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Sheet Metal

Journal

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Western Washington

JOHANSEN MECHANICAL INC. TACKLES LUMEN FIELD

Also in this issue:

Guardian Nurses

**Developing Trust with Residential
Customers**



OUR CONTRACTORS SET THE STANDARDS FOR THE INDUSTRY

WHO WE ARE

SMACNA-Western Washington is a local chapter of the Sheet Metal and Air Conditioning Contractors' National Association (SMACNA).

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
- Manufacturing and custom fabrication
- 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 construction sectors 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.

SMACNA Contractors:
Quality work and professional services

Sheet Metal and Air Conditioning Contractors' National Association - Western Washington Chapter
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SMACNA-WW



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TRAVELING CARE-FREE INTO 2023

We may have waved goodbye to COVID-related travel restrictions, but when Mother Nature says it's not time yet, all we can do is wait. The 2022 holiday season saw travel delays across the Pacific Northwest and beyond hold planes and people for days on end. Some weathered the storm (literally) while others cashed in and went home for a last-minute staycation. Whether traveling for the holidays or as part of your working schedule, delays happen, and when they do, it is best to be prepared.

When my newly licenced teenager heads out for a drive on a Friday night, I always say the same thing to encourage thoughtful, defensive driving: "Be safe out there. Assume everyone is drunk or running from the police." When traveling, we can use a similar mantra that might go something like: "Assume every plane will be delayed and prepare accordingly."

Flight delays and cancellations can mean schedule deviations, additional costs for accommodations or new flights (if you're in a rush), lost luggage, and general discomfort. Preparing for delays takes a little bit of extra thought, but it can save hours of frustration and angst. Here's how it's done.

Only carry a carry-on.

Packing can be tricky with just one bag; however, it is a simple solution to having your belongings lost in the Bermuda Triangle of airport luggage. It offers you other benefits, as well, such as heading straight to security and easier rebooking if a flight is canceled, because some airlines don't allow passengers who have already checked a bag to fly standby. To lighten the load and make everything fit, think about clothing and shoes that can be worn in different contexts, and wear your bulkier items on the plane to save space in the case. Some airlines charge extra for carry-on: pay the fee. It's more affordable than buying all new if your luggage is lost.

Install a Bluetooth tracker.

When there is no choice but to check a bag (consider yourself warned) a Bluetooth tracker can be invaluable if your luggage goes missing. They cost around \$25 and come with multiple trackers that can be attached to the outside of or within bags, wallets, or just about anything. The location of the tracked item is then visible using an app on your phone, so navigating the Bermuda Triangle becomes a cake walk.

Wear your comfies.

Unless you are traveling directly from the plane to a meeting that requires a specific dress code, consider wearing functional, comfortable clothing that regulates body temperature and can be layered. If you are waiting for hours—this can happen at any airport, flight delays or not—or dread alternating between frigid and stuffy in the airplane cabin, it is helpful for the



By Jessica Kirby, Editor

mind, body, and soul to be comfortable and not feel trapped in your ensemble.

Let snacks save the day.

The only thing more difficult than navigating a flight delay while tracking your luggage and wishing away a stress headache and sore feet is navigating a flight delay while tracking your luggage and wishing away a stress headache and sore feet while you are hungry. Always bring packable snacks and choose high-protein, low sugar options like granola bars, yogurt, cheese and crackers, or those amazing protein boxes from Starbucks. Take it from the Hangry Master, finding your zen begins with calming your stomach.

Invest in a power bank.

You might be the sort of person who loves sitting on the floor in airports or cozing up to complete strangers, all in the name of finding a power source to charge your devices. But for the rest of us sane people, a rechargeable power bank is the key to flawless communication and healthy personal space. Power banks run between \$20 and \$40 and can keep your devices charged for hours. Just make sure the power bank is charged before you leave for the airport!

Buy the insurance.

The pandemic trained us well on the trials and tribulations of not having insurance, and though the restrictions are over, the need to protect your adventure is not. Travel insurance is affordable, easy to get, and covers all the things that can make delays a pain—accommodation, flight changes, food, and incidentals (depending on the package and carrier). Of course, buyer beware and read the fine print to know exactly what is covered and what you need to do to access coverage. I had to buy travel insurance last year, and the online price was so affordable, I thought I did something wrong, so I called in. The price was indeed correct, and talking to a human being to ask all the questions was a big relief. If you aren't sure what you are buying, call in. It's worth the time, effort, and peace of mind you won't be kicking yourself later.

Getting your money back.

Let's just say the flight is delayed or cancelled, the airline is out of options, and your couch is starting to seem like the

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THE MYTH OF POTENTIAL: 5 WAYS TO DEVELOP TALENT

In high school, I wasn't an amazing athlete, but one of my closest friends sure was. Most people didn't know it, though. He was quiet, even shy, and spent most of his time either practicing or studying. Nothing he did off the court—not the way he acted, how he dressed, or who he talked to—shouted “jock!” But he handled a basketball as if he'd been born with one in each hand. According to our school's coach, one of the best in the region, my friend had “real potential.” He even talked about him going pro.

But what is potential? When most people say “potential,” what they really mean is “proven success.” After all, no one mentioned my friend's potential when he was an awkward third grader learning how to dribble. It wasn't until he already established himself as a local superstar that people started talking about his potential.

The truth is everyone has potential, and nearly every employee has some talent of great potential value. But developing that talent takes serious work, both from employees and their managers—just like the thousands of hours my friend put in every day after school, along with the encouragement and instruction from his dad and his coach.

Developing talent—that is, helping every employee reach their potential—should be a goal of every leader. In fact, at GE top executives spend as much as 40% of their time identifying and mentoring their replacements. Leaders at other companies would be wise to follow suit. Here's how to start:

1. Give employees time to focus. With the frenetic pace of business, it's easy to get lost in a sea of deadlines and shifting priorities. The best leaders encourage employees to spend time absorbed in a single project or area of focus—especially when it's a stretch assignment that will challenge their abilities. Some of the most innovative companies in the country put a priority on free or flexible time. For example, Google developers and engineers receive “20 percent time”—eight hours a week they can devote solely to projects of their choice. Likewise, Bell Labs—one of the biggest American innovators of all time—gave scientists and engineers the opportunity to spend years researching a single product.
2. Promote the value of learning. Leaders should be on a constant lookout for professional development opportunities. Taking time to focus on learning helps employees crystallize their goals and determine what skills and areas of growth are most important to them. As I mentioned, General Electric is one example of a company that places a premium on promoting the value of professional development and learning. The company has a Chief Learning Officer and spends \$1 billion a year in training its employees through



By Joel Garfinkle, Executive Coach

the GE Global Learning initiative. That's about \$3,500 per year for each of their 290,000 employees.

