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Therma headquarters.



SMACNA's Architectural Issue

CULTURE: AS DEFINED BY ARCHITECTURAL SHEET METAL CONTRACTORS

When you ask executives at architectural sheet metal companies to describe the culture of their firms, the question elicits a range of answers. The first word that comes to mind for Johansen Mechanical Inc. President Keith Johansen is "family," exemplified by the annual events that his company organizes for employees and their families.

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Building on Innovation to Advance Our Business

This month, SMACNews focuses on the fast-growing sector of architectural sheet metal. Contractors have been expanding their capabilities into this area, and for several it has paid off handsomely as the real estate owners, architects and developers embrace unique metal finishes and skins on buildings, many of which are highly creative and involve intricate designs that push sheet metal to the boundaries of its use.

If you run a shop and are reading this, then I know you frequently think about your own expansion plans. Sometimes people confuse expansion with innovation. Innovation must happen regardless of profitability targets. If you don't innovate, you won't remain competitive, whereas expansion is a way to grow profits and/or services.

The folks at SMACNA are working hard to make sure you are aware of industry innovations and advancements that can increase productivity and efficiencies for your business. Through Contractor Spotlight videos that give you the essence of a plant tour, Executive News Brief, SMACNews, Products & Services email, the technical services team and SMACNA's Premiere Partners and Associate Members, you are well-covered in terms of being kept informed.

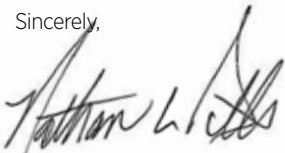
Above and beyond innovation is expansion. Expanding your business can happen in a variety of different ways. I know some members are looking to acquire other businesses to add product lines, create a presence in a new market that supports a client or industry, or to buy out the competition.

At the same time, I know other members that are looking internally for growth by investing in the latest equipment to expand into a new line of service or dramatically increasing efficiencies to increase capacity. And still other members are looking to develop services that support and maintain their projects over time, enabling them to establish long-term relationships directly with building owners.

Development of new product lines for retail sales; suppliers to aerospace and automotive industries; launching a modular building capability; I can go on and on about these outside-the-box thinkers and how they are taking our industry into new directions.

For me, thinking about growth and all these possibilities gets me excited about the future. Even though I did not launch my company, I consider myself an entrepreneur through and through. Many of us need to remind ourselves of that and find our own inspiration to grow our businesses. Architectural sheet metal is one area.

Sincerely,



Nathan L. Dills
SMACNA President



CAPITOL HILL UPDATE

SMACNA Supports House Bill to Repeal "Cadillac Tax" on Health Care Benefits

SMACNA supports the bipartisan legislation, "The Middle Class Health Benefits Tax Repeal Act of 2019," H.R. 748, which was recently referred to the House by the House Ways and Means Committee.

The House bill would repeal an impending 40 percent tax on employer-provided health care coverage. The legislation is co-sponsored by Reps. Joe Courtney (D-2nd-Connecticut) and Mike Kelly (R-16th-Pennsylvania), along with seven bipartisan co-sponsors.

SMACNA has long expressed its viewpoint and experience in the health care policy arena that imposing excessive taxes on its member companies is counterproductive to the goal of providing employee health care. SMACNA firms are standout employers who support their employees and their families by providing vital health care benefits. Simply put, the excise tax on employer provided health care unfairly penalizes companies that invest

in their employees.

This so-called "Cadillac tax" grants a distorted market advantage to employers who provide no or substandard health coverage to the employees. Historically, health insurance benefits have not been treated as income for employees. This allows companies to provide lower-cost and better health coverage to their employees.

In letters to members of Congress, SMACNA emphasized that its member employers, who are leaders in the construction industry, provide responsible, quality health coverage to their employees through multiemployer health plans.

SMACNA contractors have consistently provided more affordable and better health insurance to their employees for decades, SMACNA's legislative staff emphasized in the letter to members of Congress. Many Americans depend on health coverage that SMACNA members provide for acute and chronic





illnesses. Taxing those benefits would be short-sighted and irresponsible, and would cause hard-working, blue collar Americans to lose high-quality employer-provided health benefits.

Legislative Status of the Cadillac Tax

This House legislation currently has 345 co-sponsors, significantly more than the 218 needed to pass legislation in the House.

In addition, a bipartisan Senate companion bill, S. 684, was recently introduced by Sen. Martin Heinrich (D-New Mexico) and Sen. Mike Rounds (R-South Dakota). The Senate bill currently has 35 co-sponsors.

Congress has twice delayed the implementation of this tax. In both chambers, both laws, H.R. 748 and S. 684, would repeal the tax all together.

SMACNA applauds Rep. Courtney's leadership in advancing the bill to the House and his efforts to repeal the excise tax on premium employer-sponsored health coverage plans. As a leader on the House Ways and Means Committee, Rep. Courtney supports the tax incentives necessary for businesses to provide their employees with quality health care.

To support these bills, SMACNA members are urged to contact their legislators on SMACNA's Take Action web page www.smacna.org/advocacy/take-action.

2019 'Young Executives' are Driving the Industry Forward

At a time when the construction industry is worried about an aging workforce and attracting young people, SMACNA is fortunate.

The association boasts some of the industry's brightest young minds among its members — 30- and 40-something executives who will be propelling the industry forward for decades to come.

This feature showcases this special group of up-and-coming young executives who are making their mark on SMACNA and the industry.



Corey Doyne
President, **Hansen Mechanical Contractors Inc., Las Vegas, Nev.**

If you visited or gambled in any major hotel-casino in Las Vegas, then you've seen the work of Hansen Mechanical Contractors, a 64-year-old local plumbing, HVAC and design-build company. A subsidiary of EMCOR Group Inc., it works on health care, municipal, commercial

and institutional projects throughout the Silver State.

The president of Hansen is 43-year-old Corey Doyne. Starting at Hansen in 2002 as a project manager, he helped steer Hansen Mechanical through both the region's booming economy in the early 2000s and the struggling construction market that hit Las Vegas during the Great Recession of 2008.

"Hansen Mechanical has a highly respected work history and all its employees take pride in delivering a quality product on time and within budget, while putting the highest value on maintaining long-term relationships with their clients," Doyne says. "We do what we say we are going to do."

In the tight-knit Las Vegas construction community, Doyne stands out, adds Mandi L. Wilkins, executive vice president of SMACNA of Southern Nevada.

