

NATIONAL

# FRAME

B U I L D E R

M A G A Z I N E

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## RESEARCH & TECHNOLOGY

Important Construction Practices for Quality Concrete Slab Floors

## BUSINESS STRATEGY

Understanding and Selling to Generation Z

## BUSINESS STRATEGY

Time for a Pause: Reevaluating Recruiting Strategies

## BUSINESS MANAGEMENT

Ensuring a Smooth Transition of Ownership in a Construction Company

## LEGALLY SPEAKING

Safety in the Post Frame Industry

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### ON THE COVER

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# Hello & Welcome



Not everyone who receives the National Frame Builder Magazine or who attends the NFBA Annual Post Frame Expo is a “member” of the Association, but maybe you should be!

**As a Member of NFBA, you will receive:**

- Access to the NFBA Legal Services Plan which includes a free 30-minute consultation each month with NFBA Legal Counsel
- Access to the NFBA Technical Services Plan that provides answers to your technical questions from our technical experts
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- Access to NFBA's full-time Association Staff for any business needs

**Educational Benefits include:**

- Educational opportunities specific to our industry
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- Use of industry information to help you stay ahead of the competition
- Access to a large library of post-frame specific technical documents that can help you avoid costly mistakes and discover new ways to achieve greater efficiency and profitability

**Growth Benefits include:**

- Networking opportunities, including the annual NFBA Conference and Expo, to build new business relationships
- Business referrals from customers who want to "Find a Builder," "Find a Supplier," or "Find a Designer" through

NFBA's online search

- Business referrals from architects, engineers and building owners who want to "Find a Builder"
- Chapter Membership: NFBA members have the opportunity to influence the post-frame industry locally and regionally through chapter involvement

**Advocacy Benefits include:**

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- NFBA Accredited Post-Frame Builder Program to demonstrate your industry knowledge and business integrity to your customers
- Participation in the Excellence In Safety Awards Program recognizes the importance of your company's safety culture
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- The Post Frame Advantage Program serves to evolve the Industry through the development of services, education, and research specifically designed to improve business for NFBA Members

For additional information on Membership in the NFBA contact Membership Director, Morgan Arwood, at [marwood@nfba.org](mailto:marwood@nfba.org) or call her at 800-557-6957.

NFBA is Members working together to help build your post-frame business.

**Rachel Pinkus**  
Editor



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## **BEFORE**



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# A MESSAGE FROM

## MATT GREINER PRESIDENT, NFBA BOARD OF DIRECTORS

This year continues to be a gauntlet of challenges. Since our last issue, we have seen a derecho tear through the Midwest and hurricanes rip up the Southeast. We continue to experience shortages of lumber and other materials. Lead times and prices are going up in all areas of the country. Wasps are out in full numbers and seem to be in a particularly foul mood. We are also right in the thick of a Presidential election. All of this has been placed right on top of an already large pile of things to deal with.

What can you do? We ask ourselves and each other this question nearly every day. There is no simple answer for this, but if you are reading this magazine, it tells me that you are one of many who have made the decision to get up each morning, continue to live an engaged life, and stay on course by doing the best that you can do. That kind of approach is really the best response anyone can have these days.

I have found that not all of these challenges have come without reward. When we are faced with not being able to operate the same way that we are accustomed to, we are pressed to be creative. We realize solutions and options that would not have been explored if it weren't for these uninvited disasters. Individuals are given a chance to shine when they are called upon to serve functions that they were not previously obligated to handle. Partnerships and relationships are formed in new ways out of necessity that could serve for a lifetime.

My goal here is to take a moment to say, "Yes, these are crazy times for all of us," with the caveat of, "but let us see what we can make out of this." This week I want you to think of three things that your company does differently now than they ever have because circumstances have forced you to adapt. Determine if these things would continue to serve your business even if you were no longer forced to continue that way. If they are better than before, what can you do to make their implementation permanent and run even smoother? Now take it a step further and think



about those in your company who helped implement these new systems. Did they surprise you? Did they disappoint you? What does this tell you about who your key people are? Even though it may not seem like a good time to rock the boat, now is a great time to make changes that you may have been considering for a while. We have all had to adapt, and now we know we can do it. Take advantage of this time to take a step back and re-examine your operation or your position within the company. Make sure you are working with your team efficiently and communicating effectively. If you find that changes are in order, start slow and start small. Even little differences can result in huge gains.

I wish all the best to you, your team, and their families. Continue to maintain your resolve, stay safe, and stay healthy. Remember that you have NFBA behind you to help as well. Please contact our full-time staff if you have any needs that arise within your business. They are another resource for all Members to utilize as we continue to "run the 2020 gauntlet".



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## MEMBERSHIP ANNOUNCEMENT

**N**FBA is moving to a calendar year membership. We are prorating your dues for the remainder of 2020 and, moving forward, your dues invoice will arrive in October for the following year. Make sure you are utilizing all of your membership benefits! If you have any questions about your benefits, please email Morgan Arwood at [marwood@nfba.org](mailto:marwood@nfba.org) or contact us at 800-557-6957 for help. Thank you for your continued support of NFBA. We appreciate you!

# ENSURING A SMOOTH TRANSITION OF OWNERSHIP IN A CONSTRUCTION COMPANY

Transfer of ownership of a construction company isn't as simple as signing some paperwork and handing over a set of keys. Owners must understand their options, along with what they can do to maximize company value prior to selling. Most importantly, owners must recognize why many construction business succession efforts fail — so they can proactively take steps to ensure a successful, lucrative exit of their own

There are two primary elements of business succession: ownership transfer and management succession. Ownership transfer is transactional; it is largely about making sure the financial and legal aspects are handled properly. The management piece, on the other hand, is where good planning becomes crucial.

"The management succession piece can be really tough," says Mike Clancy, principal at FMI Corporation. "There are a lot of things owners do in the business that they don't even realize they are doing. For example, they often decide who the construction company is and isn't going to do work for. The problem is that these decisions typically aren't based on pre-defined criteria; they are based on years of experience and intuition. How do you transfer that kind of thinking to the next generation of management?"

You can't — at least not in the final days leading up to the moment when the owner walks out the door. This is why continuity planning is so important. Owners should be developing the people behind them well in advance of putting the company up for sale. In fact, the typical ownership/management transition takes 8-12 years, according to Clancy.

There are a handful of common reasons why

Michael Clancy



ownership transfers often fall apart during those transitional years:

- Successor management proves to be incompetent
- Children not capable of running business
- Key management leaves due to nepotism
- Key management leaves due to poor planning
- Owner asking too high a price

"As you can see, a lot of this comes down to people," Clancy points out. "Very few potential pitfalls relate to the financial transaction. It is largely about people."

### 3 Ways to Sell a Construction Company

First things first ... let's quickly discuss the three primary methods for selling a construction company. As you will see, optimizing this transactional component largely comes down to people, too.

**Liquidation Sale.** While this is definitely a viable option, it is not the best option. In fact, this is typically the "last resort" option when other means for selling a business fall apart. There's a good reason why: Owners typically get roughly 60% of what the company is actually worth. Not ideal.

**External Sale.** While this can prove to be the most



Owners must also contemplate their own personal goals when planning a business exit. There is a lot to consider during the continuity planning process.

lucrative selling method for construction business owners, it is quite rare. In fact, only 3% of construction business ownership transfers fall into this category. For some reason, there aren't too many people interested in buying a construction business who aren't already entrenched in the construction industry. Let's be honest: Construction work is hard work, and not everyone wants to work hard.

**Internal Sale.** This is by far the most common method for selling a construction business. When executed correctly, it can also be lucrative for owners. There are several ways to go about internal sales, including simple direct sales and employee stock ownership plans (ESOPs). Benefits of this approach include increased flexibility with transaction structure, and continuity for customers and vendors. Downsides for the owner

are giving up some profit, having to disclose financial information to employees, and poor employee morale if the transition doesn't go as planned.

Additionally, owners may have to put off retirement for a year or two in order to make sure the succession goes smoothly. But with something as important as ownership transfer, rushing things through really isn't an option. It pays to have a little patience — and a lot of planning.

### **Define Overall Objectives and Parameters**

The first step in planning ownership transfer is identifying what you, the owner, want to get out of it. How much money would I like to make? How long do I want to stick around until the new owner completely takes over? What about the business do I

want to remain the same after I leave?

"To some owners, it is very important that the business maintain the same name," Clancy says. "Some owners want certain employees to be retained in certain roles. These are the types of things owners need to be thoughtful about as they begin the continuity planning process."

At the same time, an owner must talk with the future owner(s) about what their objectives are. "There has to be some alignment here," Clancy cautions.

First of all, corporate objectives must be defined. This includes things like growth and profitability, as well as the potential obstacles to achieving those goals.

Secondly, it's important to separate ownership transfer from succession management. Again, these are two separate components of an overall construction business transfer. That said, the two often intersect.

For example, a long-tenured superintendent may also be part of a company's ownership group. However, that superintendent is functioning as a "manager" 90 percent of the time, and should be compensated and incentivized based on that managerial role. Another example is if you have two 50 percent owners, one of whom oversees business development while the other oversees operations. Even though the two are equal partners, their salaries should be based on industry norms for those positions. Then the ownership piece is handled separately.