3. Ask lots of questions. It's no secret that leadership requires clear and effective communication. When it comes to developing talent, leaders should focus on the listening side of the communication equation. Find out what's important to employees, what experience they have, where they see themselves in the future, and what excites them about the company. Colin Powell nicely summed up the importance of listening and effective communication: “The day soldiers stop bringing you their problems is the day you have stopped leading them.” His words are just as true in the corporate world as they are in the military one.
4. Give frequent, specific feedback. It's far too easy for managers to only give feedback during performance reviews or to offer vague platitudes. The best mentors provide quality feedback that's timely, genuine, and focused on desired behaviors. It's also important to be positive and forgo any personal judgments. To reinforce how critical providing quality feedback is, try Googling “leaders and the importance of feedback.” The search yields over 18 million results (and lots of good advice).
5. Treat failure as an opportunity for improvement. Nobody likes failure, but everybody enjoys saving face. When employees fail, they're often at their most vulnerable. And that's a good thing. It means they're open to receiving feedback, trying new approaches, and improving areas of weakness. Stay positive as you help your team members take advantage of these opportunities.

Some of the most meaningful learning in my life has been in response to failure. A beloved high school teacher of mine often used the mantras, “Failure is a better teacher than success,” and, “The bigger the failure, the bigger the lesson.” Obviously, no one wants to encourage failure, but it's important to realize that it will happen—and embrace it for what it is: a learning opportunity.

Remember: Everyone has potential, but that potential may remain hidden without skilled mentoring and effective

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SMACNA-WESTERN WASHINGTON HOLIDAY GALA – A NIGHT TO REMEMBER

On December 2, 2022, 182 SMACNA members and guests gathered at the W Hotel in Bellevue for one of the most anticipated membership events of the year—the Holiday Gala.

The guest list included some special attendees, including past SMACNA National president Angie Simon and her husband Michael; SMACNA National president-elect Carol Duncan and her husband Dave; and SMACNA National CEO Aaron Holger.

Tom Montgomery passed the SMACNA-Western Washington presidency torch to BJ Giri, who in turn presented Mr. Montgomery with a “Thank You” statue acknowledging Montgomery’s past years of service in the position.

The entertainment at this event was out of this world—in more ways than one. Psychics were on hand to deliver hand

readings at the tables, and a couple of tents offered tarot, handwriting analysis, palmistry, and more psychic services, much to the guests’ delight.

Mentalist Craig Karges performed an incredible show before moving the crowd onto cocktails, music, and dancing.

New this year, the association hosted a Giving Tree, and guests were encouraged to bring gift cards to decorate the tree. The overwhelming generosity of SMACNA-WW guests left the Giving Tree with \$1,500 in gift cards from VISA, hardware stores, grocery stores, Target, Amazon, and more, and these were donated to local shelters.

Guests danced the night away with visions of sugar plums and next year’s gala dancing in their heads. Thank you to everyone who attended and for their generosity. ■



SMACNA-WESTERN WASHINGTON'S 60th ANNUAL

CRAB FEED

**BACK IN
PERSON**

WHEN: Friday, February 3, 2023, at 6 pm

WHERE: Ocean Shores Convention Center
120 W Chance a la Mer NW, Ocean Shores, Wa 98569

TICKETS: \$100 per person, includes all-you-can-eat crab buffet, drinks, dancing, games, and entertainment.

COSTUME CONTEST: All mermaids, pirates, and sea creatures welcome!

HOTEL: SMACNA has reserved a block of rooms at the Shilo Inn on a first come first serve basis. To book a room, please contact Shilo Inn at (360) 289-4600.

ADMISSION: You will receive a QR code and/or confirmation once the final payment has been received. Please bring this with you (on your phone or paper copy) as your ticket to the event.

Outside alcohol, food, beverages, or coolers are strictly prohibited.

For more info, contact the SMACNA-WW office at 425-289-5010 or email: cheinrich@smacnaww.org



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NOVEMBER MEMBERSHIP MEETING – ADAPT: OVERCOMING ADVERSITY WITH JIM ABBOTT

Jim Abbott was born September 19, 1967, in Flint, Michigan, without a right hand. He was an All-America hurler at Michigan, won the Sullivan Award in 1987, was the pitcher for the Gold Medal Olympic Team in 1988, and threw a 4-0 no-hitter for the New York Yankees versus Cleveland (September 4, 1993). Abbott played for ten seasons on four different teams and ended his big league playing career in 1999. Since then, he has worked with the Department of Labor's Office of Disability Employment Policy (ODEP) on several initiatives encouraging businesses to hire people with disabilities.

Jim Abbott may have been born with one hand, but he learned to adapt to his situation, eventually going on to his successful career as a Major League Baseball pitcher. Today, he shares his experiential knowledge of perseverance and inspiration with groups across North America. In an amazingly inspirational talk, Abbott teaches that, in order to move toward our goals, we must be willing to adapt: to change and mold ourselves in order to meet the obstacles in our own way.

Using ADAPT (Adjustability, Determination, Accountability, Perseverance, Trust) as an acronym, Abbott strings together a powerful set of words that provide a framework for audiences as they strive to reach their full potential. Audiences walk

away inspired, motivated, and ready to ADAPT to any challenge that stands in their way.

In November, Abbott brought his message to SMACNA-WW contractors and their guests at the Seatac Marriott. Guests enjoyed the presentation from 3:30 to 5 pm and dinner followed. Connect with the SMACNA-WW office or watch your email for information about future membership meetings. ■



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Miller's Smith & Losli Sheet Metal, Inc.
Neudorfer Engineers, Inc.

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PSF Mechanical, Inc.
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The Sheet Metal and Air Conditioning Contractors' National Association (SMACNA) is an international trade association representing contracting firms throughout the United States, Canada, Australia, and Brazil.

The mission of SMACNA is to create a competitive advantage for SMACNA members through industry education, labor relations, standards development, industry representation, and business studies. SMACNA members are innovative and forward-thinking sheet metal contractors who specialize in Heating, Ventilation, and Air Conditioning, Architectural & Industrial sheet metal, Manufacturing, Testing & Balancing, and Energy management.