"As a young professional, Corey Doyne assumed the top post of the Las Vegas office during the very worst economic times ever experienced in Las Vegas," Wilkins said. "Meanwhile, he jumped in whole-heartedly by serving as a trustee of the chapter's health and welfare and pension trust funds,

and by serving on the chapter's board of directors. He is thoughtful, curious and can promote the association's benefits second to none."



Sebastian Loaysa
General Manager, **Accurate Specialty Metal Fabricators Middle Village, N.Y.**

A background in art, photography and interior design gives Sebastian Loaysa a unique perspective on the architectural sheet metal projects of his employer, Accurate Specialty Metal Fabricators Inc. (ASMF). Recent high-profile work where Loaysa and ASMF had a major role include LaGuardia Airport, Javits Convention Center; and "The Shed" Center for the Arts at Hudson Yards in midtown Manhattan.

He approaches these projects with the same creativity he brought earlier to his professional photography work. For Loaysa, metal is not a material, it's a medium.

"I am a dreamer. I am an artist,"
continued on page 11



GSM installed 36 panels on two walls at the hotel parking facility.



Each sail is 48 feet high by 7-1/2 feet wide.

Sail-Shaped Panels Transform Modest Structure into a Graceful Landmark

The “before” and “after” picture sequence traditionally found in magazine ads certainly applies here to this

Portland project. SMACNA member General Sheet Metal recently brought that to life by transforming an unassuming structure in Portland, Oregon, into an attractive landmark appreciated by residents and visitors alike. And they are contributing to the city’s building boom along the way.

In the past, General Sheet Metal (GSM), based in Clackamas, Oregon, might not have bid on a parking facility project. However, now, with expanded equipment, craftspersons, and prefabrication capacity, GSM bid on and won the contract to install 36 graceful perforated panels on two exterior walls at a parking facility for the new Hyatt Regency Hotel in Portland.

The installed panels, which look like sails, have created an

eye-catching sight in the city, which is highly visible to Portland visitors and residents, including GSM employees.

“This garage is across from our convention center, next to the light rail line, and it is seen by a lot of people,” said Danny Knudsen, GSM’s architectural production manager. “It’s great to drive by and say, ‘Hey, we did that.’”

The Hyatt parking garage turned out to be a beautiful project in other ways for GSM. It demonstrated that the company can be successful with architectural projects that demand significant prefabrication, especially if the jobsite does not have the space for fabrication in the field.

“We are looking at fabrication in a way where we do as much as we can in-house and ship to the jobsite,” Knudsen explained.

“Moving the labor from the field to the shop allowed us to be more efficient and accurate, thus

leading to large cost and time savings,” Knudsen added. “With this prefab mindset, we reduced field hours, had better quality assurance and quality control and a more consistent product. Field conditions and site access have always been a major cost impact to the general contractor and to the subcontractors.”

GSM recently hired Knudsen to “drive the lean process.” He said their new \$1 million Mitsubishi 4000K fiber laser cutting machine was a big asset to the parking garage project – allowing the fabrication team to cut pre-painted materials into 36 sails, each 48 feet tall and 7-1/2 feet wide.

The in-house fabrication process involved laser cutting all pre-perforated rectangle aluminum sheets to the determined shape per design screen. GSM then laser cut all materials, other than the structural square tubing. Frames were welded to shape after the galvanizing process, and the perforated screens were screwed into place on frames. With so much work completed in the shop, GSM staff only had to hang the sails in the field.

Knudsen said he hopes GSM can continue moving to more of a

“manufacturing-feeding-construction” model, rather than a “construction-feeding-construction.”

Such a move will be beneficial in Portland, which is experiencing a construction boom. Contractors such as GSM often face challenges related to multiple projects underway at the same time. Jobsites typically have limited space for field fabrication – as was the case at the Hyatt parking garage.

“We found out that the general contractor had a very limited staging areas that could manage the size of the sails,” Knudsen said.

In addition, Knudsen and his GSM team were able to utilize a crane that was already on-site to install the panels. The average install per frame was one panel per hour.

GSM’s new shop equipment and prefabrication success will likely result in more work for GSM, as the “City of Roses” is undergoing a construction boom.



GENERAL SHEET METAL
www.gsmw.com



Matherly Mechanical: Insulated supply and return duct.



Hoisting an air handling unit to mezzanine mechanical room.

Fast Track to Success in “The Big Friendly”

Oklahoma City is replacing its aging Cox Convention Center with a modern convention center showpiece. At 500,000 square feet of total building area, it includes 275,000 square feet of office space divided into an exhibit hall, meeting space and ballroom. The new Downtown Convention Center is currently the single largest project inside the city known as “The Big Friendly.”

The \$275 million dollar project was already on an accelerated 24-month construction schedule when record-breaking storms hit the state. With dangerous flooding east of Oklahoma City, severe weather has impacted construction across the Sooner State.

“There have been constant weather delays. It’s a muddy mess,” said Mike Clark, vice president of sheet metal at Matherly Mechanical Contractors LLC of Midwest City, Oklahoma. “We wear rubber boots and work around the water and mud.”

Matherly is fabricating and installing about one million pounds of large G-90 galvanized ductwork for this HVAC project. The largest rectangular supply and return duct

is 144 inches by 40 inches with 88-inch round returns and 66-inch round double wall duct.

Clark described the massive scale of the project. “We’re installing 1,800 air distribution devices, over a mile of linear air distribution devices, and 170 variable air volume terminal units,” Clark noted. “There will be 36 fans and 13 computer room air conditioning units (CRACs), and numerous fan coil units (FCUs), air curtains, louvers, and duct silencers, etc.,” he explained. And in the ballroom, two air handling units in the large 30,000-square-foot room include passive desiccants (drying agents) to lower the dew point when guests are dancing.

Matherly Mechanical is installing nine air handling units (AHUs) on the rooftop and another 20 AHUs on the mezzanine level. The mezzanine AHUs have to be in place before the steel workers close off each sector of the building. “It’s like building a boat in a basement,” Clark noted. “Once the steel workers move out, there won’t be a chance to get in there again.”

Matherly has been cooperating closely with the other trades to meet the schedule and on the

challenging weather conditions. To streamline construction, the site has been divided into modules or sectors.

