

WINTER 2020

Sheet Metal Journal

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Western Washington

Construction Outlook 2020

SMAC-YA Shop and Site Tour

Building Experience

Make your New Year Shine



WESTERN WASHINGTON
Official Journal of
Record for SMACNA-WW

OUR CONTRACTORS SET THE STANDARDS FOR THE INDUSTRY



SMACNA-Western Washington is a trade association and a Local Chapter of the Sheet Metal & Air Conditioning Contractors National Association (SMACNA), which is located in Chantilly, Virginia.

SMACNA Contractors are heating, ventilating, air conditioning (HVAC), and sheet metal experts. They are your assurance of quality in the fabrication and installation of ductwork and air handling systems.

SMACNA contractors are also skilled professionals in:

- Architectural sheet metal
- Industrial sheet metal
- Kitchen equipment
- Specialty stainless steel work
- Manufacturing and custom fabricating
- Repair services
- Siding and decking
- Flow testing & balancing
- Energy management & maintenance

Well known and respected within the construction industry, SMACNA contractors provide the highest quality workmanship, professionalism, and service to their customers. They care about the life cycle of the project, not just the winning bid.

You'll find SMACNA contractors working in all areas of construction whether industrial, commercial, institutional, or residential.

SMACNA contractors developed the technical manuals and standards that today are accepted worldwide in the construction community. As leaders in their industry, they continue to adopt and apply the latest technologies to HVAC and sheet metal work. Everything from duct construction and installation to air pollution control, from energy recovery to roofing, from seismic restraint to welding... they do it all!

STATEMENT OF PURPOSE

The ultimate goal of SMACNA-Western Washington, Inc. is to achieve and maintain the following principles and programs for the sheet metal industry:

1. To establish advertising, publicity, and promotional activities that advise the public of the nature, extent, and availability of services performed by the industry.
2. To promote educational programs to formulate high quality standards of sheet metal construction.
3. To aid in the formulation of uniform sheet metal specifications and improvement of state and municipal codes.
4. To expose fraudulent or misleading advertising or representations intended to deceive the public.
5. To encourage and promote trade practices that will eliminate unfair competition or exploitation of the sheet metal industry.
6. To encourage and promote the establishment of a uniform pattern of payments by customers during the progress of jobs to avoid inequitable payment delays and economic penalties.
7. To provide a forum for the discussion of the common interests and problems of labor and industry, and to encourage and promote harmonious relations between labor and industry.
8. To encourage any proper activity that will increase the efficiency of the industry and its ability to serve the public.



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HAPPY NEW YEAR - IT'S TIME TO SHINE

A new year is a fresh start. It means a crisp new calendar, a blank slate featuring 365 opportunities to improve from last year. Taking advantage of this means more than half-hearted resolutions to hit the gym, be friendlier, or tidy up the bathroom closet. It means turning focus away from nostalgia and towards a disciplined state of improvement requiring hard work and honesty. Are you ready?

What Worked?

Reflect with your team on the highlights and milestones of last year. Pull out those calendars and appointment schedules and identify the best of the year, turning points for success, and the company's proudest moments. What did you do best as a team last year? What are people saying about your company? What did you achieve that was beyond your group's goals? Acknowledging your strengths and hard-fought wins builds momentum moving into the new year.

Lessons Learned

Time to be honest and true—but reserve judgement. Resist the urge to blame or lament when discovering what didn't go so well last year. Sharing failures and disappointments is a powerful tool for learning, observing, and building resilience. So, ask your team to discuss one thing the company could have done better last year. What did you learn from mistakes as a team? What can each person do to be more helpful to the team? What is holding your group back?



By / Jessica Kirby, Editor

Looking Ahead

Imagine the next 12 months unfolded with picture-perfect success. What would that look like for you and your team? How would the company change to achieve this vision?

**Start now to make your vision a reality.
Set time aside, gather your team, and get
excited. 365 chances are waiting for you.
Show the world how success is done.**

What will people be saying about your group a year from now? What challenges will you have conquered? What will bring employees through the door each day, besides the paycheck? Envision your company making headlines in a prestigious magazine for its accomplishments in 2020.

What would the headline say? Creating a vision of where you want to be and how you will get there is an effective way to stay on track and reverse engineer a solid plan for achieving greatness. Express this vision in a way everyone can see and refer to it throughout the year as a source of inspiration and motivation.

Change. Right now.

Reaching your 2020 milestones is going to take hard work, commitment, and change. It is going to take a steady realization that things aren't perfect, and even if they were perfect in another era, times change quickly and only successful teams have the courage to adapt. What projects should be your company's top three priorities? What groundwork will be required to get those done? What is the game plan for meeting (and crushing) the challenges that inevitably arise? What resources will you need?

Imagine yourselves at next year's Christmas party. Everyone is feeling relaxed and relieved to head into some time off. You've just had a nice dinner and maybe a beverage or two and the speeches are about to begin. What will those speeches, celebrating the year's accomplishments and successes, be about? What will be the group's biggest win? What will be its most important step towards resilience?

Start now to make that vision a reality. Set time aside, gather your team, and get excited. Those 365 chances are waiting for you. Show the world how success is done. ■

UPCOMING SMACNA-WW EVENTS

April 28

Membership Meeting with guest Kevin Brown
SeaTac Marriot

May 14

SMACNA-SMAC-YA Networking event
Mariners vs Oakland Athletics at T-Mobile Park

May 19

Safety and Tech Seminar
SeaTac Marriot

July 30

SMACNA-WW Annual Golf Tournament
*New Castle Golf Club - **New location***

August 30

Women's Networking event with guest Angie Simon
Hyatt Regency Lake Washington at Seattle's Southport Renton

December 4

SMACNA-WW Holiday Gala

HOW EXPERIENCE IS ACTIVELY BUILT

Many people figure that if you spend a lot of time doing something — working, for example — that you'll become experienced in that thing, that you'll somehow absorb prowess and competence via osmosis. No one really takes the time to discuss or ponder how experience is developed—I believe that it is actively built.

How Experience is Actively Built

Being experienced in something implies that you are good or highly competent at that thing. It assumes that you have made mistakes and subsequently learned from them. Indeed, the definition of being experienced isn't all that complicated, but the process of building experience — and benefitting from that experience — is more complicated than you may think.

Experience is More Than Passive Participation

The first and main thing experience requires, is observation — active observation and acknowledgment of learning opportunities. What do I mean by “learning opportunities”?

Well, let's say we just started a new job. When it's our first week or even our first month in a new position, it's natural to make mistakes. It's also natural to panic a bit when these mistakes happen, but I don't think we should panic too much in these early stages. First off, most early career mistakes are not all that serious, and when we're new, we benefit from a bit of slack. Second off, these types of mistakes are prime examples of learning opportunities, which are the very foundation upon which experience is built.