Sheet Metal and Air Conditioning Contractors' National Association - Western Washington Chapter

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Johansen Mechanical Inc. Tackles Challenges at Lumen Field

By/Jessica Kirby | Photos courtesy of JMI

Johansen Mechanical Inc.'s work on a custom metals project at Lumen Field overcame a tight schedule and supply issues to leave the owner with extensive, eye-catching metal and finishing work in a renovated fan area.

The Seahawks and First & Goal Inc. have officially kicked off a new improvement plan to modernize and upgrade various areas throughout Lumen Field—home of the Seattle Seahawks—over the next three years.

This includes a new 6300-square-foot premium food and beverage area, Cityside Bars, in the north end of the stadium. Open to all fans on game day, the project transformed the previously unused space underneath the stadium’s iconic Hawks Nest into a covered, open-air fan gathering area with premium lower-level views of the playing field. The space features two nearly 40-foot-wide bars—Hendrick’s Gin Cityside Bar and Tequila Herradura Cityside Bar—along with 83 feet of drink rails facing the field, an oversized outdoor gas fireplace, and Pacific Northwest-themed finishes.

SMACNA-Western Washington member Johansen Mechanical Inc. (JMI) completed the custom metals on the project. The company worked on both bars, the center main entrance gate section with the stairwell, and a fireplace under the center stairs. This was a fast-track project that required a great deal of overtime to complete within a very short schedule.

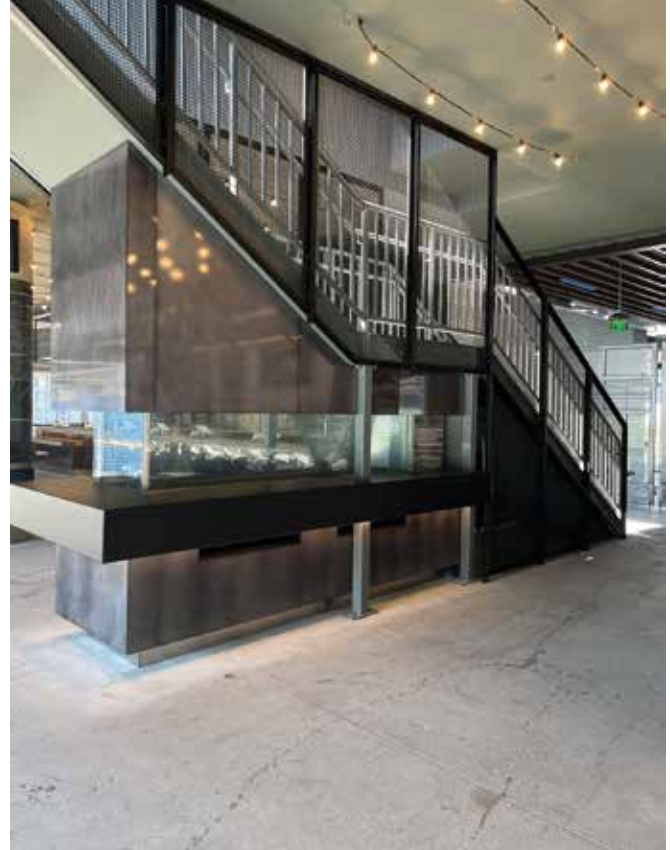
“The majority of the scope had to be complete prior to the Seahawks first game of the season, which happened to be the nationally televised Monday night football game vs the Denver Broncos and Russell Wilson,” says Keith Johansen, principal at JMI. “We completed drink rails, column and fire place surrounds, metal panels at the sales counters, Banker Wire mesh for the stairwells, and metal cabinets behind the sales counters.”

Damon Hespe, estimator and project manager in JMI’s custom metals division, says the project’s highlights included a great deal of in-house designed uses of Banker Wire and extensive powder-coated finishes throughout the custom fabricated scope.

“The stairs and shelving above the bar included Banker Wire SS mesh screens,” Hespe says. “We fabricated and installed radius bars around the columns and all the cabinetry behind the bars. For longevity, everything is stainless steel then powder-coated. The final touch is a custom vinyl wrap.”

The Banker Wire products presented a challenge because the material can be difficult to procure. “The lead times are usually six to eight weeks, but I pushed for the Hawks to get it down to just two weeks,” Hespe says. “It usually isn’t fabricated until it is ordered, and there is only one place, in Wisconsin, to get it.”

Another challenge for the team was working through the designs, which were in many cases generic. An example of this is the panels at the point of sales areas, which JMI’s



team fabricated out of aluminum and finished with an orbital, black-smoke and bronze coating so the aluminum finish is still visible. “There was some design-assist involved,” Johansen says. “They showed us a photo and said, ‘Build this’ and gave us a little room to be creative. It was our idea to finish the panels that way, so we showed them a sample and they liked it.”

The team also replaced the drink rails on field side with powder coated stainless steel frames and built a countertop bar around the fireplace. “For the main entrance, there is a big double gate, which we completed and refabricated because we didn’t love the design,” Johansen says.

The project also includes the installation of two new north-end video boards to significantly enhance the fan experience.





“This will easily be the most popular spot in the stadium, especially during colder weather because the fireplace helps to create a nice warming atmosphere.”
—Keith Johansen, principal, JMI

The Mitsubishi Pixel Pitch Diamond Vision display (39.90'h x 70.34'w) is more than double the size of the previous video board configuration. Fans can now see the full 16x9 game presentation highlighted by enhanced graphics and 4K pan and zoom for highlights and replay reviews.

Though JMI didn't work on the screen installation, the team did install a metal ceiling and some trim work around the openings and doors at an Amazon Go above the Hawk's Nest. "We modified the exterior ceiling and finished another ceiling for the Seahawks," Hespe says. "We also made on-field seating platforms for the VIP seating that include heated seats and a place to charge your phone."

The District Market was also added to the south end of the upper level behind the Toyota Fan Deck and includes a more modern, open food and beverage experience with checkout-free transaction technologies. The space features food from the stadium's community neighbors in Seattle's International District. Additional concession upgrades include multiple checkout-less transaction location concepts, including replacing portable concession stands on the outer rim of the upper-level concourse.

The sheet metal scope had a requirement that 15% of the work had to be completed by women-owned businesses, and this target was easily met by JMI's partners, including those completing the powder-coating. Their partners also helped the team meet the aggressive schedule, and a six- to eight-month job was compressed into three months. "We ran eight to ten workers seven days per week between the field and shop," Johansen says.

At the end of 2022, the project was nearly complete with only change orders and minor additions to go.