“They are still pouring concrete and building out steel in some sectors, while we install the HVAC system in others,” Clark explained. “In fact, almost every craft is working simultaneously, with sheet metal workers, steel workers, framers, roofers and plumbers. There are usually several hundred people here at a time. When the weather’s dry, finding parking on-site is a challenge.”

Matherly Mechanical is hoisting their equipment to the roof using 350-ton lattice boom mobile cranes, which are particularly vulnerable to high winds and thunderstorms. “With 300 feet of stick in the air, the cranes are lightning rods,” Clark noted. To take pressure off the already-busy cranes, Matherly is using off-peak hours hoisting. Every few weeks, the sheet metal team will work in the evenings from 5 p.m. to 8:30 p.m. to help lift the air handling units into position on the roof and mezzanine.

The design firm of Populous America in Kansas City, Missouri, is the architect that designed the

convention center and Henderson engineers of Lexena, Kansas, is the MEP engineer.

“They have provided one of the best sets of drawings we’ve seen in years,” Clark said. And the detailed drawings have provided another way to save time. Early in construction, Clark obtained the complete building information model (BIM), which he loaded into a total layout system. The data is transmitted to a tripod that precisely marks each hanger point.

“Rather than physically chalking out a line, the workers roll the layout system tripod to the correct location. The tripod indicates each hanger point with a laser so our team can mark it,” Clark said. The total layout system is especially efficient in a wet, crowded work site because the tripod can roll past craftsmen, equipment and water that a chalk line would run into.

Currently about one-third of the way into construction, Matherly has 15 sheet metal workers on-site and another 18 workers fabricating ductwork in the shop. Clark expects the number on-site to double as construction progresses.

“When we hit the 200,000-square-foot exhibit hall, we may have up to 30 sheet metal workers using 50-foot scissor and boom lifts to get to the top of the 51-foot high space,” he concluded. “Sheet metal workers will be there to the end of the project.”



MATHERLY MECHANICAL
www.matherlymech.com



DOWNTOWN CONVENTION CENTER
smac.news/tig



Sunset Air: Installed furnace in a new home.



A Sunset Air foreman shows an apprentice how to wire the mechanical fresh air system.

Sunset Air: 3,000 Homes, 43 Communities, 1 Customer

For more than 20 years, Sunset Air of Lacey, Washington, has been partnering with an area home developer to install high-efficiency HVAC systems in hundreds of new homes. This ongoing partnership has been mutually beneficial for both companies and has resulted in continuous HVAC installation work for SMACNA residential and commercial HVAC contractor Sunset Air.

Sunset Air performs installations of high-efficiency HVAC systems and gas furnaces on about 130 houses a year for the developer. These single-family homes, built by Rob Rice Homes, are being constructed in many neighborhoods in the greater Olympia area, and range in size from 1,700 to 3,500 square feet.

To install an HVAC system in one of these new homes, the developer's foreman provides Sunset Air with the design for the home, then holds a meeting with Sunset Air's lead installer and apprentice to go over the installation specifics. Over the course of three days the two installers will completely install the ductwork for the HVAC

system along with the exhaust venting for all exhaust points. They will then verify that the entire installation is complete and that it meets code requirements. Afterwards, Sunset Air will install the piping for all the gas appliances in the home.

Finally, Sunset's duct services team will perform a ductwork pressure test to comply with the Washington state mechanical ventilation code. This test verifies that the ductwork system meets or exceeds the standard for allowed air leakage levels.

Fast forward 60 to 90 days later into the home's construction, and a Sunset Air trim technician will perform the final portion of the HVAC system installation. "That's where we set registers and grills, set the thermostat, and add an air conditioner or heat pump if needed by the builder," explained Matt Jones, Sunset Air's residential division manager. "Basically, it's the final touch to make sure everything's running like it's supposed to and that it's ready for the homeowner."

Jones admits there can be challenges working with production builders because there are so many variables that can affect

the process. "That's where the relationship with the builder is paramount," he said.

The state of Washington has strict energy codes that outline where ductwork can and cannot be run. This creates a more energy efficient home for the homeowner. As the state energy codes continue to become more restrictive, Sunset Air has chosen their preferred path to provide a well-designed and properly installed system.

"We typically install our furnaces in garages for this developer," Jones explained of the system installations. "The furnaces have a dedicated supply air duct coming off the furnace going into the crawl space. A second dedicated supply will go into the second floor."

"Two separate trunk lines handle the two different floors of a two-story house," Jones added. "This gives better flexibility to control the air between the two floors. We're able to adjust the airflow without doing true zoning with zoning dampers. It provides a better product for the homeowner and improves their comfort."

New Rob Rice homeowners are

advised that Sunset Air is responsible for their heating system and receive a new homeowner orientation, free HVAC service for the first year, and a one-year maintenance appointment.

"We care about creating long-term partnerships and relationships, not just with builders, but also with customers," Jones noted. Sunset Air has been a prominent community member since 1976 and has a core belief of providing great service to its customers.

These long-term relationships with customers are paying off. "We hear success stories all the time. The new homeowner moves into a house and they love it. They are happy with the heating system and many will ask to add air conditioning or sign up for continued maintenance through our service department."

The relationship with Rob Rice Homes is strong, too. "Sunset Air has been my exclusive partner for heating and air conditioning for over 20 years," said owner Rob Rice.

"I've built over 3,000 homes in 43 communities in the South Puget Sound area and nearly every one of my homes is a Sunset Air home," he noted. "It is imperative to me as a production builder to partner with a reputable business like Sunset Air because I can trust that their standard meets ours. From install to service and warranty work, my homeowners are in good hands with them."

Jones is optimistic about the future as well. "We value this partnership and will continue to collaborate to provide a good experience for our customers."



SUNSET AIR
www.sunsetair.com



Horizontal duct supporting one of the largest pump stations in the U.S.



Duct Fabricators: Duct risers descend into the cavern.



DUCT FABRICATORS INC.
www.tinshops.com

Duct Fabricators Plays Key Role in Cleveland Infrastructure Project

Like many cities in the eastern United States, Cleveland's sewer and water treatment system is a combined sewer overflow, meaning that when it rains, storm water goes through the same sewer system as sewage. During heavy rains, most combined sewer overflow systems can't handle the volume, and untreated sewage is often released into waterways. City after city has embarked on sewage and water treatment infrastructure projects to fix this problem, and a SMACNA contractor played a key role in a major project for the Northeast Ohio Regional Sewer District.