### Things for Current Owners to Think About

Owners must also contemplate their own personal goals when planning a business exit. There is a lot to consider during the continuity planning process.

**Personal role.** How do you plan to phase out of your role as owner? Do you plan on sticking around as a consultant or board member, or are you headed straight for the golf course or fishing boat?

**Organizational objectives.** What do you want to see the next generation of ownership and management do with the business?

- How long do you expect this entire transfer process to take? As pointed out earlier, it's common for construction business ownership transfers to take 8-12 years.

**Personal goals.** Some owners say they don't want to leave until a certain project or initiative is completed, for example.

**Key employee retention.** Owners must realize that they don't have to give every current employee a piece of ownership. But owners do have to find ways to encourage the most valuable employees to stick around.

**Other considerations.** "As you, the owner, are putting your list together of what is important to you, there are many other things to think through and have an answer for," Clancy says. For example:

- Estate and life insurance
- Voting control and power
- Risk profile and indemnification
- Buy/sell agreements
- Treatment of children, family and key employees

### Things for Future Owners to Think About

The future owners of the company should be thinking about many of the same things outlined above. Additionally, future owners need to think about the level and duration of the **previous owner's compensation**.

Future owners also need to think about their **personal financial situations**. Future construction business owners are often at an age (30s or 40s) when they don't have a lot of extra cash lying around. "They are often still in that head-above-water phase," Clancy says. "That's why future owners really need to think through their personal financial situations and objectives."

**Avoid shotgun partnerships.** When two people are forced to be business partners, it rarely ends well. Even when it appears to be a good fit on paper, things can go wrong.

"I had a client whose next generation management came into play, and one of the new owners didn't have that fire in the belly to evolve outside of his current role to help grow the business," Clancy says. "It all looked good on paper, and he did turn out to be a really good project manager. But he just didn't have what it took to be an owner. The client had to have the difficult conversation with this person and buy him back out. Thankfully, he didn't get upset and quit. In fact, he agreed that he probably wasn't

a good fit for part owner, and didn't even want to be an owner. He stuck around for another three or four years."

In the event that a potential new owner does prove to have what it takes, it is important to define what that person's day-to-day role in the business will be. This is especially vital when multiple people are slated to take over the business. The last thing a new ownership/management team wants is confusion among itself and its employees — much less conflict.

### Develop Potential Successors Early in the Process

When you look at the top reasons why continuity planning and management succession fail, most relate to not having the right people who are prepared to assume leadership and management of the company. To avoid this, a current owner must take steps early in the process to begin identifying and developing their potential successors.

**Clarify key roles.** According to Clancy, roles such as equipment operators and project managers, while vitally important, are givens. "We're talking about people who really help drive the business forward," Clancy points out. "Maybe that is your chief estimator, business development director or operations manager, for instance."

Once those strategically critical roles are identified, owners can define what great looks like in each of those roles. "When someone walks in the door to fill one of those positions, what characteristics would they possess that would compel you to hire them on the spot?" Clancy asks.

**Set some standards.** Building on the above statement, what do you need when it comes to successor candidates? Yes, they need certain technical skills and industry knowledge. But to increase the odds of being a successful successor, the following traits are also important:

- Compatible with company culture
- Strong in communication and networking
- Open to development and coaching
- Fierce commitment to meeting unselfish goals
- Curious, insightful and engaging
- Strategic, long-term thinker

Clancy refers to something called peak profiles. Peak profiles align with the company's purpose, values, culture and vision. Peak profiles also help differentiate a star performer from an average one. "Peak profiles drive who

we are and what we do to make the company successful," Clancy says. Essentially, a peak profile describes the "perfect employee" in terms of how they think and perform.

**Assess your pipeline.** Whom do you already employ that could potentially fill the key roles in the future? Do you have enough talent in the pipeline or will you need to look externally for talent? Identify the candidates, assess their capabilities, and then identify where any gaps exist. "Then you can begin addressing those gaps, whether that means training and mentoring of existing candidates, or additional efforts to recruit externally," Clancy says.

**Prepare your successors.** Training and mentoring are critical. "Give your successor candidates developmental assignments, and then evaluate whether they are getting them done the way you would like," Clancy says. "The next step is looking for ways to accelerate their development."

There are different tools available including coaching and mentoring, peer groups, and formal education and training programs. "Any combination of these tools can be used to create an IDP, or individualized development plan," Clancy explains.

Sometimes construction company owners are afraid of investing too much time and money into their people. Owners fear that once these employees are trained, they will go work somewhere else. While this fear is understandable, it must be overcome.

Transfer of ownership of a construction company is a complex process that requires hours of planning and years of careful execution. The odds of a smooth transition skyrocket when the right people are in place to take over the business. The sooner an owner starts the process of getting those people in place, the better.



*This article is based on a presentation given by Mike Clancy at CONEXPO-CON/AGG 2020. Clancy is a principal at FMI Corporation, a management consulting firm that works exclusively with the construction industry. He has a strong background in construction operations, bringing a unique focus on operational improvement and strategic thinking.*

# IMPORTANT CONSTRUCTION PRACTICES FOR QUALITY CONCRETE SLAB FLOORS

Slab-on-grade floors are a prominent feature of most post-frame buildings. To obtain a quality and durable slab-on-grade floor, the slab must be both designed and constructed properly.

Joseph M. Zulovich, Ph.D., P.E.



Proper design was presented by Feldmann and Schambach (2016). Proper construction is addressed in this article and includes proper site preparation, quality concrete, and careful concrete placement and curing. Also discussed are impacts of building fabrication sequence and weather conditions on slab-on-grade construction.

## Site Preparation

Site preparation for slab-on-grade construction typically consists of removal of topsoil and other undesirable soils near the surface, grading of the remaining native soil (a.k.a., subgrating), and placement and compaction of a subbase. Very wet and frozen soil conditions will generally delay these site preparation activities.

The extent to which existing soil should be removed depends on soil expansive characteristics (i.e., the change in soil volume with a change in soil moisture content) and the frost susceptibility of the soil. The extent to which existing soils could be problematic may require on-site soil testing.

The subbase should be constructed using a clean, graded granular material since such a material minimizes wicking of water upward from the soil subgrade (i.e., it serves as a capillary break), provides drainage and frost protection, provides good strength and support to the overlying slab, prevents settlement (when properly

compacted), and keeps workers out of the mud. Adding the thickness of the subbase and concrete floor to the subgrade elevation establishes the final building floor elevation.

## Construction Sequencing

Casting the slab during the construction process largely depends on the details of the post-frame building and concrete floor.

The slab is always cast first where posts are to be mounted atop the slab or attached to a wall resting on the slab. In buildings featuring embedded posts, the construction sequence often hinges on whether or not the posts are continuous. Continuous posts are those with the embedded and above ground sections delivered as one piece to the building site. Non-continuous posts have separate embedded and above ground portions. Many non-continuous posts are comprised of an embedded concrete pier attached above grade to a wood post.

For post-frame buildings using non-continuous posts, only the embedded portions of the posts need to be placed prior to slab casting. Since most post-frame building piers only extend a foot or so above the subbase, interference of piers with concrete pumping equipment and other slab placement equipment is a non-issue. Once the concrete floor is adequately cured, the remainder of the post-frame building can be completed. The advantage of this

sequence is that the slab provides a smooth, hard, and level work surface for building completion. For post-frame buildings using continuous posts, it is generally best to complete the entire building shell prior to floor slab casting. This ensures that posts are exactly positioned prior to slab casting (important when the slab is cast against the posts), and in most cases, protects the casting operation from precipitation, direct sun, wind, and temperature extremes. This construction sequence is often desired because it enables all or a large portion of both above- and below-slab utility work (i.e., electrical, plumbing and mechanical equipment installation) to be completed at the same time (i.e., prior to slab placement). The downside of this construction sequence is that it often limits the type of equipment that can be used in slab placement. More specifically, a lack of head clearance and/or unobstructed access to the entire floor area may eliminate certain concrete pumping options and limit direct placement via concrete truck.

### Under-Slab Vapor Barriers/Retarders

Vapor barriers/retarders placed in direct contact with the underside of a slab-on-grade will ebb the flow of water vapor from the subgrade up into the slab and can also help prevent soil gases from permeating into the slab. Vapor barriers/retarders should not be placed under the subbase material since any water that leaks into the subbase

material after the slab has been placed will be held and distributed under the slab by the vapor barrier/retarder (picture a swimming pool under your slab). Captured water will actually enhance instead of ebb the movement of water vapor into the slab. Placing a vapor barrier/retarder under the subbase material also makes it difficult to deal with rainwater and other precipitation that accumulates in the subbase prior to slab placement.

When placing concrete directly on a vapor barrier/retarder, an adjustment in the concrete mix design is generally required to reduce the amount of bleed water for routine finishing.

To avoid damage to the barrier/retarder during construction, use a thicker barrier/retarder. A minimum 10 mil thickness is common with 15 mil recommended when laser screeds or heavy placing equipment will be on the barrier/retarder.