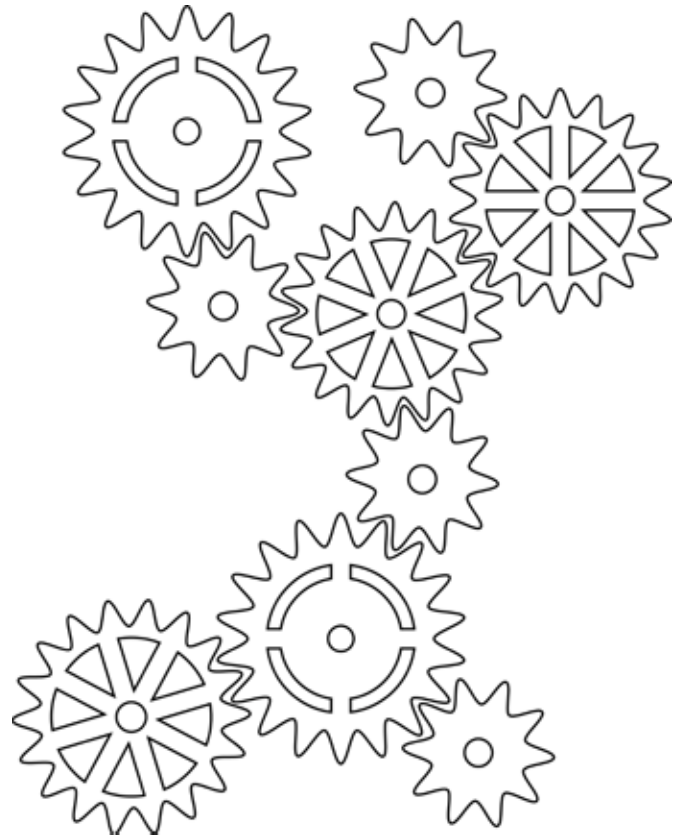
So we've made our mistake, and we're now presented with a learning opportunity. How do we bring observation into this, and how do we use it to capitalize on our learning opportunity? Begin by taking an inventory of the moment after the mistake occurs: Are we okay? Is everyone else okay? Good. What happened? How serious is the mistake? How does it make us feel right now? The answer to this last question is probably “not very good.” Naturally, we'll want to avoid feeling this way in the future, which means we'll need to find a way of preventing the mistake we just made from happening again.

Active Observation

Once the dust settles a bit, there are some other observations we should consider: What caused the mistake in the first place? What identifiable series of events led up to it? Was there a lapse in communication? Was it truly our fault? Was the mistake a random occurrence that we, unfortunately, had no control over? All things to consider, all things to learn from.

I don't mean to sound like I advocate dwelling on a mistake. Rather, give your mistake a good analysis. Chew it over, contemplate it, deconstruct it. But once you believe you've

By / Zach Morgan
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www.thindifference.com/2018/12/how-experience-is-actively-built/



gotten to the bottom of it (or somewhere close), try your best to let it go.

Experience is a Raw and Unrefined Product

So by now, we've made our observations in light of the mistake (or learning opportunity) we've just had. We hopefully have a pretty good idea of how the mistake happened, why it happened, what led up to it, and how it made us feel.

Here, in essence, we have “raw experience”—a new set of knowledge bestowed upon us by our mistake/learning opportunity.

Great, but what good does it do? What benefits does it provide?

Benefits of Raw Experience

Well, raw experience does indeed make us a little bit wiser, a little bit more seasoned for the challenges we'll face in the future. A wider base of knowledge gives us perspective, I think, and certainly a boost of confidence. The more raw experience we gain, the better we're able to gauge a situation. We're able to interpret situations better and recognize when and why a mistake may occur.



I've also noticed that a wider breadth of raw experience can work to reduce anxiety or stress levels. We'll know when a situation or issue is common and doesn't warrant any particular amount of stress.

All in all, raw experience is good. It's good to be wise, and it's good to have a broader base of knowledge to draw upon in our professional or personal lives. But how do we draw from that knowledge and use it to inform our actions? What is required of us to ensure that our new knowledge yields more tangible benefits?

Experience Takes Effort, Discipline, and Persistence

To improve our performance, prevent mistakes, and set ourselves up for success, we need to connect and integrate our raw experience with our actions. To do that, we need discipline, persistence, and, overall, a lot of effort.

Effort

Let's talk about effort first. As stated, raw experience gives us wisdom and knowledge, but those things are useless (in a practical sense) without action. There needs to be a connection between them.

Let's say you're facing a familiar series of events, one you've seen a time or two in the past. You know this series of events has the potential to lead to a major issue; that's your raw experience at work. But your knowledge alone isn't enough to avoid the situation. You have to be willing to put in the effort to act, to preempt the issue that you see forming in front of you. This sounds obvious, I know, but it's not always so easy.

Discipline

When I was still new at my current job, I was constantly repeating this one, very specific mistake. It would happen time after time, and after each occurrence, I would tell my boss "I know exactly what went wrong. I need to do better next time." That was my excuse, my way out of chastisement: "I need to do better next time." Then the next time would come, and I would fail to take action once again. I'd fail to be

proactive and prevent the mistake, and then I'd be having the same conversation with my boss.

I had the raw experience needed to know what was going wrong each time. I even knew what I needed to do to fix and prevent my mistake. I was just lazy, and in particular, I was undisciplined.

To integrate our actions with our raw experience, we need effort foremost, and then we need to be consistent with that effort. We need to be disciplined. Discipline, in this sense, means we need to make an effort both when we feel like it and especially when we don't. We need to have the mental fortitude on our laziest days to say "I know I don't want to do this right now, but it will only get worse later, so I might as well just do it." As I've shown, discipline has been a big struggle of mine in the past, so I'll consider this a reminder to myself.

If we are disciplined in integrating our raw experience with consistent, satisfactory effort, then we'll gradually see improvement. We'll know that we're preempting and preventing issues that nagged us in the past. We'll see that we're actually learning from our mistakes and making tangible progress because of it.

Persistence

Lastly, after effort and discipline are established, we need to be persistent in integrating our effort with our raw experience.

Persistence means that we continue to make an effort, continue to see the value in making an effort, even after we fail. Persistence means that we don't abandon the entire endeavor following a lapse in judgment or momentary laziness. It means we recognize that one failure does not a setback make.

Persistence means that we recognize our failures as additional opportunities to learn, grow, and make progress. ■

Zach Morgan is a writer, editor, and recent college graduate living in San Diego, CA. Check out his blog, Brew Gab and follow Zach on LinkedIn.

SMACNA-WW BOARD SECRETARY / TREASURER: BJ GIRI

Length of current term

Two years

Previous involvement in SMACNA-WW Board

Involved for three years on the board and the Labor-Management and Legislative committees

Other professional affiliations

ASHRAE; SMART Local 66 and Local 23; MCAA; UA Local 32, Local 26, and Local 375; IBEW Local 46; Local 97; US Green Building Council; BOMA; NECA; NAIOP

Company name

Holiday-Parks, Inc.

Company specialty

Preconstruction to construction, building automation, service, and maintenance

Number of years in the industry

30 years

Why did you get into this industry?