"We had it ready for the first game (Monday night football), so the owners could start getting sales on their investment," Johansen says. "This will easily be the most popular spot in the stadium, especially during colder weather because the fireplace helps to create a nice warming atmosphere."

"It was crazy busy during the project, but the final product turned out really nice," Hespe says. "The client is very happy with it."

Learn more about the project and Lumen Field at lumenfield.com. Visit johansenmech.com to learn more about Johansen Mechanical Inc's services, people, and projects. ■

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Suzy Parker:

Guardian Nurse

Meet Suzy Parker, RN.

It's not every day that you receive care from a nurse who is a former bricklayer. But that is exactly who is on the job serving members of the Northwest Sheet Metal Worker's Health Benefits Plan and Northwest Regional Council with healthcare advocacy services.



© Can Stock Photo / Demchik

By / Betty Long | Photo courtesy of Guardian Nurses

Since February 2022, Suzy Parker has been the Mobile Care Coordinator (MCC) for the Northwest Sheet Metal Worker's (NWSMW) Health Benefits Plan and the Northwest Regional Council (NWRC).

In that role, Parker supports the members and families of Local 66, Local 55, Local 103, Local 23, and Local 16 as they access and navigate the healthcare system. She is expediting appointments, finding providers, answering questions about tests and results, expediting specialty medications, visiting patients in the hospital to make sure they're getting good care and have an appropriate discharge plan, going with members to specialist appointments, and stopping in at their homes after they've been discharged from the hospital—just to check that they have all that they need to have a safe recovery. And she's making those visits in a colorful, 'can't miss it,' co-branded Buick SUV.

The Mobile Care Coordinator program is a unique, nurse-driven care coordination program that was created in 2013 by Betty Long, RN, MHA, founder and CEO of Guardian Nurses Healthcare Advocates. Guardian Nurses, based just outside of Philadelphia, PA, is a national patient advocacy organization employing a large team of nurses with clinical knowledge and experience managing and coordinating care in all sorts of settings, who assist individuals with navigating the healthcare system. MCC is an organization-specific, mobile arm of Guardian Nurses, accessed by members of a union or other organization as part of that organization's health benefits plan. Since its founding in 2003, Guardian Nurses has helped

thousands of patients who are confused, frightened, and lost navigating the healthcare system to get the help they need. Long, who comes from a large family in which she is the only nurse, started the company because she often wondered, "What do families do when they don't have a nurse in the family to help them figure out where to go, what to do, and who and what to ask?"

Parker has been a nurse for 37 years, but before that, at the recommendation of her father, she joined the bricklayers union and worked on the job for several years. Nursing came calling, however, and she has never looked back. Working in many roles in the Pacific Northwest region, she has seen more than her share of patients confused by the healthcare system, not pursuing care because of fear, or mistreated by staff and physicians.

"I love being able to work with the members of the NWSMW and Regional Council to help them get better care and have a better experience during their journeys in our healthcare system—or lack thereof," she says. "The COVID pandemic had such an awful impact on my colleagues working in both in-patient and out-patient settings. There is a critical lack of nursing and support staff, and that negatively impacts our members' ability to get timely and effective care. I can help with that!"

And helped she has! In the last year, Parker has supported more than 300 NWSMW and NWRC members through various

diagnoses, surgeries, even medication questions. In one case, she helped a shop foreman with a serious infection when he had been discharged too soon from the hospital. In a follow up visit, he told Parker, "I'm so grateful for your help. I'm telling everyone at work about you!"

Guardian Nurses has 17 other MCC programs throughout the United States, but both Long and Parker say that the membership of the NWSMW and Regional Council has been especially receptive to the support.

"The membership's openness to Suzy's support has been one of the very positive differences we've seen with this program," Long says. "And we think that's because of how well the rollout was done. From the time we introduced Guardian Nurses and onwards, the Board of Trustees and the folks at Rehn and Associates have been positive and eager to get this benefit to their membership."

SMACNA-Western Washington's executive vice president Julie Muller and Angela White, public relations manager for Holmberg Mechanical, are management trustees serving SMACNA-Western Washington on the NWSMW plan.

"MCC is available to our members to help them and their families navigate the healthcare system, ask all the right questions, and know whether they are receiving the best possible care," Muller says. "This is an essential component of our health benefits plan and something we encourage our members to explore and use."

"In Guardian Nurses' short time with NWSMW Health and Welfare Trust, we've experienced exceptional results with

some of our members experiencing extraordinary health care issues," says Kolby Hanson, vice president, regional manager NWSMW Health and Welfare Trust. "Guardian Nurses has been a big benefit to helping those members and their dependents navigate through the health care system."

All active members and their dependents are eligible for the Mobile Care Coordinator services. If you are in need of help, Parker is just a phone call or email away, Monday through Friday, 8 am to 4 pm. Call (206) 713-2123 or email sparker@guardiannurses.com. ■

Scan the QR code with the camera on a mobile device to learn more about Suzy Parker and Guardian Nurses.



Submit your news, story, or photo idea



CONTRACTORS AND SUPPLIERS

SMJ-WW is on the lookout for interesting HVAC, architectural sheet metal, testing & balancing, and industrial/specialty projects 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.

We also need great pictures—current and historical—of people working in all aspects of the sheet metal industry. If you have something to share, please email it to our editor, Jessica Kirby, with a caption about what is going on in the photo.

Questions about how else to get involved in a future issue of *Sheet Metal Journal*? Reach out to jessica.kirby@pointonemedia.com or 250.816.3671 to get the scoop.



© Can Stock Photo / Aurhian

Developing Trust With Home Service Customers in Three Simple Steps

By Danielle Putnam
President, Women in HVACR

One of my trainers told me a great story the other day. He was doing ride-alongs with a company to train their technicians on our system. The customer had a plumbing issue, and he had called every company in town to see who would get there first and who would get the sale. My trainer and our customer were first on the scene, and they began to diagnose the issue. They had to dig up part of the yard to find and solve the problem, which was that a pipe had slipped out of a joint. By this time, the customer had already

paid the service charge to at least one other company that was elsewhere diagnosing, but the customer was not comfortable with any of the other technicians. When it was my trainer's turn to present the prices to the customer, the customer sat down in the dirt, a little defeated. While the others had spoken to the customer while hovering over him, fighting for the sale and pressuring the customer, my trainer sat down in the dirt beside the customer, took a deep breath with him, and then presented his options. My trainer closed that deal.