First, the city of Cleveland constructed an underground storage tunnel system in the Collingwood neighborhood to retain storm water and sewage. Then the Easterly Tunnel Dewatering Pump Station was built to dewater the underground storage tunnel system at the end of each wet weather event and pump the combined sewage

and run-off to an interceptor facility for transport to the nearby Easterly Waste Water Treatment Plant.

"The pump station is one of the largest in the U.S.," said John E. Sickel Jr., president of Duct Fabricators Inc., Cleveland. "The dewatering pumps direct the flow horizontally and eventually upward to the interceptor facility." Since the huge dewatering pumps generate a lot of heat, Duct Fabricators was engaged to provide the HVAC system to keep the pump station room cool.

The actual pump station room is 240 feet underground in a "cavern-style" structure. The cavern is approximately 185 feet long by 45 feet wide by 60 feet in height.

At grade level up at the surface, the 12,600-square foot pump building houses a mechanical equipment room and an electrical switch gear room. Two shafts extend down from the pump building to the pump station in the cavern. The main shaft is 45 feet in

diameter and contains an elevator, main stairwell, HVAC ductwork and piping. The auxiliary shaft is 40 feet in diameter and houses the auxiliary stairwell, HVAC ductwork and piping.

The cavern contains seven massive dewatering pumps and two auxiliary pumps. The dewatering pumps have 1,600-HP motors on each pump and have the capacity to pump 40 million gallons per day. All that horsepower requires cooling to keep the motors from burning up, and that's where Sickel and his team at Duct Fabricators came in.

The project was bid through a number of general contractors and the winning general contractor awarded the HVAC contract to Duct Fabricators. The total project lasted six years with the HVAC portion taking four years.

Duct Fabricators was contracted to furnish and install all HVAC equipment; rigging and craning of the mechanical equipment; fabricating and installing sheet metal ductwork, the HVAC piping system, and the external insulation; and providing the controls and performing testing and balancing.

The specifications required the cavern to be maintained at 55 degrees Fahrenheit. The supply and return ductwork is made of single-wall aluminum, 72 inches

by 60 inches. Aluminum was selected because of its resistance to corrosion.

Duct Fabricators assembled the ductwork in the shop in 20-foot sections. The SMACNA contractor used two cranes, one to lower the duct sections and the other to suspend the sheet metal workers as they assembled the duct sections.

All hangers and supports were C10 channel-type hanging brackets and were attached to the concrete shaft walls and structural columns in the cavern. All brackets in the shafts were installed in such a way to allow for the supply and return duct risers to be lowered into the shafts in 20-foot sections and to slide through each support bracket until the riser section reached its final resting position. Duct Fabricators used the T.D.C. (SMACNA T-25A flanged joint) type connections.

When the ductwork reaches the cavern, it turns and runs nearly the entire 185-foot length of the room, where it's distributed through high-velocity outlets capable of delivering 1,800 CFM.

Up in the pump building, each rooftop unit delivers 38,500 CFM to the supply air riser ductwork in the shafts and into the cavern. Supply air external static pressure was designed at 3-inch WG and the return air at 1.5-inch static pressure. All ductwork was constructed in accordance with SMACNA 3-inch WG classification.

The constant volume rooftop units are sequenced with an occupied mode and an unoccupied mode. During unoccupied mode, when there are no personnel in the facility, the units run at 25 percent outside air with 75 percent return air. Under occupied mode, the units run at 100 percent outside air.

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CULTURE: AS DEFINED BY ARCHITECTURAL SHEET METAL CONTRACTORS

“EMPLOYEES HAVE SHARED THAT WHAT KEEPS THEM AT GSM IS THE PEOPLE ... HAVING POSITIVE RELATIONSHIPS WITH THEIR PEERS AND MANAGERS CONTRIBUTES TO A HEALTHY WORK ENVIRONMENT.”

—CAROL DUNCAN,
GENERAL SHEET METAL

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Tom Zahner, chief operations officer at A. Zahner Co., emphasizes the importance of effective communication. Glenn Parvin, the president and owner of CASS Sheet Metal, cites a philosophy of “doing more” — going above and beyond the terms of a deal with a client. And Joe Parisi, founder of Therma Inc., says “you can go out and talk to anybody here at Therma and they’ll all say it’s cooperation that makes this company!”

Executives from a diverse group of architectural sheet metal contractors shared their thoughts with SMACNA about how to promote an effective company culture. Despite the differences in their businesses, a number of common themes emerged in the discussions.

Trust

Carol Duncan, the CEO of Clackamas, Oregon-based General Sheet Metal, notes that productive personal relationships between employees are at the heart of the GSM’s success. The company has more than 250 employees, and she says building trust between them is key. That enables employees to share ideas and have “tough conversations” when necessary, according to Duncan.



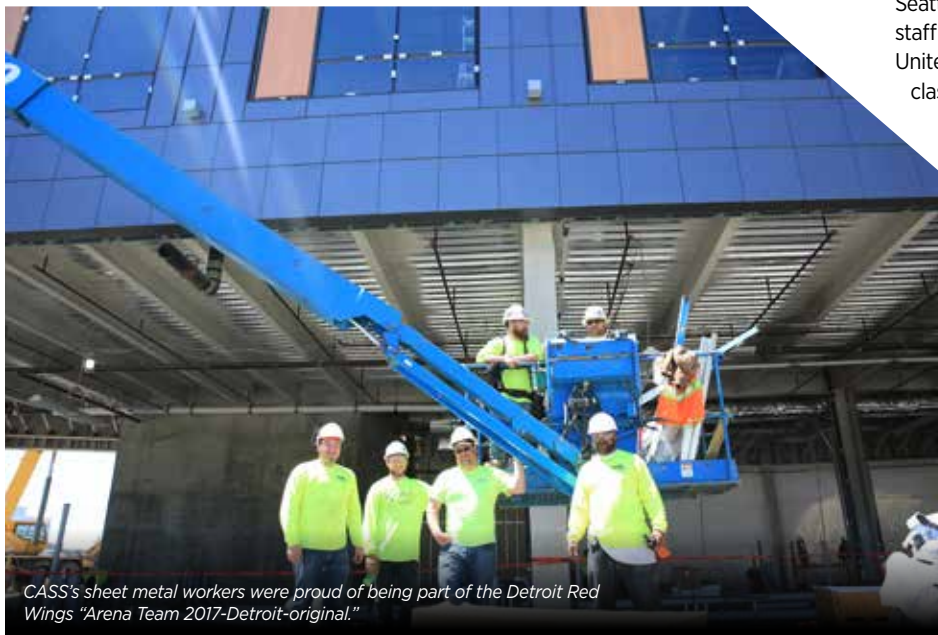
“Employees have shared that what keeps them at GSM is the people,” she says. “Having positive relationships with their peers and managers contributes to a healthy work environment.”