A more complete discussion on vapor barrier/retarder installation is found in ACI 302.1 R-15.

Photo 1: Concrete being deposited for a reinforced floor slab with two mats of steel reinforcement bars.



Photo 1: "Concrete being deposited for a reinforced floor slab with two mats of steel reinforcement bars."

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### Under-Slab Insulation

Specific details regarding insulation installation is beyond the scope of this article. However, concrete placement must integrate with the installed insulation. For example, if insulation is to be installed under a concrete slab floor with in-floor heating, the concrete placement procedures must not damage the under-floor insulation and in-floor heating system.

A concrete pump is often used for placing concrete over insulation. Construction of the building shell prior to slab placement will typically eliminate use of a boom concrete pump but should still enable use of a truck- or trailer-mounted line pump.

### Steel Reinforcement

Steel reinforcement should be properly secured in place prior to concrete placement. Thought should be given to concrete delivery as some reinforcement may need to be left out temporarily to enable concrete truck access to some parts of the floor area.

Photo 2: Reinforcement positioned above a prepared slab on grade base with a vapor barrier

located directly under the final slab position.

### Subbase Moisture and Temperature

Moisture and temperature conditions of the subbase during concrete placement are critical and need to be considered. Excess moisture on site can increase the water to cement ratio of the placed concrete. The difference between the lower temperature of either the subbase material or ambient air and the expected temperature of the concrete material should ideally be no more than 20 F but could be as much as 30 F. If this difference will be greater than 30 F, the ambient air temperature or base material temperature should be warmed so concrete setting times are not reduced due to cold temperatures. Concrete should not be placed on frozen base material.

### Concrete Procurement

A comprehensive 11-page discussion of concrete materials and mixture proportioning is found in ACI 302.1 R-15. The selection of materials and mixture proportions are similar for normal concreting as well as for cold and hot weather concreting. The major difference between the

Photo 2: "Reinforcement positioned above a prepared slab on grade base with a vapor barrier located directly under the final slab position."





hot and cold weather concreting is the desired target temperature of the mixture when delivered to the job site. Usually, normal concreting (ambient temperatures ideally between 50 and 70 F and up to 90 F) does not require any temperature modification of mixture because the materials available at concrete plant are not that much different than the temperatures at the job site. During cold weather concreting, concrete materials should be at least 50 F when delivered to job site. A discussion focused on heating concrete materials is found in ACI 306 R-16. Heated mixtures are achieved by heating water to 140 F and/or heating aggregates to 60 F to ensure frozen lumps are removed. No maximum temperature limit is needed for a hot weather concrete mix as long as other steps of proportioning, production, delivery, placing, consolidating, finishing, and curing are satisfactorily completed (ACI 305 R-10).

### Concrete Placement

Concrete placement includes delivery, placement, consolidating and finishing. General placing, consolidating, and finishing information is found in ACI 302.1 R-15 as Chapter 10. Specific cold weather concreting information

is found in ACI 306 R-16. Specific hot weather concreting information is found in ACI 305 R-10.

The elapsed time between the addition of water to the concrete mixture and when concrete finishing needs to occur is very temperature dependent. This time period is difficult to predict because it depends upon job site ambient temperature, relative humidity, and wind conditions. Final finishing generally begins when bleed water on the concrete surface has evaporated. A 'rule of thumb' exists that says this time period reduces by about one-half when the temperature increases by 20 F. Similarly, a 20 F ambient temperature decrease doubles the time period. So, in general, the placement needs to be much faster during warm and hot weather concreting while the placement and final finishing of concrete in cold weather will take much longer.

One of the major challenges with hot weather concreting is the very rapid evaporation of bleed water from the fresh concrete. Sometimes bleed water will evaporate so quickly that the concrete surface will begin to dry before finishing has been completed. Water needs to be added to keep the surface moist during the consolidation and

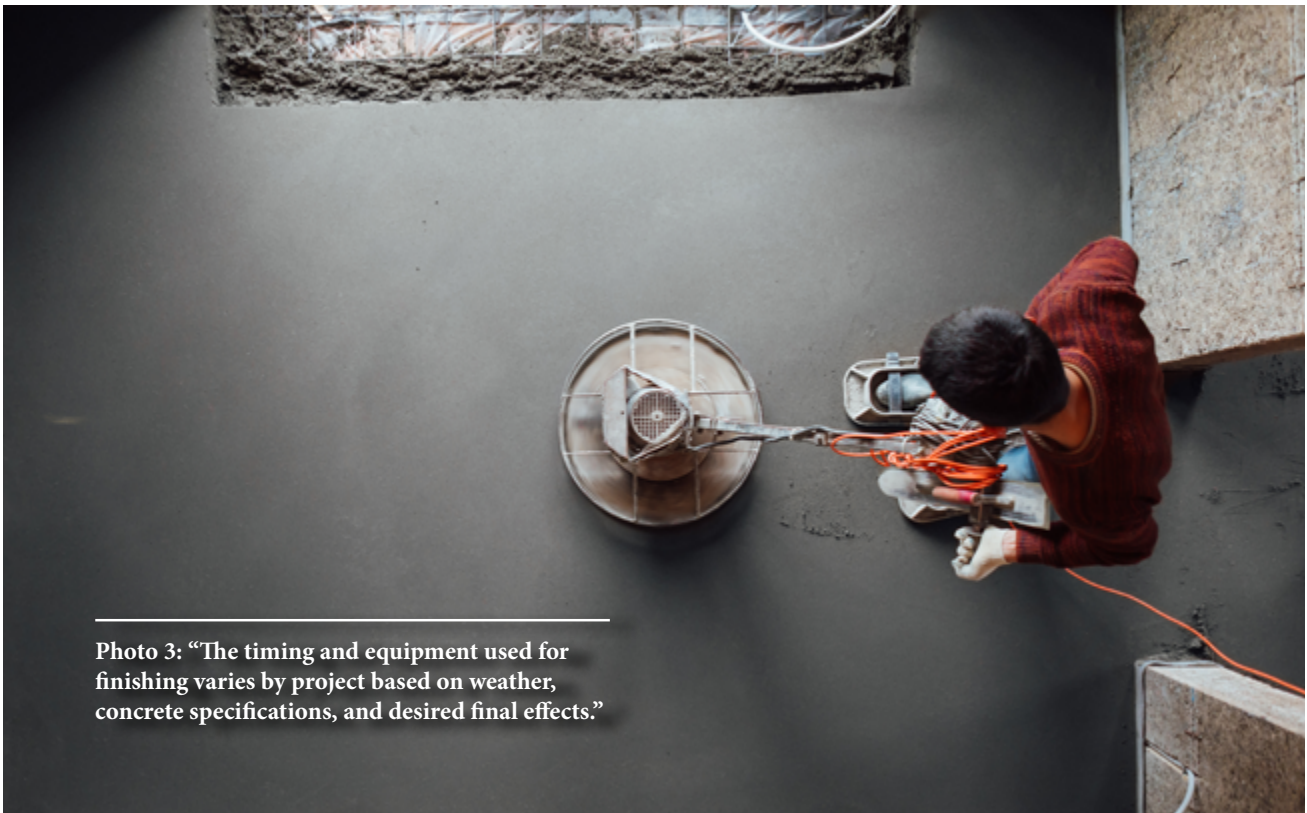


Photo 3: "The timing and equipment used for finishing varies by project based on weather, concrete specifications, and desired final effects."

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finishing activities. Since water evaporates so quickly during hot weather concreting, cracking of the fresh concrete while the concrete is still in the plastic stage is a common problem. Adding reinforcing fibers to the concrete mixture generally helps reduce plastic concrete cracking. Photo 3: The timing and equipment used for finishing varies by project based on weather, concrete specifications, and desired final effects.

### Concrete Curing

Concrete gains strength via a chemical reaction called hydration. During hydration, major compounds in cement are chemically bonded to water molecules to form the hydration products that bind aggregates in place. In the absence of water, hydration stops and concrete no longer gains strength. For this reason, if water is allowed to evaporate too quickly from the surface of fresh concrete, a lower final concrete strength will result. It follows that hot weather concreting can result in a weak concrete floor if concrete is not kept moist during the curing process and kept as cool as possible while it cures. Cold weather concreting has a different set of challenges. The cold temperature will significantly slow the curing process. Concrete needs to cure for 24 to 36 hours so it can reach a 500-psi strength before it is allowed to freeze. If cold weather concreting is done inside a building and the building is heated to keep the concrete from freezing, water can evaporate too quickly for the concrete resulting in weak concrete due to lack of hydration as with hot weather concreting.

### Summary

Slab on grade floors need to be both designed and constructed properly to obtain a quality result. This article focused on construction sequencing when concrete slabs are part of post-frame building. Concrete construction during normal weather was presented with additional aspects included to address adjustments needed during cold and hot weather concreting. Much more information on concrete construction is available in the various

Guides from the American Concrete Institute.

### References

ACI 302.1 R-15; American Concrete Institute. "Guide to Concrete Floor and Slab Construction" 76 pages.

ACI 305 R-10; American Concrete Institute. "Guide to Hot Weather Concreting" 23 pages.