I got into this industry by accident while going to the university for my mechanical engineering degree. I worked for a parking garage in Downtown Seattle, where I parked Jerry Parks's car (Jerry owned Holiday-Parks, Inc.) He offered me a job in the Engineering department. I worked for Jerry in various capacities throughout my career at HP and was fortunate to be able to purchase the company along with my partners a few years ago.

Professional philosophy or "words to live by"

Every day: THANK someone. LEARN something. TEACH something. And, most importantly, FORGIVE someone.

Greatest challenge the industry has faced over the years

Lack of skilled professionals – in labor and management – entering our industry while the retirement of current workers will leave a void.



Biggest change in the industry over the years

Technology

Biggest opportunity in the industry for the future

Construction is still the most inefficient industry. Simplifying working to make our industry more effective is the biggest growth potential.

What is SMACNA's most important role in the industry?

Partnering with labor to provide and maintain a competitive advantage through training, education, and recruitment while being inclusive and diverse to compete with non-union competition.

What change or other mission do you hope to bring to the board of directors during your term?

I hope to bring an alternative viewpoint to augment the other talented board members in achieving any goals that are set or dealing with any challenges that we may face. ■

SAVE THE DATE

September 27 – 30, 2020

SMACNA National Annual Convention • Colorado Springs, CO

SMACNA-WESTERN WASHINGTON KICKED OFF THE HOLIDAY FESTIVITIES WITH THE ANNUAL HOLIDAY BALL – DECEMBER 6

This year’s Holiday Gala, held at the Seattle Marriot, was another stunning success. The theme was based on a classic 1950s Christmas party, featuring décor highlights such as 1950s automobiles, checkered finishes, and a 1950s band. During the pre-party reception, a flash mob made an appearance and danced to 1950s theme music.

Executive Vice President, Julie Muller took to the stage and formally welcomed everyone to the ball, including special guests Angie Simon and Nathan Dills. SMACNA-WW President, Brian Fluetsch then presented holiday greetings.

Next, dinner was served! Attendees enjoyed a delectable selection of classic wedge salad, filet mignon with asparagus, baked potatoes, French fries, onion rings, and good ole’ mac and cheese, followed by a soda shop station with the option of ice cream sundae or ice cream float for dessert.

During dinner, another dance—performance by the Amanda Findley Dance Group—took place on a checkered dance floor. After dinner, Brian Fluetsch introduced the new 2020-2021 officers and trustees for SMACNA-WW, and awards and accolades followed. Tom Montgomery received special honors and the JATC Service Award. Brian Fluetsch passed the gavel to incoming 2020 SMACNA-WW President, Tom Montgomery in the traditional Exchange of the Gavel presentation.

Events wrapped up with the Holiday Gift Drawings Raffle, which featured a grand prize that included two tickets to a New Years Eve party at Ascend in Bellevue, WA. Following the raffle, attendees were welcome to dance to live music performed by Marina and the Dreamboats band or visit the soda shop station for more ice cream sundaes and floats.

Save the date—December 4, 2020— for the next Holiday Gala event. ▪







SMACNA-WW MEMBERSHIP EVENT WITH GUEST SPEAKER KEVIN BROWN – APRIL 28

For nearly 20 years speaker and author Kevin Brown helped build a little-known family business into the #1 brand in its industry with annual revenues reaching \$2 billion. Along the way, he has learned a thing or two about over-coming adversity, dealing with change, and creating a culture that drives organizational excellence and customer loyalty.



Kevin will be speaking to SMACNA-WW at its Membership Event April 28 (see page 4) about how his unconventional path to business and personal success has taught him that winning in business and in life requires anything but conventional thinking.

He grew up in Muskegon, Michigan where his blue collar roots taught him the value of hard work and determination. His resume includes an eclectic mix of career stops that ultimately led him to the purchase of a franchise at the age of seventeen.

With a street-wise aptitude and a never quit attitude, he worked his way from the front lines in business to the executive boardroom. For nearly two decades Kevin was a sales and marketing executive that helped grow a little known family business into an industry giant.

After a career in franchising that spanned 30 years, Kevin decided to retire from corporate America and pursue his passion for bringing The HERO Effect® message to as many people and organizations as possible.

Kevin is on a mission to help people and organizations embrace a simple philosophy that separates world class organizations and high performance people from everybody else. He is passionate about helping people expand their vision, develop their potential and grow their results. And, as the father of an autistic child he knows firsthand how the principles of true success reach beyond the boardroom and into the lives of real people facing the challenges of everyday life.

As a highly sought after keynote speaker, Kevin has had the privilege of speaking to a wide variety of organizations including Siemens, State Farm, Country Financial, Bristol-Myers Squibb, Northwestern Mutual, Delta Airlines, Trans America, Allianz, and the 2019 SMACNA National Convention, to name just a few.

Kevin entertains, inspires, and challenges people to show up every day and make a positive difference at work and in life! ■

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SMACNA members perform work in industrial, commercial, institutional, and residential markets. They specialize in heating, ventilation and air conditioning, architectural sheet metal, industrial sheet metal, kitchen equipment, specialty stainless steel work, manufacturing, siding and decking, testing and balancing, service, and energy management and maintenance.

CONTRACTOR MEMBERS

ACCO Engineered Systems	Johansen Mechanical, Inc.
Air Handlers, Inc.	L & M Sheet Metal Fabricators, Inc.
AIRTEST Co., Inc.	MacDonald-Miller Facility Solutions, Inc.
Apollo Mechanical Contractors	McKinstry Co., LLC
Argo Blower & Mfg. Co., Inc.	Miller Sheet Metal, Inc.
Auburn Mechanical, Inc.	Miller's Smith & Losli Sheet Metal, Inc.
Ballard Sheet Metal Works, Inc.	Neudorfer Engineers, Inc.
Capital Heating and Cooling, Inc.	Olympia Sheet Metal, Inc.
D/B Solutions, LLC	Pacific BIM Services
Delta Technology Corporation	Phoenix Mechanical, Inc.
Distribution International	Pinchiff Mechanical LLC
Eckstrom Industries, Inc.	PSF Mechanical, Inc.
Emerald Aire, Inc.	PSR Mechanical
ENVIROMECH	Schmitt's Sheet Metal & Roofing
Evergreen State Heat & AC	Scott & From Co., Inc.
GB Systems, Inc.	Shinn Mechanical, Inc.
Gensco, Inc.	Sunset Air, Inc.
H & R Mechanical Systems, Inc.	Trotter & Morton
Hermanson Company, LLP	TRS Mechanical
Holiday-Parks, Inc.	UMC, Inc.
Holmberg Mechanical	

AFFILIATE MEMBERS

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Ahlers Cressman & Sleight	Gripple, Inc.
Air Reps, LLC	Hudson Bay Insulation Co.
AIREFCO, Inc.	ISAT Seismic Bracing
Armaceil, LLC	Industrial Air Systems, Inc.
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CL Ward, Inc.	Milwaukee Tool
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ECCO Manufacturing, Inc.	Sunbelt Controls
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2020 OUTLOOK

As 2020 dawns, the construction outlook is fairly stable, with spending up marginally and a trade dispute affecting manufacturing across the country. On the brightest side, women are taking up positions in trade-related professions at breakneck speed. *Sheet Metal Journal-Western Washington* has compiled the following construction outlook based on numbers in November and December 2019, sources from Reuters, Associated Press, Business Insider, and other public news releases. Be sure to watch these pages and www.sheetmetaljournal.com for updates moving forward into the year.

photo courtesy of © kwest12

Construction dollars up at the end of 2019

U.S. construction spending ticked up just 0.1% in July, aided by government spending on schools, sewers, and the water supply.