In an industry like construction, one important way to build trust is by emphasizing safety. For example, Seattle-based McKinstry, which has more than 2,100 staff members and tradespeople working across the United States, prides itself on providing “a world-class safe work environment,” according to Kenny Branson, the company’s business manager for architectural metals.

Communication

Based in Kansas City, A. Zahner Co. typically employs between 110 and 150 people at a given time. That total covers a spectrum of job functions, including designers, engineers, shop manufacturers, construction workers and more. According to Tom Zahner, that means transparency and effective communication are at a premium around the architectural sheet metal company.

“We have people with different strengths who work in different disciplines and kind of speak different languages, per se,” he says. “We need to overemphasize the importance



CASS's sheet metal workers were proud of being part of the Detroit Red Wings "Arena Team 2017-Detroit-original."



McKinstry employees follow safety procedures while installing green girls and insulation on a project.



Johansen Mechanical organizes annual outings for employees and their families like this recent fishing trip to Lake Chelan, Washington.

of communicating. It's a survival mechanism because we have interaction between so many different disciplines."

Creativity and Innovation

Those new ideas play a vital role in helping companies come up with fresh approaches to their work, according to the executives. They expressed widespread agreement that fostering creativity is paramount in their field.

Innovation takes on even greater importance when it comes to custom manufacturing, according to Tom Zahner.

"I think part of our reputation in the manufacturing and construction world is that we are capable of investigating and working with things that are not necessarily standard," he says. That innovative spirit carries over to identifying opportunities for process improvement and boosting efficiencies, Zahner adds.

The push to innovate led McKinstry to expand its suite of services and expertise to "provide a single point of accountability across the entire building lifecycle," according to Branson.

"We see how much energy and time is wasted in our industry, both in the way buildings are built and in the way they run," Branson says. "Working together creatively to cut that waste — efficiently designing,

constructing, operating and maintaining high-performing buildings — is the key to our success."

Executives point to the implementation of new technologies and systems as evidence of the benefits of an innovative spirit. For example, GSM has adopted prefabrication to speed up installations and is using new laser technology to enhance designs.

Giving staff room to breathe and use their brains produces amazing results, says Joseph Parisi, founder of Therma LLC in San Jose, California.

"It's amazing how much talent some of our people have," he says. "Most of the time, I allow them to breathe and do their own thing. And it's been shocking to me, the things that have come out of their brains that we've been able to expand upon and use. If you allow your employees a lot of room to breathe, it's amazing the things that you get paid back with!"

Mentoring and Continuing Education

Innovating requires staying up to date with new techniques and developments in the industry. "As technology is constantly changing, we need to stay



A. ZAHNER
www.azahner.com

CASS SHEET METAL
www.casssheetmetal.com

GENERAL SHEET METAL
www.gsmw.com

JOHANSEN MECHANICAL
www.johansenmech.com

MCKINSTRY
www.mckinstry.com

on the cutting edge to remain competitive,” says Johansen.

Johansen’s company offers support and training for employees who want to learn more about the industry. For instance, JMI pays for workers to attend classes offered by SMACNA on the national level. The company also encourages office and union employees to take advantage of training available to them through local SMACNA seminars and the Local 66 training center.

Some companies emphasize grooming employees for managerial roles. McKinstry’s “Fast Track” program identifies high-performing workers and starts preparing them for broader responsibilities via classes, job rotations and mentoring from leaders across the company’s divisions.

At GSM, employees complete questionnaires to help focus their development and take personal ownership of it. The company also holds an annual planning session devoted to setting goals for employee development.

Internships offer another route to attract talented young employees. Zahner, for instance, has refined its internship program over time to serve as a trial run for college and graduate school students.

“We now utilize interns for more value-added tasks,” says Tom Zahner. “We also find that internships are the best way to identify future Zahner employees. We’ve structured

WE’VE STRUCTURED THE INTERNSHIPS MUCH MORE, BOTH IN TERMS OF THE SELECTION OF WHO IS GOING TO DO AN INTERNSHIP AND IN THE WAY THAT WE MEASURE AND OBSERVE INTERNS IN A PROFESSIONAL SETTING.”

—TOM ZAHNER, A. ZAHNER

the internships much more, both in terms of the selection of who is going to do an internship and in the way that we measure and observe interns in a professional setting.”

Given the importance of skilled trade work in construction, companies also look for ways to support apprentice programs and outreach. GSM employees sit on the boards of multiple workforce development organizations in the local area, including pre-apprenticeship programs that focus on underserved communities.

“This gives us direct access to events where public and private entities collaborate and have meaningful conversations about how to bring job seekers and businesses together,” Duncan says.



GSM speaks to students at a high school career day.



A. Zahner hires architectural interns to work on robotics development.

Ultimately, executives say, their main goal is to instill a sense of pride in their employees for the work they do. That’s why CASS Sheet Metal, which is headquartered in Detroit, pushes employees to exceed clients’ expectations on every project, according to Parvin.

“When people are allowed to do a high-quality job, they take extra pride in it, and that builds on itself,” Parvin says. “That’s what we’ve tried to instill in our employees, and it has worked for us for nearly 30 years.”



McKinstry prides itself on providing a world-class safe work environment.

2019 'Young Executives' are Driving the Industry Forward

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he says. "I have found that metal is a great medium to work with, the machinery and new technologies help make it more versatile. We have to be very creative to transform ideas into something real."

The 38-year-old general manager of ASMF emigrated from Ecuador in 2002, after studying architecture at a private university there and later at City University of New York (CUNY). Hired at ASMF in 2007, Loaysa worked a variety of jobs, including in estimating and project management. He is now the company's general manager, overseeing major projects such as LaGuardia and Hudson Yards.

Loaysa says he encourages his co-workers to uncover their creative sides.