ACI 306 R-16; American Concrete Institute. "Guide to Cold Weather Concreting" 23 pages.

ACI 308 R-16; American Concrete Institute. "Guide to External Curing of Concrete" 36 pages.

Feldmann, T and A. Schambach (2016) "Design of Slabs on Grade," Frame Building News, January issue.

### More information regarding the Guides from ACI:

American Concrete Institute  
38800 Country Club Drive  
Farmington Hills, MI 48331  
Phone: +1.248.848.3700  
Fax: +1.248.848.3701

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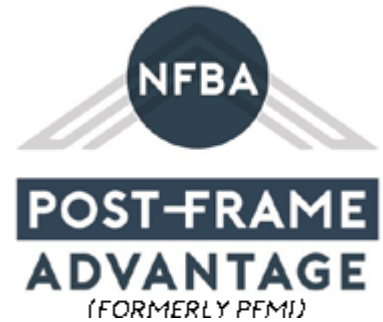
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While any employee is inspecting a walking/working surface for its integrity, that employee must use a personal fall arrest system.

# SAFETY IN THE POST FRAME INDUSTRY

**I am going to cover several topics in this issue. These are all very important topics for anyone in the post frame industry. So, let's get started.**

BY Gary Auman  
NFBA Legal Counsel



## The NFBA Safety Recognition Program.

In our industry we have different awards for achievement. We have the Building of the Year Award Program, the Foreman of the Month and Year Program, and several others. These award programs recognize achievements by businesses and individuals in our industry. However, there is one program that too often does not attract the interest of our members even though it is in many ways the most important award available to our members.

You have heard me speak at Expo several times about the importance of having a strong safety culture. A critical part of any safety culture (and an OSHA requirement in the construction industry) is having a good safety program. Your association recognized this fact to the extent that it underwrote the cost of developing a safety manual template for our members as a guide for developing your own safety program. One point that we emphasized when we presented the safety manual template for the first time was the importance of using it as a “template” and not your company safety program. We gave you the components and you need to take those components and assemble them into your safety program.

For a number of years, your association has been providing you with a vehicle to have parts of your safety program reviewed and graded independently of each other. We ensure that each application for review is graded anonymously by eliminating any identifiers from your application before it is graded. These applications are graded

by me as Association General Counsel or by a small committee of safety professionals. No matter who grades the applications, only I am ever able to assign a final score to a company. Everyone wins with this program. Even if the application you submit contains the barest of details, you will still get a detailed letter from me to you which goes into depth in analyzing those portions of your program addressed by the questions you are asked to answer and how you can make it better or get it into compliance with the OSHA regulations which apply to you and your industry. **YOU OWE IT TO YOUR EMPLOYEES AND TO YOUR COMPANY TO PARTICPATE.**

The program recognizes participants as either Platinum, Gold, Silver or Bronze level programs. If you are concerned that your program will not warrant a Platinum, Gold or Silver award and you feel that you will be embarrassed when we recognize the program participants at the Expo with a plaque, you have nothing to worry about. If you elect not to be publicly recognized that decision is yours to make. You can receive you award privately at the Expo or it can be mailed to you. How much time you spend on completing the application is entirely up to you. As I have stated in the past, everyone is a winner. At the very least you will receive comments on your existing safety programs and suggestions to make it better.

The evaluation letter you will receive will advise you if you are on the mark and doing all that you should do, only slightly continued on page: 24

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missing the mark, or what you should consider doing to improve your current approach to better protect your employees and comply with OSHA. For builders we will look at your current training protocols, your fall protection program, your ladder safety program, how you comply with the requirements for a competent person, your heat illness protection program, how you develop and the material covered in your Emergency Action Plan and several other areas. For our supplier members, this year's application will address machine guarding, safety enforcement, your training protocols, lockout/tagout, hazard communications, and several other areas. When I review applications I am most concerned about getting useable information to the applicant to help them achieve a workable program for each of the questions graded. Frequently I may award 10 out of 10 points on a question even though the answer had one or two points missing. The bottom line is to help you develop the best safety program possible while recognizing your efforts in safety. I hope to see an application from every builder or supplier member of the NFBA who is interested in having the best safety program possible.

#### **Integrity of Walking/Working Surfaces.**

Many employers in the construction industry believe that all they have to do is ensure their employees are provided with and are using any of a number of permitted types and methods of fall protection whenever they are working on a surface with an unprotected edge which is more than six feet above the surface below. But, providing fall protection (which includes

guardrails and warning lines) may not be enough. The OSHA Fall Protection Standards for Construction and General Industry contain a requirement for determining the integrity of all walking and working surfaces. This requirement



is clearly stated in 29 CFR 1926.501(a)(2) and 1910.22(b). While the language in these sections is not exactly the same, they each provide OSHA with the tools it needs require you to determine the integrity of all walking/working surfaces before any of your employees steps onto them to do work.

The interesting point in construction is that the OSHA Standard requires the employer to determine the integrity of any walking and/or working surface on which its employees will work to support them safely. But the second sentence (one which many employers miss) states: "Employees shall be allowed to work on those surfaces only when the surfaces have the requisite strength and structural integrity." This second sentence comes very close to the requirement set by Washington OSHA (WISHA) that requires the employer guarantee the integrity of any



walking or working surface before an employee may work on it. In the state of Washington, the use of fall protection does not satisfy the requirement that the employer guarantee the integrity of the surface. I have a real concern that OSHA compliance officers could interpret 29CFR 1910.22(b) in the same way. However OSHA tries to enforce the second sentence of 1926.591(a)(2), it is clear that at the very least the employer must determine the integrity of the walking and working surface before an employee steps onto that surface. In a recent case OSHA required the employer to inspect both the top and bottom of the surface when determining integrity.

While any employee is inspecting a walking/working surface for its integrity, that employee must use a personal fall arrest system. The fact that you are employing a guardrail or a warning line/safety monitor system as your means of fall protection for employees working on a walking/working surface will not abrogate the requirement that you determine the integrity of the surface before any of your employees begins to work on it. **BE SURE YOU DOCUMENT THE ACTIONS YOU TAKE TO DETERMINE THE INTEGRITY OF THE WALKING/WORKING SURFACE EVERY TIME!** I suggest that you keep all of these records for the duration of the project plus six months. This procedure should also be part of your training program. These inspections should occur at the start of the job and they should be repeated every time any work is done on the surface that might affect its integrity. Remember OSHA's enforcement techniques; if you have an accident in which an employee falls through a walking/working surface OSHA will very likely not accept your argument that it had not been inspected because you did not feel that the work being done did not affect its integrity. OSHA will most likely cite you under this standard and take the position that since the surface failed, something must have been done to it to affect its integrity after your initial inspection. Finally, I recommend

that you use a "qualified" individual to perform this audit whenever it is necessary.

### Subcontractors and the Multi-Employer Worksite Policy

Whether you usually work as a general contractor or a subcontractor you may find yourself in a situation in which you will contract out part of your work to another contractor, who will then become your subcontractor. The OSHA Multi-Employer worksite policy may create responsibility for the employers on the site for the safety of employees other than their own. This policy has resulted in much litigation at the Occupational Safety and Health Review Commission and the Federal Appellate Courts. Basically, the position I have seen OSHA take is that if you have a management employee on a construction site who observes the employees of one of your subcontractors working unsafely and in violation of an OSHA standard you may well be cited, in addition to the employee's employer, for failure to take corrective action to protect the employee. The only area in which I believe there is an exception to this is for alleged violations of the General Duty Clause.

I have recently seen OSHA cite an employer for not taking immediate action to correct a safety violation by individual employees of its subcontractor. The point here is that you need to be sure your contract with your subcontractor clearly states the subcontractor's responsibility for the safety compliance and safety of its employees. In this instance the employer did not have specific language in its contract with the subcontractor that spelled out how the general was to ensure that the subcontractor's employees were working safely. My message here is that rather than just reciting in your contract that the subcontractor shall comply with all federal, state, and local laws and rules governing safety on the jobsite you need to be specific.

I suggest that you take a look at the contracts you use with your subcontractors to be sure that

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your responsibility as to the safety compliance of their employees is clearly spelled out. Also, your contract should specify meaningful penalties against your subcontractor whenever your site supervisor or your safety manager observes the subcontractor's employees violating an OSHA standard, their employer's safety rules or, if you require compliance with your safety rules, your own safety rules. You then need to be sure that your site supervisor is aware of his/her responsibility to take action under the contract for any safety violations of the employees of the subcontractor he/

she observes. You should discuss with your OSHA counsel how far your responsibility for the safety of the subcontractor's employees should go so your contract can be drafted appropriately. Everyone's goal is to see that all employees work safely, but you need to ask yourself how much of that goal you wish to take on as a contractual responsibility and a potential OSHA liability. In light of this new interest being shown by OSHA holding the general contractor (or any level contractor who retains the services of a subcontractor) responsible to OSHA for the safety compliance of the subcontractor's employees; you should have the attorney who you use for OSHA matters take a look at the contracts you are using now and edit them to protect you as much as possible from exposure for the safety violations of your subcontractors. You may be saying to yourself that the more simple approach would be to require your subcontractors indemnify and hold you harmless from any OSHA fines assessed against your company for the safety violations of the subcontractors employees, but I believe that such language would not be enforceable as against public policy. So, get your contracts reviewed and edited to clearly set out the subcontractor's responsibilities and your responsibilities for the actions for the employees of the sub as well as the method by which you will enforce those responsibilities.