The Commerce Department said in November that spending on construction projects in July occurred at a seasonally adjusted annual pace of \$1.29 trillion. So far this year, construction spending has tumbled 2.1%, dragged down by a sharp pullback in expenditures for homebuilding.

Construction for single-family houses picked up 1.4% in July, a possible response to lower mortgage rates. But private spending on the building of apartments, lodging, and commercial spaces fell. Overall, private construction spending slipped 0.1%

Government spending accounted for July's increase, as construction spending rose 0.4%. State and local governments accounted for most of the gains as spending on school construction rose. But federal construction spending fell 2.4%.

U.S. manufacturing contracts as trade war with China bites

U.S. manufacturing activity contracted for the first time in three years in August, with new orders and hiring declining sharply as trade tensions weighed on business confidence, raising financial market fears of a recession.

Concerns about the economy, which is in its longest expansion ever, were also exacerbated by other data showing construction spending barely rising in July. The reports somewhat offset upbeat data on consumer spending that had suggested that while the economy was slowing, it was not losing momentum as rapidly as financial markets were flagging.

"The canary in the mine may be falling off its perch," said Joel Naroff, chief economist at Naroff Economic Advisors in Holland, Pennsylvania. "With manufacturing now starting to contract, it is even more critical that the consumer keeps spending."

The Institute for Supply Management (ISM) said its index of national factory activity dropped to a reading of 49.1 from 51.2 in July. A reading below 50 indicates contraction in the manufacturing sector, which accounts for about 12% of the U.S. economy. November marked the first time since August 2016 that the index broke below the 50 threshold.

August's reading was also the lowest since January 2016 and was the fifth straight monthly decline in the index. The United States now joins the euro zone, Japan, the United Kingdom, and China, which have long been experiencing a contraction in factory activity.

Still, the ISM index remains above the 43 level, which economists associate with a recession. The U.S.-China trade tensions also coincide with diminishing stimulus from last year's \$1.5 trillion tax cut package.

The ISM said there had been "a notable decrease in business confidence," adding that "trade remains the most significant issue, indicated by the strong contraction in new export orders." Economists polled by Reuters had forecast the ISM index would slip to 51.0 in August.

The U.S.-China trade fight is eroding business sentiment, with business investment contracting in the second quarter for the first time in more than three years. That, together with an inventory bloat, is undercutting manufacturing, with output declining for two straight quarters.

Consumers have largely shrugged off the trade dispute and continued to spend, propping up the economy. But that could change with the trade war spilling over to shopping malls.

A new round of U.S. tariffs on imports of Chinese goods, mostly consumer products like clothing, footwear and televisions, took effect on Sept. 1. Additional U.S. tariffs are due to be imposed in December.

With trade tensions simmering in the background, the Federal Reserve is expected to cut interest rates again this month to keep the economic expansion, now in its 11th year, on track.

The Fed lowered its short-term interest rate by 25 basis points in July for the first time since 2008, citing trade tensions and slowing global growth. Financial markets have fully priced in another quarter-percentage-point cut at the Fed's Sept. 17-18 policy meeting.

U.S. Treasury prices rose on the factory data, with the yield in the benchmark 10-year note dropping to its lowest since July 2016. The Treasury yield curve has inverted, signaling that a recession is looming. Stocks on Wall Street fell, while the dollar was little changed against a basket of currencies.

Women in trades

Women still aren't paid as much as men in America — they make \$0.79 for every dollar men make in 2019. While that gap has been steadily decreasing in recent years, women are getting more jobs in traditionally male-dominated fields. According to a new study by financial services company SmartAsset, some of the fastest-growing jobs for women are

in construction, engineering, and ride-hailing services. The study used data from the Bureau of Labor Statistics (BLS) from 2014-2018.

The fastest-growing job category is taxi drivers and chauffeurs, due to ride-hailing platforms like Uber and Lyft. There have been 394,000 more drivers — both male and female — on the road from 2014-2018. The second-fastest growing industry is construction: In the last five years, there was an 85% increase in construction jobs for women. Many jobs on the list are in STEM fields such as engineering, computer science, and healthcare.

In November 2019, Business Insider compiled a list of 25 professions typically sought by a men but experiencing an uptick of interest from the female workforce. Of these, seven are related to construction:

25. Construction and maintenance painters saw a 30% growth in employment between 2014 and 2018.

Women employed in 2014: 33,700

Women employed in 2018: 43,700

23. Freight, stock, and material movers and laborers saw a 32% growth in employment between 2014 and 2018.

Women employed in 2014: 341,700

Women employed in 2018: 450,700

17. Mechanical engineers saw a 36% growth in employment between 2014 and 2018.

Women employed in 2014: 26,700

Women employed in 2018: 36,300

9. Construction managers saw a 49% growth in employment between 2014 and 2018.

Women employed in 2014: 52,600

Women employed in 2018: 78,600

6. Architects (except naval) saw a 58% growth in employment between 2014 and 2018.

Women employed in 2014: 45,000

Women employed in 2018: 71,000

3. Industrial engineers, including health and safety, saw an 82% growth in employment between 2014 and 2018.

Women employed in 2014: 31,000

Women employed in 2018: 56,600

2. Construction laborers saw an 85% growth in employment between 2014 and 2018.

Women employed in 2014: 42,200

Women employed in 2018: 78,100

Reporting by Lucia Mutikani; Editing by Paul Simao, Reuters; Associated Press; and Business Insider.



SMACYA Shop & Site Tour

SMAC-YA brings youth from community colleges together for an up-close look at a career in sheet metal.

By / Jessica Kirby • Photos courtesy of SMACNA-Western Washington

SMACNA-Western Washington is a leader in opening up opportunities for students to see firsthand just what a career in sheet metal entails. Networking, education, and recruitment activities geared to young people are the business of SMAC-YA, SMACNA-WW's Young Leaders Association, which focuses on drawing young members to the association and industry.

The SMAC-YA group, comprised of people looking to draw youth together and into the sheet metal industry, arranged a Site and Hop Tour in November for students attending community colleges and universities in the Seattle area.