"I help a lot of my teammates discover their real potential by helping them leave their comfort zones and start to explore more," he says. "I think my curiosity is contagious."

That drive is part of the reason why John Contrubis, the associate director of NYC SMACNA, says Accurate Specialty Metals is lucky to have Loaysa.

"His curiosity, passion for the industry and courage to work on challenging and complex projects has brought about a change to his company's work culture," Contrubis says. "As a result, it attains higher levels of production and has experienced significant business growth."



Joseph Passannante
Vice President of Operations
Cleats Manufacturing Co. Inc.
Chicago, Ill.

Joe Passannante is the "the epitome of a young executive on the rise," said Tony Adolfs, executive director, SMACNA Greater Chicago. He has worked his way up to leadership not only in his family's duct fabrication firm, but also in his SMACNA chapter, where he serves as president. He is also chairman of the local joint apprenticeship training center (JATC), where he is helping expand the JATC's curriculum.

"Personally, I cannot think of a better candidate to make SMACNA's list of young executives to watch," Adolfs says.

As vice president of operations, the 37-year-old has helped steer the company into its position as one of the top HVAC/duct fabrication companies in the region. Since 1964, the family-owned company

has provided duct, pipe and fittings for public, commercial and industrial projects.

Passannante says that studying management and finance in college allowed him to quickly apply what he had learned to the company's operations.

"I started in accounting, which led to purchasing, which led to operations management and sales, and then led to just about every other aspect of the family business," he says. "For a long time, I never even had a title on my business card or email signature. I didn't want one. I just did what needed to be done to help the business succeed."

In Passannante's case, that also meant automating operations and boosting efficiency. The result was an even more productive company.

"The volume of work we are capable of with the number of employees we have is surprising to me," he says. "We run lean and it is nice to see it all work."

"All our employees work very hard and take pride in what they do," he adds. "Almost all of our employees, and all those in leadership positions, served their apprenticeships with Cleats. We have a lot of

loyal employees with long tenure at the company. This isn't something you see too often in 2019."



Adam Renick
Vice President, **Renick Brothers Construction Co.**
Slippery Rock, Pa.

From universities to sports centers and research facilities, Renick Brothers Construction Co., a 71-year-old mechanical contractor outside Pittsburgh, has put its HVAC expertise to use for major clients throughout the region.

As vice president, 38-year-old Adam Renick has played a major part in his fourth generation, family-owned company's success. Renick has spent his whole career at Renick, starting as an apprentice with Steamfitters Union Local 47 after two years of college. He worked as a fitter and plumber with Local 27, then became a journeyman and foreman.

Renick says he couldn't imagine doing anything else.

"I have aspired to lead this company since I was a child," he says. "I have followed the path that was laid by my great-grandfather, grandfather and father. I worked my way from apprentice to journeyman and foreman over 10 years. I then ran through every facet of our company from copy boy and estimator to project manager and then sheet metal general manager and vice president."

As he prepares to one day run the company that bears his family name, Renick says that he knows his success — and that of Renick Bros. — is also because of the talented people working for the company.

"Our team is second-to-none," he says. "They are the best at what they do. They are like family to me. I enjoy the lessons they teach me and the growth we see in our younger employees. I cannot say enough good things about our

team. They treat each other with respect and are humble to boot."



Greg Wharton
Safety Director, **Sheet Metal Contractors Association of Philadelphia & Vicinity**
Warminster, Pa.

In just two years as SMCA's safety and education director, association officials say Greg Wharton, 35, has made a big impact in this critically important work. He has designed many of the group's safety and OSHA training programs, says Peter Jenkins, SMCA's labor relations director.

"He provides a wide range of safety training for SMCA member firms and industry fund contributors," Jenkins says. "He also helps organize great technical programs with the chapter and with SMACNA. He does a terrific job, not just for one company or contractor, but for all SMCA's contractors and the industry as a whole."

Wharton originally planned to go into sports journalism when studying at West Chester University, but says he "made a left turn and kept on going." That turned into eight years at paint and coatings manufacturer Sherwin-Williams, where Wharton gained his first exposure to the construction industry. He says coming from another sector has given him an appreciation of the work that goes into a building project.

"In the painting industry, you may see a building when it is complete," Wharton says. "Being on this side of construction is different because you get to see the unfinished interior before it is covered by ceiling tile. You definitely respect the process it takes to complete small and large projects."

And when he makes safety visits a local shops, he says, "I can see the pride that the employees have in fabricating their ductwork."

SMACNA Congratulates Chapters on Their Anniversaries

When SMACNA's San Diego chapter was founded 70 years ago, Harry S. Truman was president, NATO had just been established, and playwright Arthur Miller won a Pulitzer prize for "Death of a Salesman."

And when the Sheet Metal Contractors Association (SMCA) of Philadelphia and Vicinity was established in 1919, the Eiffel Tower was the tallest structure in the world, Prohibition was going national, and women would gain the right to vote a year later. SMACNA National would be incorporated 30 years later.

As SMACNA celebrates its 75th anniversary as a national organization, it's taking a look back at the beginnings of some of its long-standing chapters.

SMACNA of Philadelphia and Vicinity Celebrates 100th Anniversary

Members would be hard-pressed to find many, if any, chapters with a longer history than SMCA of Philadelphia and Vicinity. Fortunately for Executive Director Bill Reardon, the group kept pretty good notes from the start.

"The charter has been framed and mounted on the association wall for 100 years," Reardon said. The 1919 charter lists 10 names, which Reardon believes represents individuals. One of those names is the founder of the Wm. J. Donovan Co., which, after 106 years, is still in business today and has been an SMCA member for 100 years.

Many of the early SMACNA chapters were focused on collective bargaining with the Sheet Metal Workers International Association (SMWIA), which had been around since 1888.

"In construction, it's critical to have multiemployer bargaining," Reardon explained, which necessi-

tated establishing an organization to bargain on employers' behalf.

The records in the association's archives cover wars declared and undeclared, and times when the federal government dictated wages and much of the country's manufacturing and construction industries were converted to wartime production, as during two world wars.

"The association rode the highs and lows of the national economy and world politics," Reardon added. "Contractors took part in the war efforts. Many were involved in the Philadelphia Naval Shipyard, where Liberty battleships were constructed at a record pace during World War II."