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4. I shall endeavor to **abide by present and future building standards** of the National Frame Building Association.
5. I shall make every effort to **preserve my customers' trust and good faith** by providing the service and repair parts that they may need.
6. I shall dedicate myself to the **promotion of professionalism** within my industry, and I shall work diligently to build and perpetuate continuing consumer faith and trust in the National Frame Building Association builders.
7. I shall faithfully **stand behind the work I perform** and the products I sell in accordance with manufacturers' recommendations and warranty.
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9. I shall **encourage my fellow employees, my fellow members** of the National Frame Building Association, and my colleagues to adhere to this Code of Ethics.

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A successful recruitment strategy requires that companies provide an opportunity for exploration, education, and engagement.

# TIME FOR A PAUSE: REEVALUATING RECRUITING STRATEGIES

It wasn't that long ago that the economy was humming along and workforce shortages were a top concern for most contractors. Fast forward a few months and the coronavirus is front page and the workforce discussion has shifted to, "How do we protect our employees from mass layoffs, keep them safe from the virus, and survive as a business?"

BY Laura Cataldo



In many states, construction is defined as an essential activity. Construction employees are able to work, support their families, and contribute to their communities. Despite the fact that 40% of contractors have experienced project delays related to COVID-19, we should consider ourselves lucky to be able to work.

Many construction industry economists predict that the recession caused by the coronavirus pandemic will be very significant to the private sector because select industries are essentially shut down (manufacturing, retail, and hospitality among them). ITR CEO Brian Beaulieu recommends that businesses "keep calm and carry on because the U.S. economy is strong and we will get to the other side of this." Anirban Basu of Sage Policy Group predicts that "when recovery commences, it will be sharp, profound, and most welcome." He cites low interest rates, pent-up demand, and the need to rebuild inventories and reengage with human activities as the primary reasons why the recovery will be swift.

This pause between today and the economic rebound is a once-in-a-lifetime opportunity (we hope) to slow down from a frantic pace and assess if the business practices of the past will serve us

well in the future. There are many examples of how our industry adapted during the coronavirus pandemic—operations, process, communication, technology, and the list goes on. How have you changed your talent recruitment efforts? During this challenging time, companies likely describe talent management more in terms of triage than a dedicated effort to recruit, ultimately aiming to be well-positioned with talent for the rebound, which we know is not a matter of if but when.

With optimism in mind, the construction industry needs to maintain a focus on recruiting and retaining talent to avoid the challenges we experienced following the 2010 recession. Our industry not only lost a significant number of experienced employees, but also created a pipeline deficit by not continuing to focus on attracting and engaging the younger generation. The failure to invest in building the pipeline created a workforce crisis felt by many throughout the last 10 years. When we rebound from the pandemic, companies will again be focused on finding the right talent. Companies that previously abandoned their strategies to hire, develop, and retain top talent will struggle to meet the opportunities of the economic rebound.

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## Reevaluating Recruiting Strategies

Over the next 5 to 7 years, millions of Baby Boomers will retire, and young adults will likely still feel pressured to pursue a 4-year degree and land a white-collar job instead of learning a trade. Many companies boast about their efforts to recruit Millennials. However, Millennials were ages 23 to 38 in 2019, which means companies are nearing the end of the road to attract this cohort to careers in construction. Now is the ideal time to shift the focus to attracting younger people (Generation Z) to our industry. Gen Z members are currently 9 to 22 years old, graduating high school by the millions, and very different from past generations. They will emerge from this pandemic with a renewed need to contribute to their communities in a career that is rewarding.

One unseen benefit of the pandemic, relative to workforce recruiting, may be a new opportunity for our industry to appeal to this generation. Gen Zers are described as:

- Very savvy with technology;
- Never knowing a world without the Internet and social media;
- Raised by hands-off parents, which resulted in learning self-direction and confidence;
- Looking for careers that have meaning, in which they feel like they are making an impact;
- Realistic and concerned about money and job security; and
- Impatient and wanting to start a career early (according to a study from research firm Barna Group, 66% of Gen Zers want to start a career before age 30).

**How do we turn these generational traits into an opportunity for our industry during the pandemic pause? Consider how your company has adapted its business during the pandemic in ways that will appeal to Gen Z:**

**Increased use of technology.** Social distancing required contractors to use technology in many new ways, from the use of drones for site safety inspections to apps for employee wellness check-ins and remote workplaces connected by shared files.

**Reliance on new communication tools.** Stay-at-home orders in many states required businesses to adapt to new means of communicating. Safety huddles were held via Zoom; team coordination meetings happened virtually; and app-based communication tools automated activities previously handled via fax, mail, and email. For an industry that was reluctant to embrace remote working, we adapted quickly due to necessity.

**Construction is essential.** We all understand the career image challenges the construction industry has faced in the past. The coronavirus pandemic positioned the construction industry as equal to many well-respected occupations such as health care, emergency responders, and banking because of being deemed “essential” to the safety and health of our communities. We know that Gen Z wants to make a difference, both personally and professionally. The construction industry will come out of this pandemic with many examples of how we made an impact during unprecedented times.

**Financial security.** The record levels of unemployment from the closure of retail, hospitality, and manufacturing during the coronavirus pandemic will have long-term economic impact on their former workforce. The fact that the construction industry has been able to continue working, even if at reduced levels, demonstrates the financial stability that well-paying construction careers offer.

This pause allows the construction industry an opportunity to fill the pipeline by demonstrating how resilient and adaptable it is because of increased use of technology and new means of communication; as well as underscoring our necessary and meaningful contributions to society.

## Applying New Recruiting Strategies

A successful recruitment strategy requires that companies provide an opportunity for exploration, education, and engagement. With schools across the nation moving from brick and mortar to virtual classrooms, we need to consider practical strategies for both today and when life resumes at a normal pace.

**Exploration.** Attending career fairs and presenting at high schools are excellent ways of reaching out to students and helping them explore the industry. With many schools closed, teachers scrambled to deliver learning virtually. Schools may continue to look very different in the fall, so reach out to your local school and offer to do virtual exploration with students. Show students the latest in technology,

demonstrating how building information modeling and virtual reality allow virtual walk-throughs. Explain advances in prefabrication and manufacturing, or walk through an estimating exercise with a math class. With social distancing in mind, we must be creative in finding new ways to help students explore the industry.

**Education.** All industries have been evolving to develop programs that allow young people an opportunity to start their career early, many while still in high school. Youth apprenticeships, internships, mentorships, and co-ops are ways to introduce the construction industry to teenagers and young adults. We have worked hard over the last 10 years to interest this next generation in the construction industry.

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If we stop now, it may be hard to get them back, as they will find other industries that will provide them with work experience. How can we continue to provide this valuable learning opportunity for young people today? Students currently signed up for work release, school-to-work, or summer intern programs may suddenly find themselves with ample time and schedule flexibility to work. Reconsider rescinding offers to provide these work experiences—instead, view it as an investment in your future talent pipeline.

**Engagement.** Employee engagement has become a buzzword in human resources circles. Engaged employees work with passion and feel a strong connection to their company. These employees drive innovation and advance the organization, which is why many companies use surveys to measure attributes related to engagement and culture, such as:

- I am proud to work at...
- I recently received praise...
- I like the direction [company] is going...
- I would recommend [company] to a friend...
- My supervisor cares about me...

Many leadership articles address how important it is throughout the pandemic to preserve employee engagement and culture. Your company has likely tried to address this need to support its culture by protecting the health and safety of your employees and their families, regular personal outreach by managers to employees, company-wide communication, and praise for great efforts during a challenging time. These efforts boost the engagement of your employees and every future employee your company interacts with, whether through social media or direct exchange. The way your company responds during this unprecedented time is an opportunity to build engagement with both current and future employees. Be proud about your efforts and share them publicly. Non-employees will notice and look favorably on your company as a potential employer of choice.

The workforce shortages we struggled with in

January 2020 are not going to disappear when we rebound from COVID-19. Look in the rearview mirror at what happened after the 2008 to 2010 recession, when we failed to invest in building the pipeline. Take advantage of this pause before the rebound as a time to reevaluate and revise business strategies and practices. Learn from the lessons of the past and commit to new strategies to attract talent that will position your company to thrive when (not if) the economy rebounds.

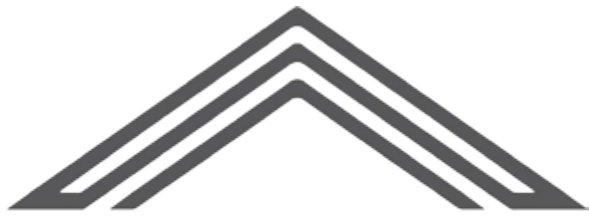
*About the author:* Laura Cataldo is a Senior Manager with Baker Tilly ([www.bakertilly.com](http://www.bakertilly.com)), specializing in work with construction companies. She has experience in evaluating business practices and assisting with management challenges in construction-related firms of all sizes. She can be reached at [laura.cataldo@bakertilly.com](mailto:laura.cataldo@bakertilly.com).