"The event was open to college students interested in a fast-paced, innovative, and challenging career in commercial construction," says Patricia Bovie, administrative services co-ordinator for SMACNA-Western Washington. "We asked several community colleges to invite their students to join us for a site tour of the new Rainier Tower Building in Downtown Seattle by MacDonald-Miller Facility Solutions and a McKinstry Shop Tour. Afterwards, we provided chance to network with young professionals at a Happy Hour hosted at Bowlero S. Seattle."

Fifteen students from Edmonds Community College, Renton Technical College, Seattle University, and University of Washington participated in the event, designed to demonstrate what a career in sheet metal looks like on the site and in the shop.

The first stop on the tour was Rainier Square Tower, an active jobsite provided by MacDonald Miller Facility Solutions in downtown Seattle. Students arrived by shuttle bus and met tour guides, who took the participants in the manlift up to the 40th floor of the tower.

The lift scaled the outside of the building, providing stunning views of downtown Seattle during the ascent. The top floors (58) were not accessible yet for the tour, but when Rainier Tower completes it will be the second tallest building in Seattle. It will include office space and 181 residential units, a 12-story boutique hotel with 220 rooms, and 71,000 square feet of retail, as well as below-grade parking for 879 vehicles.

According to the project's architecture firm, NBBJ, the 1.15-million-square-foot development aims to be an urban catalyst that attracts top-tier businesses and new residents and visitors to the center of downtown, reinvigorating the pedestrian realm and bringing long-term value to the surrounding blocks.

"During the tour, guides explained how the revolutionary core is constructed using steel frame around a concrete core," says Bovie. "This was especially useful to the students interested in the modern engineering of the tower."

After touring the top levels, students took the lift back down to the ground level where guides explained more of the mixed-use retail space on the bottom floor. PCC Community Markets grocery store will be added on the bottom level. This is the

first fully scaled grocery store to be accessible in the heart of downtown—exceptions being Target and small independent grocers.

According to an article in the *Seattle Times* by Benjamin Romano, the floors above PCC will provide office space for more than 3,500 employees of Amazon, which claimed all 722,000 square feet of office space in the project. “This was one of Seattle’s largest leased deals, announced last fall,” the article says. “Above them, 188 high-end apartments are planned, part of more than 6,700 residential units under construction in the city’s downtown.”

The second stop on the tour was McKinstry’s office and shop. Here, students were shuttled to McKinstry offices to break for lunch. During lunch they received an educational presentation about McKinstry’s fabrication shop and the tools and technologies that generate 3D models of fabrication pieces before production.

“After lunch, students received a full tour of the fabrication shop,” Bovie says. “They were able to ask lots of questions and see the different types of sheet metal use throughout the shop.”

Students also received a tour of the offices: this included a gym with a basketball court, open office desk space, and fully functional cafeteria where employees can order meals.

The last stop was Bowlero South Seattle where a bowling Happy Hour was held with SMACNA members for networking. Students were able to capitalize on the networking opportunities with different companies that attended the bowling happy hour and exchange contact info.

Moni Mungin, student at Edmonds Community College, says she enjoyed the tour and felt grateful to see the operations first hand.

“It was great talking to fellow students and speakers,” she says. “I was excited to see Lean Thinking in practice through the Last

Planner Method, and it confirmed for me that it’s worthwhile to keep studying that system. I learned that a lot of people (including women) come to the field with non-construction backgrounds, and it gave me some encouragement.”

Rainier Tower - NBBJ

Rainier Square is inspired by and respectful of the adjacent Rainier Tower, whose iconic tapered form — designed, along with the nearby IBM Building, by noted midcentury architect Minoru Yamasaki — has become a Seattle landmark. The new building steps back to preserve views to and from Rainier Tower, and its curved elevations reflect both its architectural forebears and the glacier-carved topography of Seattle itself.

Metal “prism” panels are designed to respond to the city’s varying requirements for facade density. Adding or subtracting panels as necessary, and rotating them 180 degrees, creates variation in the facade, which further alters throughout the day based on the position of the sun.

Through this integrated, holistic building systems approach, Rainier Square is targeting a performance level at least 7.5% above the requirements of the Seattle Energy Code, already one of the country’s most stringent.

Learn more about Macdonald-Miller Facility Solutions at <https://macmiller.com> and McKinstry at www.mckinstry.com. ■



STREAMLINE AND IMPROVE YOUR BOTTOM LINE WITH FASTEST ESTIMATING SOFTWARE

As we head into the year 2020, digital plan files are the new normal when it comes to project estimation across all trades and scopes. FastEST, Inc. with its award-winning program set FastDUCT®, FastPIPE®, and FastWRAP™, has the perfect estimating tools for HVAC, mechanical, and plumbing contractors to tackle project estimating in this truly digital age.

With FastEST's line of easy-to-use and accurate estimating software programs, contractors can increase the accuracy and output of HVAC, plumbing, and mechanical insulation bids. With FastDUCT® for HVAC ductwork and industrial sheet metal; FastPIPE® for plumbing, mechanical, and site utilities; and FastWRAP™ for piping and ductwork insulation, FastEST has an estimating solution for all types of mechanical, plumbing, and insulation contractors.

Whether customers started out estimating by hand, with a spreadsheet, or with an alternative software product, they have experienced consistent success stories transitioning to using FastPIPE®, FastDUCT®, or FastWRAP™. What makes the switch so beneficial for contractors? Here are just a few examples of how contractors can streamline the estimating process while improving the company's bottom line.



Digital plan import – One of the cornerstones of the FastEST suite of estimating software programs is the award-winning On-Screen Digitizer feature. Included with all systems, users are able to import PDF and several other digital plan formats directly into their estimate. From there, they can set the scale and start their takeoff right on the monitor. Takeoff speeds and accuracy are greatly increased, and users save time and money by avoiding the need to print or borrow hard copy plans just for the bidding process.


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Fast, easy setup – All FastEST programs come ready-to-use right out of the box. Each new customer can start using the program as soon as they open it, with pre-loaded job templates filled with comprehensive specifications, job items, and assemblies. Then, each customer can customize the programs to be tailored to their particular estimating situation, with assistance from FastEST's knowledgeable, reliable support staff.


Excellent customer support – As mentioned above, FastEST prides itself on unmatched, dependable customer support. A great majority of FastEST users say that is one of the top reasons they are satisfied with FastEST's estimating software programs. Technical support and online training are just a phone call, email, or website visit away.

Find out more about FastEST, Inc. and its programs by visiting <https://fastest-inc.com/smj>. Check out the videos, or schedule an online demonstration to get a full walkthrough of the software. ■

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PSYCHOLOGICAL SAFETY: A FOUNDATION FOR TEAMWORK

Ask people you work with what they are afraid of. You might hear answers like heights, snakes, public speaking, failure, or the dark. The most dishonest will tell you they are not afraid of anything. The truth is that the deepest fears, and ones that impact us most, are ones we would find it hard to reveal or describe.

This reluctance to be honest with ourselves or others plays a big role in our security and happiness in life—and at work. And the tendency of most leaders to ignore these fears in the workplace has a significant impact. Now some very compelling research backs it up. It turns out that for teams to best work cooperatively, collaboratively, and creatively, there is one attribute above all others that contributes to success. This attribute is psychological safety.