By the 1950s, the chapter began to have more of a social and educational mission, with meetings covering how to run an effective contracting company. Today, SMCA of Philadelphia and Vicinity has grown beyond bargaining to include a wealth of education, training and business management resources.

SMCA of Philadelphia remains one of SMACNA's most active chapters, with 32 member companies. "These companies are committed to construction safety, effective labor relations and they expect top-level services," Reardon said.

"We have been able to build a pretty tight-knit group because they see each other constantly," Reardon said, adding that SMCA covers a relatively small region where a lot of very sophisticated construction is required. "They bat-

tle each other. So, it's only natural for them to work together through the association and accomplish common goals."

SMACNA of San Diego Celebrates 70th Anniversary

More than 2,500 miles away in San Diego, California, Linda Baxter-Jennings said the origins of her chapter, SMACNA of San Diego, are a little less clear. But like Reardon, she said it appears it started as an informal group of contractors working together to negotiate contracts with Local 206.

Back in those days, the Southern California city's construction industry was heavily unionized, said Baxter-Jennings, the chapter's executive vice president.

"Anybody who was anybody was a member of the association," she said. "There was no nonunion labor."

Like in Philadelphia, Baxter-Jennings' research uncovered wage issues between the union



SMACNA of San Diego representatives at a SMACNA National Legislative Conference in the late 1970s.



Past presidents of SMCA of Philadelphia and Vicinity were recognized at the chapter's annual meeting in 2018.



SMCA OF PHILADELPHIA & VICINITY
www.smca.org

SMACNA OF SAN DIEGO
www.sd-smacna.org

LEGISLATIVE

CEA National Issues Conference Energizes Contractors on Infrastructure, Composite Plans

Members of Congress brought SMACNA contractors up-to-date on the latest policies and legislation moving through Congress including infrastructure investment, composite pension plans and several other hot topics during the Construction Employers of America (CEA) National Issues Conference, May 7-9, in Washington, D.C.

The first day featured policy experts who discussed family paid and sick leave, pharmacy benefit issues, and pension plans. Aruna Vohra, a senior consultant with Horizon Actuarial, discussed the rising costs of drugs and the complex supply chain that moves drugs from manufacturer to patient.

"The lack of transparency within the system has resulted in unsupportable pricing," noted John McNerney, general counsel with the Mechanical Contractors Association of America, who advised contractors to call for more transparency and pricing alternatives with their legislators.

Randy DeFrehn, CEO DeFrehn and Associates, and Cary Franklin, managing consultant of Horizon Actuarial, discussed pension reform and composite plans. "You need to educate lawmakers' staffs

on multiemployer plans," DeFrehn advised. "I'm concerned about where we are headed. There are a lot of healthy construction plans and they don't want to subsidize the unhealthy plans. We want to keep the conversation going."

"The vast majority of plans are healthy and will survive," Franklin noted.

On the second day, contractors heard from several members of Congress. Investing in the nation's aging infrastructure was on the minds of many.

Rep. Gerry Connolly (D-11th-Virginia) advocated for an immediate investment in the nation's

rail systems, new bridges, airports and roads. They have not held back on their investments."

"If we do not heed the warning of America's crumbling infrastructure, we are handing our competitiveness over to China," Connolly said.

Rep. Paul Tonko (D-20th-New York) agreed. "Roads and bridges are not enough. We have to include broadband and make our systems more efficient."

He advocated for improving energy efficient buildings in the process. "We need to include buildings in our infrastructure plans. As energy is getting

"THE GREEN NEW DEAL IS A HISTORIC GENERATIONAL COMMITMENT TO END CLIMATE CHANGE AND [DEVELOP] THE SINGLE LARGEST FORCE OF BLUE-COLLAR JOB CREATION IN THIS COUNTRY. IT USES SIMPLE LEVERAGE TO SPUR PUBLIC AND PRIVATE INVESTMENT." —SEN. EDWARD MARKEY

infrastructure. "It's an investment that brings a return," he argued. "China is making an investment in their infrastructure. They have high-speed

cleaner, we need to generate electricity as efficiently as we can. We cannot make the transition if we fail to address retrofitting in the industrial, commercial and

Photos by Neshan H. Naltchayan



Rep. Chari Bustos (left) with Angie Simon, president, Western Allied Mechanical and SMACNA President-Elect.

residential setting."

Sen. Edward Markey (D-Massachusetts), advocated for his controversial bill, the Green New Deal, introduced in early 2019, to create thousands of union jobs while improving infrastructure and ending climate change.

"We can engage in massive job creation to save all of creation," he said.

"The Green New Deal is a historic generational commitment to end climate change and [develop] the single largest force of blue-collar job creation in this country. It uses simple leverage to spur public and private investment."

"It is explicitly calling for high-quality union jobs and would create opportunities for project labor agreements, Davis-Bacon, all the things you are fighting for every day," said Sen. Markey. He added, "This mobilization will spur massive growth and manufacturing in the U.S. This will strengthen unions to collectively bargain and stop the transfer of American jobs so we can grow domestic manufacturing in the U.S. It builds a climate-resilient future. You are the innovators, the builders, the workers that will accept this challenge."

Rep. Chari Bustos (D-17th-Illinois) highlighted the priorities of the newly elected freshman class in the 116th Congress. "There are three things to accomplish. Bring down the cost of prescription drugs, make a two-trillion-dollar investment in infrastructure to rebuild America, and clean up the mess in Washington, D.C."

The conference included a legislative dinner where members were honored for their contributions to SMACNA's legislative agenda and to SMAC PAC. More than 70 SMACNA members took part in more than 100 meetings on Capitol Hill with their legislators to advocate for these issues and the industry.

The CEA is a coalition of seven national specialty contracting associations of which SMACNA is one. The CEA collectively raises awareness of the value of high-quality construction and coordinates action on labor, workforce, and construction issues to strengthen the industry.

Members may learn more and read the CEA issue sheets on the SMACNA website at www.smacna.org/advocacy/2018-issue-sheets.



Sen. Edward Markey



Rep. Paul Tonko



Rep. Gerry Connolly

LEADERSHIP



Accountability and Leadership

It's discouraging to realize how often, as leaders, we create the very dysfunctions that drive us crazy. For example, when people have a hard time making decisions, could it be that they've seen their leader habitually criticize the decisions of others? Or consider team members who appear disengaged — could they be keeping their heads down because they've been shot at for having a dissenting voice in the past?

