was (and is) a smart man of character but widely regarded as one of the most ineffective presidents of the modern era. Just one clue to his unproductive time in office was his inability to stay out of the weeds. He would stay up most of the night prepping for briefings rather than trust his experts. He would pore over budget tables to check the math. For the first six months in office, he personally reviewed all requests to use the White House tennis court!

While many laugh and shake their heads at such micro-management, the truth is a lot of senior leaders spend a lot of their time on things that are below their pay grade. This is particularly true for entrepreneurial founders. There was likely a time when that lone individual literally did everything. Get work? Check. Do the work? Check. Pay the bills? Check. Occasionally fight for the literal survival of the company? Check.

In those early days, most had a mental list of higher responsibilities as soon as they were able to grow. "One of these days..." "As soon as I can hire a..." Yet many leaders I've met never fully realize their maximum contribution to their company because they continue to review requests for the tennis court. Why? Here are just a few reasons.

Old Habits—I've seen a lot of leaders who could laugh at themselves when confronted with holding on to relatively insignificant tasks. Sometimes it's just what we've always done or we just like doing it. And as soon as we see it's not worthy of our time and energy, we let it go.

Personality Preferences—

Specialists are wired toward being deep subject matter experts in a narrow field. Generalists prefer to know a little about a lot of things. Specialists have to work significantly harder to build a team of experts around them.

Addiction of Recognition—It feels good to be the one with all the answers. That's why it is so easy for a leader to unintentionally train his or her team to come to them with each and every problem. Additionally, when we criticize or reprimand a person for a well-intentioned decision, we've effectively inoculated them from taking initiative in the future.

Worldviews Around Trust—Our early-in-life experiences predispose us toward trusting others or developing an "If you want it done right, do it yourself" attitude. Just because it's a cliché doesn't make it true! If you want it done right, hire or train someone to do it better than you.

In correcting almost all leadership behaviors, it begins with self-awareness. If a leader hears complaints about being in the weeds, micro-managing, or being high-control, it's worth spending some time trying to get to the root of the issue. Building a truly great organization depends on building a high-capacity team who are equipped and empowered to make good decisions in the best interests of the company. Not all their decisions will be right. Neither are yours.

Maybe the right place to begin is with an honest assessment of how you currently spend your time. In the next issue, we'll look at executive-level responsibilities that lead to significant progress toward a goal. But for now, creating a "Stop Doing" list could just be the first step in reinventing yourself.

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



SAFETY

2020 OSHA Records Posting and Reporting Requirements

For 2020, OSHA requirements for posting injury and illness records remain the same but reporting your records to OSHA is even more important due to the rule clarification in February 2019. Each year, member companies with more than 10 employees must post OSHA injury and illness records from the prior year for employee review February 1 through April 30. You must post a copy of the annual summary (OSHA Form 300A) in each establishment in a conspicuous place or places where notices to employees are customarily posted.

However, as revised in 2019, reporting requirements for electronically reporting illness and injury data changes the process significantly. Most companies (over 20 employees) will need to electronically submit their 2019 OSHA data by March 2, 2020. Reporting is done through

a webpage available on the OSHA website. The Injury Tracking Application (ITA) is accessible from the ITA launch page, where you are able to provide the Agency your 2019 OSHA Form 300A information.

In addition, companies need to ensure that the injuries and illnesses they record are actually "recordable". That is, try to avoid recording and posting incidents that don't meet the OSHA definition of recordable (versus a "first aid" case). Each case needs to be evaluated and it can be complicated. Refer to the OSHA recordkeeping webpage to help decide if the injury needs to be in your OSHA paperwork.

For further information on the OSHA requirements, contact Mike McCullion, SMACNA director of Market Sectors and Safety, at 703-995-4027 or mmccullion@smacna.org.



RELEVANT OSHA LINKS

www.osha.gov/recordkeeping/index.html

www.osha.gov/recordkeeping/finalrule/index.html

www.osha.gov/injuryreporting/index.html

www.osha.gov/recordkeeping/index.html

TRADESHOW

SMACNA to Exhibit at AHR 2020 in February

SMACNA is an official endorser of AHR 2020, the world's largest HVACR event. We encourage all members and chapter executives to attend and see three unique presentations from SMACNA's technical staff members Mark Terzigni, Director, Engineering & Technical Resources, and Pat Brooks, Senior Project Manager.

These SMACNA led educational sessions are free to attend for all AHR attendees. The topics covered in these sessions are:

- HVAC Air Duct Leakage
- HVAC Duct Construction Standards - Metal & Flexible
- HVAC Duct Design for High Performance Air Distribution Systems.

Also, while at AHR 2020 stop by booth #4442 and meet with SMACNA National staff members to experience firsthand the powerful search engine of the SMACNA eLibrary, see a preview of the Ignite Your Career initiative, and learn about all the resources that are currently available to our members.

This event promises to bring tens of thousands of attendees and exhibitors together from across the globe for three days of networking, exploring and learning about the latest innovations in our industry.

SMACNA members interested in attending the AHR Expo 2020 can learn more information by visiting www.ahrexpo.com.

MEMBERS

Welcome New SMACNA Members

RSAnalysis, Inc.	Sandy, UT
The Geiler Co., Inc.	Cincinnati, OH
Afifi Contracting Est	Al-Khobar, Saudi Arabia
C & S Heating & Cooling	Wentzville, MO
Classic Metals, Inc.	Denver, CO
Clay Piping Systems	Olivette, MO
Zipf-Air Inc.	Kirkwood, MO
Wilburn Heating & Air	Loves Park, IL
Mechanical Test & Balance, Inc.	Chicago, IL
Western Mechanical Electrical Millwright Services	Barrie, ON, Canada
IWR North America	St. Louis, MO
San Diego Sheet Metal Inc.	Chula Vista, CA
Climate Masters, Inc.	St. Louis, MO

Welcome 2019 Associate Members

PLATINUM



GOLD



SILVER

SMACNA welcomes new Silver Associate members Azuga of San Jose, CA and ServiceTitan of Glendale, CA.



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

JANUARY 2020

January 26-28

Chapter Executive Institute
Colorado Springs, Colorado

FEBRUARY 2020

February 25-26

Partners in Progress Conference
Las Vegas, NV

MARCH 2020

March 1-5

Business Management University
Tempe, AZ

March 24-25

Collective Bargaining Orientation
Dallas, TX

March 26-27

Association Leadership Meeting
Dallas, TX

FUTURE SMACNA CONVENTIONS

September 27-October 1, 2020

77th Annual Convention
*The Broadmoor
Colorado Springs, Colorado*

October 24-27, 2021

78th SMACNA Annual Convention
Mauai, Hawaii

October 23-26, 2022

79th SMACNA Annual Convention
Marco Island, Florida

October 15-18, 2023

80th SMACNA Annual Convention
*JW Marriott Phoenix Desert Ridge
Resort and Spa
Phoenix, Arizona*

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