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**NFBA** NATIONAL FRAME BUILDING ASSOC.

# LEGAL SERVICES PLAN



## WHAT IS IT?

The National Frame Building Association has entered into an agreement with the law firm of Auman, Mahan, and Furry to provide the NFBA membership with this unique service.

## HOW DO I USE THE PLAN?

Auman, Mahan, and Furry specializes in labor and employment law, discrimination, wage-hour, prevailing wage, workers' compensation, unemployment compensation, construction law, construction claims disputes, government contract disputes, occupational safety and health, pensions, fringe benefits, collective bargaining, litigation, and business law; including taxes and securities. The firm represents numerous business clients and various associations throughout the country, including NFBA.

## WHAT IF I NEED ADDITIONAL HELP?

If additional services are needed, members can either contact their own attorney or retain the services of an attorney at AMF at a preferred hourly rate. Court costs, filing fees, and miscellaneous disbursements would be paid for by the member, and itemized by the firm.

## WHAT DOES IT COVER?

The primary purpose of this service is to provide NFBA members the opportunity to discuss and identify legal problems, and to resolve general questions and concerns quickly through convenient access to specialized and qualified legal counsel. Each NFBA member is entitled to one 30 minute consultation per month either by telephone, email, or office conference, at no charge. It is understood that these consultations and conferences will be based on existing knowledge of the attorney without further research and analysis. When calling Auman, Mahan, and Furry, please ask for Gary Auman and identify yourself as a NFBA Member calling under the Legal Services Plan.

## HOW DO I CONTACT AUMAN, MAHAN, & FURRY?

**Auman  
Mahan + Furry**  
ATTORNEYS

**Gary Auman**

110 North Main Street Suite 1000  
Dayton, OH 45402-1738  
(937) 223-6003 ext. 3111  
gwa@amfdayton.com

**National Frame Building Association**  
7250 Poe Ave. Ste. 410  
Dayton, OH 45414  
www.nfba.org

800-557-6957  
937-278-0317  
info@nfba.org  
facebook.com/NtlFrameBuildingAssn

# INSIDE THE FRAME

# DAVE UNDERWOOD

Each Issue of Frame Builder Magazine will feature an article by NFBA Membership Director, Morgan Arwood, giving an inside, personal look at the lives of one of the many volunteer members that dedicate their time and treasure to NFBA and the post-frame industry.

BY Morgan Arwood  
NFBA Membership Director



NFBA SAFETY COMMITTEE CHAIR  
NFBA REPRESENTATIVE ON ANSI A-14  
COMMITTEE



**CONTACT US**  
FBI BUILDINGS INC.  
3823 W 1800 S  
REMINGTON, IN 47977  
DUNDERWOOD@FBIBUILDINGS.COM  
PH: (219) 261-2157

**D**ave Underwood grew up in Michigan's Upper Peninsula in a very small town of only 300 people called Grand Marais. He graduated from Burt Township High School. "I joke that I was top five in my class, which sounds great, until you find out that my class only had six people." He played soccer and basketball in high school.

"When your town is that small there really aren't a lot of things for kids to do besides sports."

After graduation, Dave had a brief stint at Northern Michigan University but quickly realized it was not the right time for college. He worked construction in several states eventually landing in Indiana working on his cousin's farm. "One day I came across a help wanted ad in the newspaper for FBI Buildings. It said they were looking for a post-frame carpenter. I did not know what post-frame was, so I thought it meant after the frame was built. When I was on the phone with the guy about the job he asked, 'do you have any post-frame experience?' and I said, 'Oh yeah, TONS of experience.' When I showed up on the jobsite I almost left," laughed Dave.

Dave managed to secure the job and worked under Burl Daniels who had just been awarded NFBA's Foreman of the Month award. "Burl is a great person and leader. He has since retired but we are still in

contact and good friends." Dave worked in the field for eight years before applying for his current position as Safety Manager. Soon after taking over his role as Safety Manager, FBI had a serious incident. "It was a close friend of mine. He fell and broke both ankles. I promised myself that I was not going to be in that position again. We rewrote the whole fall protection plan and spent much of the next couple years focused on fall protection. FBI has great comradery and you develop close relationships with your coworkers. It's more about helping people than just a job."

Dave and wife, Elisha, have two kids, Ricky Shupe and Erin Shupe, who both attend Purdue. "Ricky is in his final year in construction management, and Erin is studying mathematics." Dave and Elisha enjoy riding their motorcycle. "We cruise all over the place. One of our favorites is going to Brown County in Southern Indiana. It's known for the scenic views." Dave also loves hunting with their German Short Haired Pointer, Hazel.

"Just the other day I was thinking about how NFBA helps post-frame contractors. One of the advantages is the ability to develop skills specific to the industry, through post-frame specific safety training vs a generic safety management system that doesn't necessarily apply. OSHA has plenty of resources for steel erection but very little for post-frame construction. NFBA helps to bridge the gap. Another advantage is networking. Getting to share with other post-frame safety professionals, like Kathy Rode at Greiner Buildings, provides invaluable insight to many issues we face at FBI Buildings."



Erin and Hazel



Dave, Ricky and Elisha



Dave & Elisha



Dave & Elisha's Harley Davidson



For more than 40 years, the National Frame Building Association (NFBA) has represented the interests of builders, suppliers, distributors, academics, and code and design professionals serving the U.S. post-frame industry. Its mission is to lead and support members in their efforts to promote the growth and expansion of post-frame construction projects.

## Join NFBA for access to resources that help you build your post-frame business.

### Education

With the right information you can make smarter business decisions. You'll stay ahead of the competition while impressing your customers.

- **Technical Resources**—Learn best practices and new developments directly relevant to your business.
- **Frame Building Expo Seminars**—Attend discounted seminars at the Frame Building Expo.
- **Industry Trend Data**—Benchmark your performance against peers' performance and identify growth opportunities.

### Growth

Opportunities abound for you to increase your business's bottom line.

- **Business Referrals**—Lead-generation programs send referrals straight to your inbox.
- **Penetration of New Markets**—NFBA's market development program advances post frame into new markets.
- **Exposure**—Be seen in directory listings in the **NFBA Directory** and on the **NFBA website**.

### Advocacy

NFBA is the voice of the post-frame industry, and members gain instant credibility when they join.

- **Legal and Technical Expertise**—Obtain guidance from NFBA's experts at no additional charge.
- **Safety Programs**—Show your commitment to safety and earn goodwill from employers and customers.
- **Credibility**—Participate in the Accredited Post-Frame Builder program to earn credibility with customers.

## NFBA Membership Categories

### • **BUILDER MEMBERSHIP (\$475-\$3,300)**

Any individual proprietorship, corporation, or other legal entity that is engaged in the business of manufacturing, distributing, marketing, or constructing of post-frame buildings or post-frame building packages. Dues are structured incrementally by annual gross volume of business in millions of dollars.

### • **NATIONAL SUPPLIER PARTNER MEMBERSHIP (\$1,625)**

Any individual proprietorship, corporation, or other legal entity that is engaged in the manufacture or supply of post-frame building components but is not selling building packages and assuming design responsibility for the building. *This category applies to supplier companies that provide services or products in seven states or more. Includes a \$500 assessment that will be put toward the Post-Frame Advantage Initiative.*

### • **REGIONAL SUPPLIER PARTNER MEMBERSHIP (\$1,325)**

Any individual proprietorship, corporation, or other legal entity that is engaged in the manufacture or supply of post-frame building components but is not selling building packages and assuming design responsibility for the building. *This category applies to supplier companies that provide services or products in six states or fewer. Includes a \$500 assessment that will be put toward the Post-Frame Advantage Initiative.*

• **BUILDING MATERIAL DEALER PARTNER MEMBERSHIP (\$570)** Any individual proprietorship, corporation, or other legal entity that is engaged in the sale or distribution of lumber, trusses, or building kits to the post-frame building industry. *Includes a \$220 assessment that will be put toward the Post-Frame Advantage Initiative.*

### • **BRANCH/DEALER MEMBERSHIP (\$100) (Dealer 1st Year Only)**

Any individual proprietorship, corporation, or other legal entity that operates as a branch office (i.e., is wholly owned by, and operates under the same name as, a regular NFBA member) or as a dealer for another company with a different name that is a regular NFBA member in good standing.

### • **DESIGN/CODE PROFESSIONAL MEMBERSHIP (\$120)**

Any individual who is engaged in the business of building design, is a licensed professional engineer or architect, or is involved in building inspection or code development and enforcement.

### • **ACADEMIC MEMBERSHIP (\$100)**

Any individual who is primarily associated with an academic institution and has a particular interest in the post-frame building industry.

### • **ASSOCIATE MEMBERSHIP (\$325)**

Any company engaged in a business rendering service to the industry but not qualifying for any other membership division.