Thus, with that word, safety, we address a set of fears that not only limits teams, but limits individuals in their personal growth and evolution. What would be these fears that can only be soothed by psychological safety? How about these:

- Fear of being vulnerable.
- Fear of being rejected.
- Fear of being judged. And listening to the whispers of insecurity many of us hide with great skill.
- Fear of failure, and thus of risk. Of taking that hit to our self-image and esteem.

Minimizing this fear impact truly has extraordinary power and the reasons behind it are important for leaders to consider. Safety for and with each other builds bonds that enable people to stretch, risk, trust, and open up. They also allow people to be authentic and bring their best selves to both others and the workplace. For learning, coaching, mentoring and motivating this is essential.

In many, if not most, workplaces this safety does not exist because it is not valued as it should be. What takes its place are politics, gossip, negativity, and conflict, which are direct results of people acting out of their own insecurities and fear-based emotions. Many leaders accept this because that is what they are most accustomed to. But those with courage and vision will put in the work to create safety and mutual commitment which combine to create one driving force pushing the team forward. That force is contained in the words of those team members to one another and they might sound like this:

- I accept you and don't judge you.
- If you bring your best, and meet the team standards, you don't have to prove anything to me.



By /Mark Breslin

- We share in success and failures together.
- We are not negative or destructive with one another, no matter if we like each other or not.
- Everyone owns what they do or say.
- Honesty is our default at all times.
- I've got your back.

For leaders it can be a challenge to prioritize psychological safety. It doesn't seem to pay the bills. People will test the limits. And truthfully there are a lot of people who don't have the security and internal maturity to act like adults. But none of that matters. The leader sets expectations. The leader sets limits. The leader sets the tone. The leader sets consequences. For me as a CEO, it happens in an employee's first staff meeting, and it is in front of everyone on the team. I lay out what constitutes the safe zone at work. I tell them that if anyone gossips, shit-talks or character assassinates anyone on our team, they are fired that day. And don't test me because I have done it. And those who test it express their guilty outrage. They say, 'You can't fire me.' I say, 'I told you upfront, now pack your stuff in this box and be out of here by noon.' I am HR's nightmare. I am the team's protector.

My zero tolerance approach is certainly not for everyone. But that is how seriously I take psychological safety and team acceptance. I don't hope people are coming as their best selves. I encourage it, support it, and in truth, I demand it. People cannot do their best work operating out of fear. And what I find is that when an individual feels this and embraces it, they bring a level of commitment and productivity that you cannot pay for. Performance rises, retention increases, risk tolerance expands, and positive group norms get set in stone.

Here are three ways to lead your team through a workplace foundation of psychological safety:

1. Own your own emotions, behavior and insecurities. A leader that shows authenticity, vulnerability, and empathy gets loyalty and buy-in in return. You don't have to be the hard ass 24/7. Some people think it might look weak—and that is most insecurity talking in your head. Being your best self no matter what others think is real strength.

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2020 SESSION BRINGS NEW AND OLD PROPOSALS

The 2020 session starts January 13 and will run for 60 days. The short session is intended to provide a “tune-up” for the state’s two-year budgets. The general fund budget should not be a problem. In 2019 the Legislature enacted several tax increases that provide a revenue stream for education and other programs. There won’t be a lot of activity with the capital budget. But it is a different story for the transportation budget that will see a 12 percent shortfall in 2020 created by the passage of Initiative 976, the \$30 car tab initiative passed in November. Even if the court issues a stay of I-976, the Transportation Committee chairs have said they intend to make the cuts to the budget to conform it to I-976. Cuts will not only be made to transit programs that rely on the state’s car tab revenue, but could also spill over to the road project side as well. The effort to re-balance the transportation budget could kick the 2020 session into overtime.

Old Issues likely to be in play

The 2019 session was an active year for climate and carbon issues. Governor Inslee got three of his major proposals – energy efficient buildings, clean electricity and a future ban on HFCs. He will try again in 2020 for his fourth major proposal, a low carbon fuel standard for vehicles (LCFS). An LCFS law would require the petroleum manufacturers to produce gas and diesel that have a lower carbon content or to buy credits to compensate. Oregon and California have LCFS laws. LCFS is opposed by the petroleum industry and many businesses because they believe it would increase the price of gas and is not an achievable mandate. LCFS is a top priority for the environmental groups in 2020. Absent action by the state Legislature, the Puget Sound Air Quality Authority is posed to enact a local LCFS. Governor Inslee will also be proposing legislation to set a higher greenhouse gas reduction goal and to require car dealers to make more zero-emission cars available for sale in Washington.

There may be a push to expand the energy efficient building law passed in 2019 to smaller commercial structures and potentially residential structures. Since the new law is still in the implementation stage, the chances of this effort succeeding are not good. There will be bills to make it easier for home owners to finance energy efficiency upgrades and these bills are likely to gain traction in 2020.

New issue – Fire Life Safety

SMACNA will be working with Local 66 and the State Building Trades Council to promote a bill that would require enforcement of the current NFPA codes on inspection and testing of fire dampers, smoke dampers, and smoke control systems. We will also be asking that only persons with specific training from the International Certification Board as a HVAC Fire Life Safety Technician be allowed to do the work. The training



By / Kathleen Collins
SMACNA Legislative Consultant

program would need to be accredited by ANSI under the ISO/IEC 17024 standard. Details on the implementation are still being worked out.

Public Works Contracting Will be Studied

In 2019 there was a large number of bid limit increase bills from different government organizations. They were consolidated into one bill, SB 5418, and passed along with some changes to public works contracting statutes. The yearly inundation of bills on this topic spurred the Legislature to also call for a study of public works contracting processes for local governments. The study will look at common contracting procedures, bid limit amounts, the need for an inflation adjustment to bid limits, recommendations for uniformity and efficiency across local governments and barriers to participation in small works and limited works contracting. The study won’t be done until November, 2020 so we do not expect a lot of bills on public works contracting in the upcoming session.

SMACNA will keep you updated on important legislative activities during session. Please call the SMACNA office if you have questions or concerns. ■

CONTRACTORS AND SUPPLIERS

SMJ-WW is on the lookout for interesting HVAC, architectural sheet metal, testing & balancing, and industrial / specialty news and feature topics. If you have a great idea, notice an industry issue that needs addressing, or want to weigh in on a technical subject, we would love to hear from you.

Reach out to jessica.kirby@pointonemedia.com or call 250.816.3671 to share your ideas.

IS YOUR WEBSITE ACCESSIBLE?

State and federal antidiscrimination law requires places of public accommodation to ensure all people enjoy equal access to their goods and services, but it is unclear how much the law requires when it comes to a business's website and its accessibility to disabled persons. Similarly, it is unclear how much website accessibility issues impact employers apart from their status as a place of public accommodation. Some plaintiffs' attorneys look to be testing these waters—sending demand letters and in some cases filing lawsuits—by claiming employers discriminated against their disabled clients because the employer's website was not accessible.