Get On The Customer's Level

Yes, sometimes this means literally. In job interviews, many experts recommend “mirroring,” where you note the body language of your interviewer and mimic it. If the interviewer leans back, you lean back. If they fold their hands, you fold your hands. It's an easy, non-verbal way of building rapport and establishing a connection. Whether you are providing an estimate or in the home doing the work, it is no different for residential HVAC customers. Take note of their cues, such as sitting down in the dirt, and meet them where they are—sometimes this means physically and sometimes this means emotionally. They are already frustrated with the situation and uncomfortable with having a stranger in their home, so emotions run high. Let your body language put them at ease, and if their body language reveals panic or discomfort, give them something calmer to mirror, too. When you consciously decide how to portray your body language, their subconscious will pick up.

Don't Overwhelm the Customer with Unwanted Details

Sometimes you will come in contact with customers who are technically inclined, who ask tons of questions, or who want to know exactly what is going wrong, even if only to research it later to fact check you once you leave. Often times, they are only asking questions because they know their husband or wife will want some answers once they see the bill, and they want to be able to explain it. But the grand majority of the time, customers want their issue fixed, and the moment they pay, they have gifted you their problem so they don't have to deal with it anymore. If your instinct is to go into details and use technical jargon, the customers that don't know what you are talking about interpret that you are talking down to them and trying to school them. They know you are the expert. That is why they called for help. Most of them only need to know what had to be done, that you could fix it, and in the end, that you did fix it. You don't have to prove yourself the expert with detailed explanations unless they ask.

Assure Customers That You Don't Think They Are Dumb

This makes me think of the quote credited to Albert Einstein: “Everyone is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.” You almost never go into a job expecting the customer to be as much an expert in your trade as you are. After all, if they were an expert in your trade, they likely wouldn't be calling you. Many customers are inclined to assume that you think they are stupid if they don't understand what needs to be fixed. If your customers voice this, reassure them that you don't think they are stupid. Sometimes resistance comes out of embarrassment, so giving them a boost of reassurance will put them at ease.

Build Intrinsic Value

In the age of Google and Amazon, it's so easy for customers to rush to research the price of a part if you say a specific part has

failed. When you tell them the price of the job, they are often floored because in their minds, they know how much the job should cost—they just saw it on Amazon. Explain the work in terms of system functions, not just part functions, so they can understand that you will leave things working from beginning to end, solving every problem in the system along the way. When you describe the effects in terms of the whole system, your customers understand that the issue is more serious than just a part. This builds value in their minds. It helps to avoid sticker shock when you explain to them the prices of the work you will be doing.

Leave Your Mark

Once you complete the job, look around and do a little extra. From deep cleaning your worksite, to helping hang a picture or refilling the pet's water bowl, a little extra nugget of service will speak volumes to your customer. We call this “wow factor.” Make sure to leave your logoed sticker on the customer's equipment so the next time they have a problem in the home, your name is the first one that they see.

Building Trust=Solving Their Pain

The theory behind trust is good, but putting it into practice is what makes it great. The combination of empathy and solving your customer's pain is what will make the difference in building return customers that trust you. It all boils down to these three simple steps:

Step 1: Don't sell what they don't want. Nobody likes feeling like someone is trying to sell them something. Hear their pain, communicate that you understand their pain, and do not push them away by trying to convince them to buy something that they don't want. Low pressure=high return.

Step 2: Always focus on the primary concern first. We all know that if we dig deep enough, we can find thousands of dollar's worth of upgrades, fixes, and replacements in our homes. To build trust, focus on why you were called out to do the job first. Once your customer sees that you solved their pain, they will look to you for all of those upgrades later.

Step 3: Provide options so it's their choice, not an ultimatum. Who wants to feel backed into a corner? The worst feeling is knowing you are stuck and that you have no options. How many times have we needed work done and felt like we had no choice but to do it and to pay more than we could afford? Give your customers options so their spending is in their hands and they can feel confident that they made the right choice once you leave.

Danielle is president of Women in HVACR, a non-profit member-based organization providing professional avenues for networking and educating women while encouraging more women to enter the trades. ■

2023 LEGISLATIVE SESSION – NEW FACES, NEW MONEY, AND SOME NEW ISSUES

The 2023 Legislature will convene in Olympia for a 105-day session on January 9, 2023. The Democrats retained control of both the House and Senate. The Legislature plans to resume mostly normal in-person operations after two years of restricted and virtual participation. There will be many new faces in both the House and Senate due to the record number of retirements this year. The Legislatures will tackle some old issues and take on a few new ones with the benefit of continued stable revenue and additional federal funds.

New faces and leaders

Several of the retiring legislators are long time committee chairs and their departure opens the opportunity for others to step into those roles. The key committees for SMACNA are the ones that handle labor, environment and energy, and contractor issues. Representative Liz Berry, a Seattle legislator, will be the new Chair of the House Labor & Workplace Standards Committee. In the House, most contractor issues go through the House Capitol Budget Committee. Representative Steve Tharinger from Clallam County will continue to chair that committee. On the Senate side Karen Keiser from Des Moines will stay in the role of Chair of the Labor & Commerce Committee, which handles both labor and contractor issues.

Energy and environment issues are an increasingly important issue for SMACNA contractors. There are two new energy committee chairs. In the House Rep. Beth Doglio from Olympia will take over the House Environment & Energy Committee. In the Senate, Senator Joe Nguyen from West Seattle will be the new lead for the Senate Environment, Energy & Technology Committee. Both Chairs say they will work to preserve the recently passed environmental laws and focus on bringing more clean energy to Washington.

Money and priorities

The 2023 session is a budget year, and the Legislature should not be short on funds despite the economic downturn. The infusion of new money from recently passed federal laws will increase the opportunities for more state-funded construction with an emphasis on clean energy projects.

The state will begin implementing its own clean energy legislation in 2023. *The Climate Commitment Act* (CCA) will require entities that emit large amounts of pollution to either reduce the pollution or buy allowances to cover what they can't reduce. The proceeds from the auctions go to the state. The first auction will be in February and the yearly proceeds are expected to be well over one billion dollars. The Governor's budget proposes that the money be spent on environment and energy. The state's *Clean Fuels Act* focuses on reducing the carbon content of transportation fuel and operates similarly



By Kathleen Collins,
Government Relations Consultant

to the CCA. Revenue collected from that program will be focused on increasing the number of alternative vehicles and the infrastructure to support them. Governor Inslee plans to limit the sale of new gas and diesel vehicles in Washington by 2030 by implementing a rule that links Washington to California's air quality standards.