### • **STATEWIDE LISTINGS (\$100 each)**

Market your business in multiple states in which you provide services by purchasing statewide listings. Listings in all states, excluding Alaska and Hawaii, are available for purchase. Your organization will appear in all selected states in the "Find a Provider" NFBA website search results and in the **NFBA directory**.



# National Frame Building Association Membership Application

This application must be completed in its entirety, or your membership cannot be processed.

Company Name \_\_\_\_\_  
Company Address \_\_\_\_\_  
City, State, Zip Code \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Company E-mail (example: info@) \_\_\_\_\_  
Primary Contact (will also be billing contact) \_\_\_\_\_  
Title \_\_\_\_\_  
E-mail \_\_\_\_\_

Referred by \_\_\_\_\_ Company \_\_\_\_\_  
E-mail \_\_\_\_\_

## A. Membership Level

### Builder Membership

Select category according to your annual gross business volume (in millions).

0-1 \$475       1+ to 3 \$700       3+ to 6 \$1,280

6+ to 10 \$2,000       10+ \$3,300

Please indicate below what type of structures you erect or work on:

- Agricultural Buildings     Commercial Buildings     Residential Buildings
- Industrial Buildings       Horse Barns/Facilities     Suburban Garages
- Institutions (churches, schools, public buildings)    Other \_\_\_\_\_

**National Supplier Partner Membership**       \$1,625

*(\$1,125 Membership Dues, \$500 PFMI Assessment)*

**Regional Supplier Partner Membership**       \$1,325

*(\$825 Membership Dues, \$500 PFMI Assessment)*

**Building Material Dealer Partner Membership**       \$570

*(\$350 Membership Dues, \$220 PFMI Assessment)*

Please indicate below which products or services you provide or work on:

- Building Accessories     Foundation       Skylights
- Building Posts and Columns     Products       Software
- Business Resources       Framing       Storm Management Products
- Chemicals       Hardware       Structural Components
- Coatings       HVAC       Tools
- DIY Building Packages     Insulation       Trusses
- Doors       Lumber       Walls
- Engineered Components     Machinery       Windows
- Equine       Roofing       Other
- Fasteners       Siding

**Branch/Dealer Membership (Dealer 1st Year Only)**       \$100

Above, write the name and location of the parent NFBA member company's head office.

**Design/Code Professional Membership**       \$120

Please indicate below which services you offer:

- Academic       Engineering       Architecture       Design Consulting
- Structural Analysis    Other: \_\_\_\_\_

Please indicate the types of structures you can work on:

- Agricultural Buildings       Commercial Buildings
- Residential Buildings       Industrial Buildings
- Horse Barns/Facilities       Suburban Garages
- Institutions (churches, schools, public buildings)

**Academic Membership**       \$100

**Associate Membership**       \$325

**Section A Total \$** \_\_\_\_\_

## Additional Company Contacts

Company Owner's Name \_\_\_\_\_  
E-mail \_\_\_\_\_  
Marketing Contact Name \_\_\_\_\_  
E-mail \_\_\_\_\_  
Technical Contact Name \_\_\_\_\_  
E-mail \_\_\_\_\_

## B. Unified Chapter Dues (Mandatory)

Companies located in unified chapter states must pay an additional \$25 for chapter membership. These companies will hold membership in both their local chapter and the national organization. If you are located in a unified chapter state, please select your local chapter:

**Atlantic Northeast (CT, MA, ME, NH, NJ, NY, PA, RI, VT)**       \$25

**Mid Atlantic (DE, MD, NC, SC, VA, WV)**       \$25

**Heartland (AR, KS, LA, MO, OK, TX)**       \$25

**Section B Total \$** \_\_\_\_\_

## C. Statewide Listing (Optional)

Please indicate on the line below the additional statewide listings you would like to purchase. (Cost for each additional listing is \$100.)

\_\_\_\_\_ additional listing(s) at \$100 each

**Section C Total \$** \_\_\_\_\_

**Total of sections A, B, C**      **\$** \_\_\_\_\_

The undersigned hereby certifies that the above information is true and that, if accepted for membership by the National Frame Building Association, I/we will abide by the bylaws of the association and voluntarily agree to adhere to the association's Standards of Professional Conduct.

Signature \_\_\_\_\_

Date \_\_\_\_\_

Payment Information (select one):

Check enclosed     Visa     MasterCard     AMEX     Discover

Name on card (please print) \_\_\_\_\_

Account Number \_\_\_\_\_

Expiration Date \_\_\_\_\_

Billing Zip Code \_\_\_\_\_

Signature \_\_\_\_\_

Return completed form with payment to  
**NFBA • 7250 Poe Ave Suite 410 • Dayton, OH 45414 or Fax 937.278.0317 •**  
**www.nfba.org**



# MATTHEW KENNELL, H&D QUALITY BUILDERS ROANOKE, IL

Congratulations to NFBA “Crew Foreman of the Month” for September, Matthew Kennell of H&D Quality Builders in Roanoke, IL.

Matt Kennell has been working for H&D Quality Builders full time since 1994 and worked part time from 1992-1994. “He has been a pillar of this company, and our post frame offering, for almost 3 decades,” says Austin Meinhold. “Matt has been our lead Crew Foreman on hundreds of projects, building everything from small sheds and garages to 20,000+ sq. ft. churches, warehouses, and horse arenas. Over the last 28 years, Matt has defined what it means to deliver a quality project at H&D Quality Builders, setting the bar for not only speed and efficiency, but for attention to detail and final fit and finishes of all aspects of a post frame building.”

The #1 goal at H&D Quality Builders is to deliver a project to their customers at the highest level of quality and one that they can enjoy for many years, and Matt has exemplified this throughout his tenure. “We will often get customers interested in having us build their building with our assurance that Matt Kennell will be on their project whether it is a cold storage building, a mini storage building, or a home. We had one customer we built a home for ask us a few years later to

build an addition on their home in large part because of their experience with Matt, and because a sub-contractor on their original project had made mention that their home that Matt built was probably the straightest and most-square home they'd ever worked on." says Austin Meinhold.

"Our past and present employees look up to and respect Matt not only from a professional standpoint, but on a personal level as well. They take notice of and appreciate his calm, assured demeanor, and willingness to take on any challenge. He approaches every project humbly and assuredly and has always been dependable. He treats our employees with kindness and respect. He is even a pastor of a local church in our area! We have been blessed to have Matt work with us for the last 28 years." says Austin Meinhold. Matt has been at H&D through the construction boom of the late 1990s and early 2000s and stuck it out with them through the lean years following the 2008 Recession. "We at H&D Quality Builders



are grateful for his dedication and leadership and look forward to what he has to offer in the years to come!"



MiniMax mini storage complex where Matt has built almost 20 buildings for this customer between the complex shown, and the owners other mini storage complex.



9,000 sqft. church building in Bloomington, IL



Kaufmann house and addition





OCTOBER FOREMAN OF THE MONTH

## DARYL VANDENBOS, REMUDA BUILDING CALGARY, CANADA

Congratulations to NFBA “Crew Foreman of the Month” for October, Daryl Vandembos of Remuda Building in Calgary, Canada.

“Not everyone appreciates ‘true level’ or ‘straight lines’ and it was immediately apparent that Daryl shared our values.” says Remuda Building customer, Colin Monner. “Like our own, his equipment is warming up with the rising sun and he often works through meals to get the job done with work sometimes resuming late into the evening. The speed and quality of his work is outstanding.” Darryl is also a positive trainer guiding the newer fellow on his crew, Joe, along with seasoned worker, Dane, both of whom are also very experienced in construction. “We were even impressed by how clean the work sites have been kept with zero garbage or litter to be found. In fact, all scrap materials are separated into individual piles. We



have had a few days to inspect our new buildings and are continually impressed with the quality of craftsmanship. If there was ever a Foreman or Tradesperson who deserved a pat on the back, we would like to give Daryl a huge shout out. We could not be happier with our decision to build with Remuda.”

Daryl Vandebos has been with Remuda for over 14 years. After growing up in small towns in both Manitoba and Ontario, Daryl finally found his home in Calgary. Along the way, Daryl completed his Journeyman Carpentry

ticket while gaining experience on everything from high rise construction to home building. Daryl is a dedicated family man, with a wife and three daughters keeping him busy. Daryl also loves anything that can be called a sport and excels at baseball and hockey.