The overlap between public accommodation and employment discrimination law is sometimes overlooked, but they are distinct protections with the larger antidiscrimination framework. The American with Disabilities Act (ADA) enshrines its public accommodation requirements in Title I and employment discrimination protections in Title III. The Washington Law Against Discrimination (WLAD) includes similar protections but extends these duties even further, prohibiting discrimination at places of public accommodation on the basis of any protected status (i.e. race, creed, color, national origin, sex, military status, sexual orientation, or disability and the use of a trained service animal). Aiming to end discrimination, the law imposes different levels of responsibility depending on who is acting. For employers, the law obligates employers to engage in an interactive process upon notice that an applicant or employee requires a reasonable accommodation. Places of public accommodation, on the other hand, must take affirmative, proactive steps to ensure equal access to goods and services.

Employers that also qualify as a place of public accommodation* should note that the Ninth Circuit (a federal court circuit that includes Washington) recently concluded that places of public accommodation must make their websites ADA compliant if they are connected to a physical "place," see *Robles v. Domino's Pizza, LLC Case*, No. 17-555 (9th Cir. 2019). Whether and how far these protections extend to employees or applicants, however, is uncertain because there is no helpful state or federal guidance explaining how these antidiscrimination requirements interact or apply to a private employer's website. So far, the Equal Employment Opportunity Commission (EEOC) has declined taking an official position. It has nevertheless suggested that online application systems should permit a reasonable accommodation process and further opined that an employer who hires exclusively through a non-accessible website risks violating the ADA and presumably the WLAD.

Regardless of how a website accessibility challenge is made, the solution is murky. There is no state or federal law defining what makes a private employer's website accessible. Two accessibility standards nonetheless stand out: Section 508 standards for



By / Karen Forner

federal agencies under the Workforce Rehabilitation Act and the Web Content Accessibility Guidelines (WCAG) developed by W3C (an international consortium that develops web standards).

- Section 508 describe how to structure a website's HTML, including tables, how to deal with content from external sources (such as audio, video, and other multimedia), and describes presentation and behavior guidelines.
- WCAG guidelines ensure web content is accessible under four key principles:
 - Perceivable – Text alternatives for non-text content, dealing with multimedia, creating content that is easy to see and hear
 - Operable – Ensure all interactions can be done via keyboard, allow adequate time to read and use content and help visitors navigate and find content easily
 - Understandable – Make text readable and understandable, ensure text operates in predictable ways
 - Robust – can support current and future tools designed to support accessibility

Washington State adopted its own website accessibility standards modeled after Section 508 for its state offices and websites, and Washington State's Department of Services for the Blind offers, but does not mandate, additional guidance for website accessibility at <https://dsb.wa.gov/resources/accessible-documents-and-websites.shtml#web>.

Without clear standards to apply, some employers might avoid the issue and hope for the best, but a small investment now is likely to avoid increasing costs after a demand letter or lawsuit is filed. ADA and WLAD violations add up quickly because in addition to the cost of compliance, noncompliant businesses are also responsible to pay the plaintiff's attorney's fees, which can be tens of thousands of dollars. As the new year approaches, employers should consider budgeting money to talk with a web developer or other IT person with the technical knowledge to make your website ADA compliant.

*The WLAD defines places of public accommodation as any business that sells "goods, merchandise, services, or personal property" to the public or places where the public "gathers, congregates, or assembles." RCW 49.60.040(2). The ADA

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MECHANICAL INSULATION – COST EFFECTIVE AND SAVES ENERGY

Picking the “low-hanging fruit” is a metaphor commonly used to describe doing the simplest or easiest work first. Maximum gain for minimum effort is also fairly descriptive. However, when budgeting for a new building or considering a cost-effective solution to saving energy when retrofitting, finding a simple, cost-effective solution that produces results without taxing the budget can be a daunting task. At a time when societal pressures place so much emphasis on saving energy for the future, the task of doing so without driving capital or long-term operational costs through the roof typically falls on the shoulders of building owners and managers and their staff. Mechanical insulation, properly specified and installed by professionals, may be the low hanging fruit building operators are looking for.

Mechanical Insulation “Payback”

Insulation reduces energy consumption, which means less fossil fuel is burned to produce that energy. This, in turn, decreases the amount of polluting gases such as carbon dioxide and sulfur dioxide emitted into the atmosphere. Because carbon dioxide is one of the principal greenhouse gases contributing to global warming and sulfur dioxide is the major component of acid rain, insulation plays a significant role in protecting the environment.

A properly designed and installed insulation system provides an excellent return on investment and quick payback through cost savings. Insulation is a low-risk investment because the savings and the payback can be forecasted with a high degree of accuracy. Insulation is one of the few technologies where the payback for the investment is considered more than acceptable when compared to many other equipment or maintenance purchases. If the insulated system is maintained, the savings from the investment continue for the life of the facility. In fact, it costs more to not insulate properly. The return on investment or payback for an investment in insulation is often from six months to two years.

Reduced Mold, Corrosion, Component Replacement

Insulation with a good vapour retarder controls condensation and limits corrosion on cold piping, ducts, chillers, and roof drains. Specifying sufficient insulation thickness with an effective



By / Norm Grusnick, P.Eng

vapour retarder system is the most effective means of providing a system for controlling condensation on the membrane surface and within the insulation system on cold piping, ducts, chillers, and roof drains.

Sufficient insulation thickness is needed to keep the surface temperature of the membrane above the highest possible design dew point temperature of the ambient air so condensation does not form on the surface. The effective vapour retarder system is needed to restrict moisture migration into the system through the facing, joints, seams, penetrations, hangers, and supports. By controlling condensation, the system designer may control the potential for mold growth and the potential for health problems resulting from water condensate, as well as corrosion of pipes, valves, and fittings caused by water collected and contained within insulation system.

Personnel Safety and Aesthetics

Thermal insulation is one of the most effective means of protecting workers from burns resulting from contact with hot or extremely cold piping and equipment. For hot surfaces especially, insulation reduces the surface temperature of piping or equipment to a safer level, resulting in increased worker safety and the avoidance of worker downtime due to injury. As an added bonus, insulation covering exposed air conditioning and plumbing lines gives a finished appearance to a building. Mechanical rooms insulated and finished by professionals will no longer be areas to be avoided.

Mechanical insulation may be the “low hanging” fruit you have been looking for. Applied by professionals, mechanical insulation helps reduce GHGs, lower energy consumption, reduce condensation, reduce operating costs, increase worker safety, and provide a quick ROI.