Building affordable housing and reducing homelessness will be high priorities for the Legislature. The Governor is proposing significant investments for housing and reforms to the building permit process. The Legislature will also focus strategies to deal with increases in crime and, in particular, drug trafficking and drug use.

Tax reform could be a topic in 2023. The Tax Structure Work Group is wrapping up two years of discussions on changes that would make the tax structure fairer. They may propose a margin tax as an alternative to the state business and occupation tax. The margin tax approach would allow taxpayers to deduct from their gross income the cost of goods, compensation paid, a fixed percent of gross receipts, or a designated flat amount from their gross revenue, whichever option would be most advantageous for the individual taxpayer. The tax rate for the remaining tax liability would be levied at a uniform rate for all taxpayers. Most current exemptions would be eliminated. It is too soon to tell if this proposal will be seriously considered in the 2023 session. SMACNA will provide more information if it is.

Contractor issues

As usual, we expect some bills on contractor issues. The Construction Project Advisory Review Board is going to recommend an adjustment to the small works roster process for public works. Projects \$150,000 and under could be awarded to individual contractors on the small works roster without a competitive process. Projects \$150–350,000 would be open to all contractors on a small works roster through a bidding process. The state would collect data for five years on the contractors who are awarded contracts to see if this process increases participation of women, minority, and veteran owned contracting businesses.

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COMFORT BY DESIGN PER ASHRAE STANDARDS 62.1 AND 55

The goal of a good room air distribution system is to provide thermal comfort and a healthy living environment for occupants in the space. ASHRAE Standard 55-2017 Thermal Environmental Conditions for Human Occupancy and ASHRAE Standard 62.1-2019 Ventilation for Acceptable Indoor Air Quality provide design engineers with the guidance to optimize health and comfort in occupied building spaces. Many codes around the country require compliance with these ASHRAE standards. LEED also requires compliance with these standards. This article will briefly outline the goals of these standards and how to comply.

The occupied zone as defined by standard 55-2017 reads as follows: "The region normally occupied by people within a space, generally considered to be between the floor and six-foot level above the floor and more than three feet from outside walls/windows and one foot from internal walls." The space from the interior walls inward one foot serves as a mixing zone where room air is entrained into the supply air stream and mixes to provide thermal comfort in the occupied space. When designing underfloor air distribution (UFAD) systems or thermal displacement ventilation (TDV) systems, the occupied areas around the outlets may be excluded to where the total air jet from the outlet contains velocities greater than 50 feet per minute (FPM). These are known as the "clear zone".

Any design must also include an adequate supply of ventilation air to the breathing zone of the space. ASHRAE 62.1-2019 defines ventilation air as "that portion of supply air that is outdoor air plus any re-circulated air that has been treated for the purpose of maintaining acceptable indoor air quality." The breathing zone is the six-foot area above the floor.

The primary factors to be considered when determining conditions for thermal comfort in the occupied space are: temperature, air velocity, humidity, clothing insulation, and activity level of the occupants. All of these factors are interconnected when determining the general occupant comfort of the space. The ideal temperature in a space is one in which the occupant will feel neutral to their surroundings. While the range of acceptable temperature may vary depending on other conditions, ASHRAE 55 requires the "allowable vertical air temperature difference between head and ankles to be 5.4 degrees F". Air velocity in the space is less than 50 FPM during cooling and 30 FPM during heating. ASHRAE 55 requires the dew point to be less than 62.2 degrees F. Clothing variables also are factored in, from sandals to shoes. The final item is the activity level of the occupant in the space. Most office activity ranges from a 1.0 to 1.3 factor.



By Norm Grusnick, PE
Sales Manager, ECCO Supply

The three common methods of room air distribution used in commercial buildings are: fully mixed, fully stratified, and partially mixed, such as in underfloor systems. Design methods for cooling an interior zone and heating a perimeter zone vary with each method. For fully mixed systems, the pattern of the air delivered to the space must be considered when selecting the air outlets. Various options include ceiling diffusers, plenum slot diffusers, and side wall grilles.

Typically for perimeter applications where the same outlet is being used for both heating and cooling, a liner for plenum slot diffuser is used. For perimeter heating, the requirements for table 6-2 of ASHRAE Standard 62.1-2019 must be considered.

For partially mixed air distribution systems (typically UFAD), the core area usually experiences even loading throughout the occupied area. The goal of partially mixed systems is to save energy by conditioning the lower area through use of floor diffusers. Perimeter zones for partially mixed systems need special attention due to the outdoor solar and air temperature changes. Fully stratified design typically requires a separate heating system, but ventilation air can be reduced by 20%.

Regardless of which type of room air distribution system you use on your project, occupants who are comfortable are more productive. Comfort derived from good design keeps all occupants and users happy and healthy. ■



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2021 WASHINGTON STATE AND CITY OF SEATTLE ENERGY CODE UPDATES – PART 1

Our SMACNA Western Washington Technical and Code Committee will be taking a deep dive into the new requirements in the 2021 Washington State and City of Seattle energy code updates, both of which are scheduled to be codified by July 1, 2023. Usually, the Washington State code updates follow this schedule (incorporation of requirements 18 months after year of code development) with the City of Seattle following by about six months. At this time, however, the City of Seattle is aggressively tracking with Washington State so things will likely be changing much faster than previous code updates. The City of Seattle energy code targets are more “progressive” than the state targets, typically legislating 5-10% more energy efficiency than the state goals. Coupling more aggressive targets on the same schedule as the state code changes will make for some significant changes coming our way next year.

The history of progressive energy codes in our state and cities began in with the adoption of the 2006 energy codes. Similar to energy codes in other states, our code is based on ASHRAE 90.1 Standards for Design and Construction of Energy Efficient Buildings. The state of Washington is part of a group of five states nationally that are leading other states in our nation with stricter energy saving requirements than ASHRAE 90.1 standards. It is interesting to also note that eight states have no code requirements for energy reduction or even compliance with ASHREA 90.1. The 2006 code in our state formed a baseline for energy consumption for both commercial and residential construction projects. The ultimate goal for this program is that by the time the 2030 energy codes are adopted, new buildings will use 70% less energy than allowed under the 2006 codes. To get there, the target energy code reduction was set at 15% per code cycle as new codes are adopted every three years. Out of a total eight code cycles between 2006 and 2032, the 2021 code is number five, and at this point, the previous code updates have not met the 15% target savings increments. That means that the next three code cycle targets will be more aggressive for both residential and commercial projects in order to hit the 70% reduction by 2030.