In the same way, when people fail to demonstrate accountability for their actions, it's worth looking to see if we are inadvertently causing that behavior.

Tom Peters once said the most exercised part of the body in corporate America is the pointed finger. When something goes wrong think about the energy some people expend on assigning blame while others exert even more energy fending off accountability. That collective amount of energy could have gone a long way toward solving the actual problem!

Understanding the dynamics of accountability will help a leader create a culture where people learn to take responsibility for their own work — mistakes and all.

The Leader Sets the Pace

How common place it is in your organization to hear people say things like, "I was wrong. This one's on me. It wasn't her fault, it was mine." Here's an even harder question to answer. When was the last time your team heard similar words from you? Some leaders believe it shows weakness to admit a mistake. And others are convinced they haven't been wrong in years. We may be able to fool ourselves, but we'll never be able to fool the people who live and work with our own flawed humanity every day. In my view, admitting a mistake doesn't lower a leader's credibility, it exponentially enhances it. People are far more likely to

own their own mistakes if they've seen it modeled from the top.

Seek Solutions not Blame

Leaders can inadvertently feed the blame cycle by the way we engage when we become aware of a problem. Defining the problem and getting the employee on the solution side are far more important than finding someone to blame.

What's your best estimate on how far we're behind? Where do you think this started? What have you done so far to mitigate the damage? What else do we need to make this right? Who can help us get back on track? These are far more valuable questions than *Who screwed up?* Unfortunately, some leaders need to find a scapegoat and in doing so, feed that natural tendency for people to then play the role of a victim.

Give People a Say into the How

Consider how easy it is for all of us to be critical of things we disagree with. That's why it's hard to feel responsible for a decision that you weren't on board with in the first place. But when people have a hand in making the decision, their willingness to own it goes up exponentially.

In a culture where accountability is lacking, there's almost always a corresponding lack of personal and professional growth, mediocre results, and the excruciating cycle of repeating the same mistakes over and over. When you see people trying to avoid responsibility for making decisions or playing the victim when things go wrong, it's worth thinking long and hard about who trained them to behave that way, and then think about how changes in your behavior can create new behaviors around accountability.

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



SMCA of Philadelphia and Vicinity members, included (left to right): Mike Brown of Environmental Construction Services Inc., Rep. Evans, Dominic Bonitatis of Prime Sheet Metal Inc. and Philadelphia City Council member Derek Green.

LEGISLATIVE

SMCA of Philadelphia Contractors Discuss Retrofits with Rep. Evans

Members of the SMCA of Philadelphia and Vicinity chapter discussed industry issues with Rep. Dwight Evans (D-3rd-Pennsylvania) during a birthday fundraiser in May.

They discussed tax extenders, multi-employer pension plan legislation and support of the Congressman's school rehabilitation legislation. Rep. Evans sits on the House's Small Business, Ways and Means and Agriculture Committees.

Rep. Evans is the sponsor of the "Rehabilitation of Historic Schools Act of 2019," a SMACNA-endorsed bill on the use of historic credits for renovation/developing school buildings. He also sponsored the Rebuild America's Schools Act of 2019 and other infrastructure legislation.



The SMACNA Southern California delegation included (left to right): Carmen Koo of Applied Air Conditioning, Lisa Lussier of Direct Air Conditioning, Mike Tardif of Tardif Sheet Metal, Rep. Correa, Karen Fox of Precision Air Balance, Gina Medel of Penn Air Control, and Norm Lussier of Direct Air Conditioning.

LEGISLATIVE

SMACNA Southern California Members Meet with Rep. Correa

During the CEA National Issues Conference members of the SMACNA Southern California chapter discussed composite pension plans, change order legislation and health care issues with Rep. Lou Correa (D-4th-California).

MEMBERS

Welcome New SMACNA Members

ACH Mechanical Contractors	Redlands, California
Great Lakes Ornamental Iron Inc.	Hilton, New York
Pacific BIM Services	Seattle, Washington
Superior Duct Fabrication	Camarillo, California
TC Mechanical	Riverton, Utah



Members of SMCA of Philadelphia and Vicinity (left to right) Mike Brown of Environmental Construction Services Inc., Rep. Norcross, Rep. Fitzpatrick, and Dominic Bonitatis of Prime Sheet Metal Inc. discussed industry issues.

LEGISLATIVE

SMACNA Contractors Talk to Members of Congress at CEA Issues Conference

Members of SMCA of Philadelphia and Vicinity met with Rep. Brian Fitzpatrick (R-8th-Pennsylvania) and Rep. Donald Norcross (D-1st-New Jersey) to talk about industry issues including composite pension plans and health care during the recent CEA National Issues Conference in Washington, D.C.



INDUSTRIAL

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It took 18 months to fabricate the ductwork. Duct Fabricators biggest challenge, Sickle says, was the coordination, fabrication and timely installation of the aluminum duct risers. Duct Fabricators maintained an average crew size of six trade persons throughout the project, with a peak of 12 when the riser shaft ductwork and cavern ductwork were being installed simultaneously.

Duct Fabricators and its employees recently won three Craftsmanship Awards for the project. Robert Wingeier won in the category for HVAC system installation, Scott Savage was the winner for HVAC system implementation, and Jesse Sickle won for HVAC ductwork fabrication and assembly.

The awards were sponsored by the Construction Employers Association, along with SMACNA-Cleveland, the Cleveland chapter of the National Electrical Contractors Association, the Mechanical and Plumbing Industry Council Chapter of Cleveland, and the Northern Ohio Painting and Taping Contractors Association of Cleveland.

Welcome 2019 Associate Members

PLATINUM



GOLD



SILVER

SMACNA welcomes new Silver Associate members Conklin Metal Industries of Atlanta, Georgia, and Raken of Carlsbad, California.



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

SEPTEMBER 2019

September 9-10

NJAB
Salt Lake City, Utah

OCTOBER 2019

October 20-23

76th Annual Convention
JW Marriott, Austin, Texas

DECEMBER 2019

December 8-10

Council of Chapter Representatives
Scottsdale, Arizona

December 26-28

Chapter Executive Institute
Colorado Springs, Colorado

FUTURE SMACNA CONVENTIONS

September 27-30, 2020

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

October 24-27, 2021

78th SMACNA Annual Convention
Maui, Hawaii

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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