To calculate a specific payback, download a free program called 3E Plus® at www.pipeinsulation.org or use the insulation calculators created by the National Insulation Association (NIA) and available at http://wbdg.org/design/midg_calculators.php. Read more about NIA and the benefits of insulation at <https://insulation.org/> ■

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CONTRACTORS EXPECT DEMAND TO INCREASE IN 2020, STILL WORRY ABOUT LABOR SHORTAGE

Three-quarters of firms surveyed will hire in 2020

By / Jeff Yoders

Most construction companies expect demand for their services and hiring will expand in 2020, yet even more are worried about their ability to find qualified workers, according to survey of nearly 1,000 contractors taken in November and early December by the Associated General Contractors of America and Sage Construction and real estate.

Three out of four contractors surveyed plan to bolster their company's head count in 2020. Demand for workers has led to significant changes to the way firms operate, hire and prepare workers, as well as how they schedule, price and build projects. Labor shortages are also boosting investment in technology.

The findings are detailed in *Strong Demand for Work Amid Stronger Demand for Workers: The 2020 Construction Hiring and Business Outlook Report*, released Dec. 13 by the AGC and Sage.

The percentage of respondents who expect a market segment to expand exceeds the percentage who expect it to contract for all 13 categories of projects the AGC asked about in the survey. For every segment, between 27 and 36% of respondents expect an increase compared to 2019 in the dollar value of projects they compete for. Meanwhile, between 11 and 21% of respondents foresee less work available in 2020. The difference between the positive and negative responses – the net reading – was between 8 and 2% for every category.

Water and sewer construction scored the highest net positive reading with 25%. Four other segments had a 20% net positive: bridge & highway, K-12 school, hospital construction, and transportation (transit, rail & airport). Power projects and federal construction projects had a net positive reading of 17%. Higher education construction had a net positive reading of 16%.

One regional outlier is that northeastern respondents had a net negative outlook for 7 of 13 project categories, although a slightly more positive response for the higher education and power categories than any of the other regions.

AGC CEO Stephen Sandherr said the ongoing demand for workers has led to significant changes to contractor operations, how they hire and prepare workers and how they schedule, price and build projects. Contractors are investing more in training programs for current and new workers. The survey showed 42% of companies revamped initiatives to recruit labor last year. Nearly a third said they have increased funding for technical

education programs and 29% have restructured or changed programming for current skilled labor recruits.

“Firms are adopting a variety of approaches to replace workers or allow for use of workers with less experience or training than before,” said Ken Simonson, AGC's chief economist. He noted that 32% of respondents report their firms are investing in labor-saving equipment, including drones, robots and 3-D printers. Also, 28% are using methods to reduce onsite work time, including lean construction, building information modeling or offsite prefabrication.

Nearly half (46%) of respondents will increase their information technology (IT) investments in 2020, according to the survey. The largest share of construction companies, 30%, plan to increase their investments in project management software. About a quarter of firms will increase their investments in document management software (25%) and fleet tracking/management software (23%). Yet, even as firms embrace information technology, 43% report their biggest IT challenge is that they lack the time needed to implement and train on new systems.

AGC leaders urged federal officials to promote pro-growth economic policies including new infrastructure investments and continue to make needed regulatory reforms. They also called on federal officials to double funding for career and technical education over the next five years, make it easier for people enrolled in short-term construction programs to qualify for federal Pell Grants and evaluate high schools based on career placement rates in addition to college placements.

“Washington officials must take steps to prepare and place more people into high-paying construction careers,” Sandherr said. “They also need to recognize the need to allow more people to lawfully enter the country to address workforce shortages while the domestic pipeline for preparing and recruiting workers is being restored.”

Sandherr urged Congress to pass a temporary visa program for construction workers, protect the legal status of workers in the country as part of the Temporary Protected Status program, and advance comprehensive immigration reform. He also called for additional steps to secure the border to ensure undocumented workers aren't exploited by unscrupulous firms who are then able to underbid more responsible employers.

Read more at www.enr.com/articles/48414-agc-contractors-expect-demand-to-increase-in-2020-still-worry-about-labor-shortage. ■

ENR Midwest Editor and Associate Technology Editor Jeff Yoders has been writing about design and construction innovations for 16 years. He is a two-time Jesse H. Neal award winner and multiple ASBPE winner for his tech coverage. Jeff previously launched Building Design + Construction's building information modeling blog and wrote a geographic information systems column at CE News.

SMACNA-WW EVENTS

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**SMACNA-WW 57TH ANNUAL CRAB FEED
FEBRUARY 7, 2020**



SMACNA-WW's annual crab feed is almost here, and everyone is ready for an evening of live music, dancing, refreshments, and a costume contest. Last year, members and their guests enjoyed fun evening with the entertaining photo booth as well as friendly battles at ping pong, cornhole, beer pong, and dancing, and a hungry crowd enjoyed mouthwatering crab, consuming over 700 lbs. of the succulent deliciousness, in addition to the beer and wine. Watch these pages for photos of all the pirates, mermaids, and Seahawk fans who will be vying for the prestigious costume contest prize. ■



CONTRACTORS 101

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2. Communicate your expectations. Recognize and praise openness and team risk taking. Treat failure as a team learning experience. And give people the time, coaching and resources to grow and change. Internal change, especially when it comes to going beyond fear, can take time and courage.
3. Do not compromise, rationalize or ignore any destructive behaviors of your team. Not because they make you money. Not because they've always been there. Not because you are afraid to directly confront it and solve it. When you let it go, you let down your team and yourself.

Who knew that psychological safety could make such a difference at work? But really isn't it obvious? What makes a healthy person—a healthy family or a healthy child? What helps them grow and thrive as they should? Yeah. Same thing. Psychological safety—it's worth the time, effort, and commitment. ■

Mark Breslin is an author, speaker, CEO and influencer inspiring change for workplace success across all levels of business. Mark has improved leadership, accountability, innovation and engagement for organizations and individuals. He has spoken to more than 400,000 people and published several books on leadership and workplace culture. His new Micro-learning video series, "The Professional Construction Leader" is revolutionizing construction foreman training as well as field operations, performance, and profitability. For more information on Mark go to www.breslin.biz

ITS THE LAW

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sorts places of public accommodation into twelve categories, including retail stores, restaurants, movie theaters, hotels, schools, day care facilities, recreational facilities, professional offices, transportation depots, amusement parks, museums, and gymnasiums. 42 USC §12181(7). ■

Karen Galipeau Forner is the founder and managing member of K-Solutions Law in Bellevue, Washington. Karen represents employers in the areas of workplace safety, workers' compensation, administrative appeals and employment law. She is a frequent presenter at continuing legal education seminars and to employer groups. Karen has over 25 years' experience defending and resolving a wide range of workers' compensation, WISHA and employment law matters. Prior to starting K-Solutions Law, Karen worked as senior attorney at a law firm in Seattle and for the Washington State Attorney General's Office. She was the Program Advisor for the Industrial Insurance and Washington Industrial Safety and Health Act (WISHA) Discrimination Programs for more than ten years and the Program Advisor for the Workers' Compensation Self-Insurance Program. Karen also litigated complex WISHA, Industrial Insurance, Third Party and Crime Victims Compensation Act cases. She recently served on the Washington State Bar Association Character and Fitness Board.

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