In addition to energy savings, for the 2021 code cycle our state and cities will be requiring carbon emission reductions for our



By Peter Boileau, Chairperson

SMACNA-Western Washington Code & Technical Committee

projects. Unlike previous years, all projects using either the C406 prescriptive path or the C407 energy modelling path for permitting will need to comply with new rules based on both carbon reduction and energy savings (more details to follow in my next article). The future carbon reduction goals will result in no fossil fuel as an energy source in our projects, no electric resistance heat energy allowed for heating or domestic hot water generation, and ultimately, a goal of net-zero carbon emissions in buildings by 2050. These target reductions will again challenge us to switch to new technologies and methods to build our projects to comply with future codes.

Our committee’s initial review of the 2021 energy code is summarized below:

- Heat pump technology for building and domestic water heating will be the “go-to” system used in buildings from 2021 forward.
- Fan power requirements will be reduced once again to further limit allowable watts/CFM. This will require careful design and selection of fan system components to limit pressure drop in air systems.
- Multi-family projects three storeys and less (with some exceptions) will no longer be classified as “residential” projects in codes going forward. These buildings (as well as larger multi-family buildings) will now be classified as commercial projects and must follow commercial energy and carbon reduction codes.
- Both C406 prescriptive and C407 energy modeling paths for code compliance will have added complexity both in energy savings and carbon reduction.
- The 2021 energy codes are moving from a state of “renewable energy ready” to “renewable energy required”. This will not directly impact our mechanical systems but may impact them in terms of sharing roof space with solar collections systems that will dominate available roof areas.
- The 2021 codes modify envelope requirements to a limited extent, meaning that the bulk of new energy savings and carbon savings will come from mechanical, plumbing, and electrical energy and carbon savings.
- Future commercial kitchens will need to be “electric ready”,

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THE ABUSE OF APPRENTICES STOPS NOW

“I can’t believe I signed up for this s***.”

And so began a tale of stupidity, short-sightedness, and tradition that reflects a broken culture and wasted talent.

The words were spoken to me by a young man after I gave a presentation to 400 young people serving their union apprenticeships. During my talk, I asked a question that I have been asking for over 10 years to well over 100,000 union craftsmen and women: “How many of you during your apprenticeship were hazed, teased, called names, given meaningless work, ignored, or not taught because the guy in front of you was afraid for their job?” And in that room, like the other 200 times before, 95% of the hands slowly rose into the air.

Ninety. Five. Percent. In the year 2022. Not 1970 or 1990. Today. Now.

The young man in question approached me at the end of my presentation. He waited until everyone else had left. He told me he had military leadership experience. He had seen and done more than any of his apprentice peers. He had joined a union and the apprenticeship to again be part of a team that cared about each other—but he found something entirely different.

His experiences included being degraded; given little to no mentoring or instruction; seeing his peers called names (though no one would do it to him as he had that look in his eyes); and watching poorly performing journeymen be treated with more attention and respect because they were friends with the foreman. He felt he was part of a team only when it was funny to treat the low man on the food chain poorly.

Here is the future of our business. The ideal candidate, signing up with exactly the right reasons and a perfect foundation for success... but it only took him two years to go from enthusiasm and belief to, “I can’t believe I signed up for this s***.”

This legacy practice of mistreating and degrading apprentices needs to end now, and it is the contractors first—and the union second—who have to start taking a stand. The current crop of apprentices needs to be the very last that are ever abused in the apprentice system as a stupid excuse for developing our young talent. It is being done by insecure people who had it done to them. And it is, decidedly, over.

I know some old-school guys are going to tell me that if you don’t have thick skin, don’t sign up; if you can’t hack it, then you don’t belong. I disagree. Talent development is not about hazing or mistreatment. It is about instilling confidence, skills, and belief through mentoring, guidance, and coaching. This is not always common behavior in an industry that prides itself on toughness and independence. As well, many are going to



By Mark Breslin
CEO, Breslin Strategies Inc.

say that the Millennial Generation is soft and has received too many trophies for too little effort. While some of that may be true, it doesn’t justify poor behavior at the jobsite on the part of journeymen whose pensions will someday be paid by those very same apprentices.

I would like to suggest three solutions to this challenge—one for the apprentice training staff, one for the contractors and one for the union leadership—so each can play a part in a constructive evolution going forward.

First, apprentices must be given a true picture of what they are going to face. We cannot ignore the fact that this is going to be part of their experience. In my book *Survival of the Fittest* (and especially in the accompanying workbook), I outline role-playing behaviors for classes to engage in and discuss. Spend ten minutes at the end of classes doing role-playing. Stand back and watch the wheels turn. How does an apprentice deal with hazing? How do they respond when told to “slow it down”? How do they ask for assistance or mentorship? How should they go about earning respect on the job? These are not technical skills but jobsite survival skills that every apprentice needs so they can get through the wringer until we change the culture.

Secondly, contractors need to draw the line: if you abuse, haze, or mistreat an apprentice, you are fired. Foremen are expected to develop apprentices or at least match them to journeymen capable of maximizing their ability. Companies need to move away from the idea that apprentices are cheaper labor with limited skills and begin developing them as our future leaders and workforce. A change in mindset needs to precede a change in behavior.

Finally, unions can help by standing up for apprentices and giving them the camaraderie they were first offered. The best part of being in the trades isn’t the money; it’s the people and the work and the pride that comes with doing something that you feel is important. Sharing that with others and seeing it play out every day, with everyone having each other’s backs, is what it’s all about. Every union in North America might consider an annual “Mentor of the Year” award for the journeyman who is tops in

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DOSH DIRECTIVE 2.25 ARTICLE EXPLAINED

On February 10, 2022, the Department of Labor and Industries, Division of Occupational Safety and Health (DOSH) updated its directive focused on safety inspections at construction worksites. Broadly, Directive 2.25 outlines “Focused Inspections at Worksites,” how such inspections are conducted, general procedures required for inspections, eligibility requirements for inspections, employer associations, and DOSH approved safety and health recognition programs. This article outlines the Directives and highlights key areas of interest for employers.

Conducting Focused Inspections

As stated in the Directive, the purpose of a focused inspection is to reduce the amount of time spent during an inspection by focusing only upon certain hazards as opposed to a sitewide inspection. Importantly, focused inspections are only available for employers who participate in a safety and health recognition program. These approved safety and health recognition programs include, among others, the Associated Builders and Contractors of Western Washington, the Associated General Contractors of Washington Safety Team, the Building Industry Association of Washington, and the Mechanical Contractors Association of Western Washington. A full list of participating companies can be found in the Directive (available at lni.wa.gov/dA/fe6d33cc4b/DD225.pdf).

If an employer provides verification of participation in an approved trade association safety recognition program, it may request a focused safety inspection or focused hygiene inspection. A focused safety inspection includes an assessment of hazards related to falls, electrocution, excavation and trenching, overhead and struck-by, traffic control, motor vehicle operations, and other potential serious hazards. A focused hygiene inspection includes an assessment of respiratory hazards, hearing loss, confined spaces, dermal and eye exposure to corrosives, and other potential serious hazards.

While focused inspections do not necessarily include review of written records, analysis of site-specific plans may be done to address questions related to hazard identification. Interviews are expected. Inspectors are instructed to not cite general violations when identified and abated during the inspection. This does not apply when general violations are regulatory or statutory like OSHA 300 logs or posting of citations and notices.

When serious violations are identified, or if required programs are deficient/non-existent, the inspector is directed to stop the focused inspection and conduct a full, comprehensive, inspection. If this is done, the compliance supervisor must be consulted when a focused inspection becomes more comprehensive.

It is important for employers to understand that, should a focused inspection be requested, any area subject to the inspection be



By Karen Forner Attorney, Marketing Director, Founder, Employer Solutions Law

free of serious violations. Otherwise, that employer may be subject to a full, comprehensive, inspection that could result in additional fines and citations.

Compare this to full inspections. There, the DOSH inspector will conduct a full jobsite walkthrough. This greatly increases the likelihood of the inspector observing a violation. While employers strive to ensure employees abide all applicable statutes and codes, it is not always the case. A focused inspection offers employers an opportunity to limit an inspector’s focus. By removing them from the entire jobsite—by focusing only on specific areas and serious violations—it is vastly preferable when considering potential liability. Employers should strive to be approved businesses, able to request or have focused inspections, in order to reduce the likelihood of comprehensive inspections.

Focused Inspection Eligibility

To determine whether an employer is eligible for focused inspections, it must participate in an approved safety and health recognition program. DOSH determines whether or not any employer is eligible, and an employer may be removed from focused inspection at any time.

Reasons for removal can include, but are not limited to, repeat serious violations, willful violations, placement in the Severe Violator Enforcement Program (SVEP), or conduct that interferes with a full an orderly inspection. Should an employer be removed, it will be notified by DOSH.

Employer Associations

Given the utility of focused inspections, employers should consider joining one of DOSH’s approved safety programs. Each employer association must submit a letter of interest to the DOSH Deputy Assistant Director that includes a description of the association’s overall safety recognition program, how the program will address and reduce hazards for employees of member companies, and a procedure for review of programs, audits, audit frequency, and training. As such, these associations—when approved—are crucial resources for employers. ■

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EDITORIAL

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Mayan Riviera of chaos relief. If it's time to bail, be sure to you know your airline's policy on returns, credits, and non-refundable flights. And if you want to prepare yourself for an involved conversation, pre-school yourself on the Department of Transportation's rules on travel delays and travel providers' obligations here: transportation.gov/individuals/aviation-consumer-protection/refunds

Attitude is the difference between an ordeal and an adventure.

This is one of my favorite expressions because if you can truly embrace it, a whole other world of fun awaits. Airports offer all kinds of shopping, dining, and sometimes even recreation opportunities that can help pass the time during a delay. In some places, you can get a massage or have your nails done, have a nap in a sound-proof pod, play the slots, or watch a movie—whatever it takes to divert your attention and have a little fun. If your delay is significant, find out what activities are possible near your hotel or in the community where you are “stuck” and, with the right mind set, “stuck” might become “fortunate” as you take advantage of exploring a new place.

Travel is a part of our jobs, and if attitude can make or break an ordeal, preparation could be the catalyst for an airport adventure. Wishing you safe, timely travels and a tracked carry-on full of gorgeous snacks and comfy clothes, wherever 2023 takes you. ■

GUEST EDITORIAL

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leadership. Take time to help employees discover their talents, learn from failures, and build on their successes. It may just save your company some major recruitment dollars. ■

Joel Garfinkle is recognized as one of the top 50 leadership coaches in the United States. As an executive coach he has worked with many of the world's leading companies, including Google, Amazon, Deloitte, Oracle, and Ritz-Carlton. He is the author of seven books, including *Getting Ahead: Three Steps to Take Your Career to the Next Level*. Learn more about his books and executive coaching services at garfinkleexecutivecoaching.com. You can also subscribe to his Fulfillment@Work receive the free e-book, *41 Proven Strategies to Get Promoted Now!*

LEGISLATIVE UPDATES

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There may be a proposal to limit retainage for private projects to five percent of a contract price. The general contractor or

subcontractor could opt to do a performance retainage bond instead. The proposal would include timelines for payment and interest for payment after completion of the work. We may also see a request to extend the electrical apprenticeship requirements for 01 electricians by two years. Some groups think there are enough approved programs to meet the demand.

Watch for periodic updates from SMACNA on legislation during session. If you have questions, please contact the SMACNA office. ■

CODE CORNER

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designed with enough electrical capacity to eliminate use of natural gas in future code cycles.

Our committee is tracking the current public comments and input for these code revisions. We will be seeing final draft code language by the end of this year and will look closely at specific changes that will affect our businesses in the future. As always, if you have questions or comments, please feel free to reach out to any of our committee members. We are here to help everyone in the SMACNA community understand where we are going, and we are happy to help however we can. ■

CONTRACTOR ADVICE

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development of apprentice talent. Make it visible. Talk about it at the hall. Put it in the newsletters. Bring the brotherhood and sisterhood back to union affiliation.

In summary, it is time for a change. Not every apprentice is going to make it, and we aren't running a babysitting service. If an apprentice doesn't have the heart and passion to be a tradesperson, maybe they need to do something else. But for every young man or woman who comes to us offering us the next 25 years of their life—their blood and sweat and best effort—they deserve more from us. And the time is now. ■

IT'S THE LAW

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Employer Solutions Law is familiar with all employer associations explicitly noted in the DOSH Directive and can connect any interested employer with them. Moreover, Employer Solutions Law is working with an industry association not currently approved by DOSH, so it can be included as an approved association under DOSH Directive 2.25.

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