REMUDA



# WHATS NEXT

CALENDAR OF EVENTS



NOV  
4<sup>TH</sup>

NFBA \ WEBINARS

**NFBA WEBINAR**  
 INTRO TO POST-FRAME BUILDING SYSTEMS  
 1:00PM - 2:00PM CENTRAL  
 ONLINE  
 800-557-6957 OR MMILLER@NFBA.COM  
 WWW.NFBA.ORG/INDEX.PHP/CALENDAR



NOV  
18<sup>TH</sup>

NFBA \ WEBINARS

**NFBA WEBINAR**  
 2015 POST-FRAME BUILDING DESIGN MANUAL-  
 2ND EDITION  
 1:00PM - 2:00PM CENTRAL  
 ONLINE  
 800-557-6957 OR MMILLER@NFBA.COM  
 WWW.NFBA.ORG/INDEX.PHP/CALENDAR



DEC  
2<sup>ND</sup>

NFBA \ WEBINARS


**NFBA WEBINAR**  
 2019 NON-DIAPHRAGM PF DESIGN GUIDE  
 (BACKUP-ARCHITECTURAL ALTERNATIVES FOR  
 POST-FRAME BUILDING SYSTEMS)  
 1:00PM - 2:00PM CENTRAL  
 ONLINE  
 800-557-6957 OR MMILLER@NFBA.COM  
 WWW.NFBA.ORG/INDEX.PHP/CALENDAR



DEC  
16<sup>TH</sup>

NFBA \ WEBINARS

**NFBA WEBINAR**  
 NON-DIAPHRAGM STRUCTURAL DESIGN  
 EXAMPLES: ENGINEERING DETAILS (BACKUP-  
 MODERN POST-FRAME STRUCTURAL DESIGN  
 PRACTICE: AN INTRODUCTION)  
 1:00PM - 2:00PM CENTRAL  
 ONLINE  
 800-557-6957 OR MMILLER@NFBA.COM  
 WWW.NFBA.ORG/INDEX.PHP/CALENDAR

AUG  
4<sup>TH</sup>

**32ND ANNUAL WISCONSIN FRAME  
 BUILDERS ASSOCIATION GOLF OUTING**  
 PLEASE MARK YOUR CALENDARS FOR **AUGUST  
 4TH, 2021!**



SEP  
22<sup>ND</sup>

**RESCHEDULED  
 FOR 2021!**

**CANADIAN FARM BUILDERS  
 ASSOCIATION GOLF TOURNAMENT**  
 PLEASE MARK YOUR CALENDARS FOR  
**SEPTEMBER 22ND, 2021!**

CALL TO ADVERTISE YOUR EVENT: 800-557-6957

# NFBA Frame Builder Magazine

## Advertising Information and Contract



**Reach this target audience –  
Reserve your ad space today**

NFBA is the only national trade association that represents post-frame industry professionals. The association exists to support its members and stimulate the growth of the post-frame industry. For more than 50 years, NFBA has provided its members with the necessary industry tools and code resources, education, access to technical and legal experts, builder accreditation programs, post-frame market development updates, and networking opportunities.

*Frame Builder Magazine* is the association's bi-monthly publication with a combined print and digital circulation of more than 10,000 decision makers and key contacts across the country. Focusing on the topics that matter most to Post-Frame Industry Professionals, *Frame Builder Magazine* is the premier resource tool to reach NFBA members.

	Editorial Calendar	Ad Deadline
January	Conference Promo	12/1
March	Post Convention Highlights	2/1
May	Industry News	4/1
July	Industry News	6/1
September	Conference Preview	8/1
November	Conference Promo	10/1

Issue Month	Size	Orientation or Placement	Rate
Jan	_____	_____	_____
Mar	_____	_____	_____
May	_____	_____	_____
Jul	_____	_____	_____
Sep	_____	_____	_____
Nov	_____	_____	_____
Total Cost			_____

### NFBA Magazine Advertising Rates

B/W Ads	Number of Issues		
	1X	3X	6X
Full Page	\$ 2,900	\$2,755	\$2,617
1/2 Page	\$ 1,800	\$1,710	\$1,625
1/4 Page	\$ 1,050	\$998	\$948
Color Ads	1X	3X	6X
Full Page	\$ 3,800	\$3,610	\$3,430
1/2 Page	\$ 2,700	\$2,565	\$2,437
1/4 Page	\$ 1,900	\$1,805	\$1,715
Back Cover	\$ 4,750	\$4,513	\$4,287
Inside Front	\$ 4,500	\$4,275	\$4,061
Inside Back	\$ 4,500	\$4,275	\$4,061

### NFBA Magazine Advertising Specifications

AD	BLEED	TRIM	LIVE AREA
Full Page	8.75 x 11.25	8.5 x 11	7.5 x 10
Half Page Horizontal	7.75 x 5	7.5 x 4.75	7 x 4.25
Back Cover Page	8.75 x 8.25	8.5 x 8	7.75 x 7.25

### Advertiser

Company \_\_\_\_\_  
 Contact \_\_\_\_\_  
 Address \_\_\_\_\_  
 City/ State / Zip \_\_\_\_\_  
 Phone \_\_\_\_\_  
 Fax \_\_\_\_\_  
 E-mail \_\_\_\_\_  
 Web site \_\_\_\_\_

Contract authorized by:

Signature \_\_\_\_\_

Date \_\_\_\_\_

### Bill to (if different from Advertiser)

Company \_\_\_\_\_  
 Contact \_\_\_\_\_  
 Address \_\_\_\_\_  
 City/ State / Zip \_\_\_\_\_  
 Phone \_\_\_\_\_  
 Fax \_\_\_\_\_  
 E-mail \_\_\_\_\_  
 Web site \_\_\_\_\_

Payment Information

cc# \_\_\_\_\_ exp \_\_\_\_\_

check # \_\_\_\_\_

Please send contract to

chamann@nfba.org or fax 937-278-0317

Carroll Hamann NFBA 800-557-6957

# UNDERSTANDING AND SELLING TO GENERATION Z

To keep your business alive and thriving, you will need to continue to sell to the next generation of consumers. But how much do you know about those who were born after 1995?

BY Ted Janusz



To understand Generation Z, let's compare them to the other four generations of people that preceded them who may be currently buying from or working for you.

## **Matures – born before 1946**

These people could be your parents, grandparents or even your great-grandparents. They tend to be task oriented. Matures believe in rules of conduct and respect for authority. When they were young, they did not question; they simply did as they were told. Society was characterized by a militaristic, top-down structure. After all, many matures grew up during World War II or the Korean War. Members of this generation, for the most part, want conformity and rules.

There has always been inter-generational conflict. Members of the next generation (Baby Boomers) probably approached Matures with “You know, maybe there is a better way to do things.” Matures likely responded with, “No! This is the way has always been done. And it always will be done this way!”

## **Baby Boomers – born between 1946 and 1964**

Most members of the next generation of employees desire meaningful work, and to have a bottom-line impact on the success of the organization. But they also want praise, recognition and appreciation for

their extra hours and hard work, as well as the resulting financial rewards that accompany them. Boomers live to work.

In general, this generation is probably the most materialistic of the five. The attendees of my workshops theorize as to why the generations act the way that they do. One attendee speculated that Baby Boomers are so materialistic because many of their parents, who were Matures, struggled financially while they were growing up. Therefore, Matures instructed their Baby Boomer sons and daughters, “We don't want you to deal with the hard times that we had to endure. Go make something of yourselves!” So Boomers did.

## **Generation Y – born between 1965 and 1980**

Many of my attendees who are Gen Y feel like they are the forgotten generation. “Everybody seems to talk about Baby Boomers and Millennials,” they say. “Nobody seems to ever mention us.”

Like the Baby Boomers, most of Generation Y wants meaningful work. But with that desire comes an important caveat: they also desire a healthy work-life balance. They want relaxed dress codes, flexible leave policies and a freedom to do their job. Finally, they want a boss who is sensitive to their need for work flexibility and family values.

## **Millennials – born between 1981 and 1995**



Generation Z wants to know that brands financially support the same causes they do. They love to know that their purchases are making a real difference.

The next group is currently the largest generation in the workforce. Millennials (or Generation Y), for the most part, want to participate on a variety of substantial, important projects, which will allow them to learn and use new skills, especially their technical skills.

Millennials desire work that is personally rewarding. Because, unlike Baby Boomers who live to work, Millennials only work to live. They believe in Y.O.L.O. – you only live once - so you need to experience all that life has to offer, especially outside the job.

This generation likely wants a boss who is more like a coach or mentor; they dislike bosses who are formal or hierarchical.

Some interesting facts about Millennials ...

What percent of today's adults are currently married with children compared to Baby

Boomers of the same age?

- Baby Boomers – 50%
- Millennials – 12%

What percent of Millennials expect to stay on the job for less than three years?

- 91% - which will translate into 15 to 20 jobs over their working lives

Where do Millennials want to live?

- 41% say in or near the cities

**Generation Z – born between 1996 and the present**

It would be a mistake to think of this most recent generation as simply “mini-Millennials,” since they have characteristics that are uniquely their own.

Gen Z is the most ethnically diverse generation. Nearly half of America's youth will belong to a minority race or ethnic group. They tend to

continued on page: 46

continued from page: 45

notice diversity only when it is lacking.

Generation Z accounts for 40% of all consumers.

Millennials are spenders, whereas Generation Z are much more cost-conscious. In fact, many of this generation prefers to shop in stores. They like to feel and see products in person. They want to make sure that they're buying something high-quality.

When Millennials were in middle and high school, brand names were all the rage (think Abercrombie & Fitch); Generation Z worries more about the economy and world ecology.

When it comes being online, Millennials were born into the Internet; Generation Z has mastered the Internet. In fact, 40% of Generation Z said that working Wi-Fi is more important than operational bathrooms because teenagers spend an average of nine hours a day on social media. (Does your business have a social media presence to reach your next generation of customers?)

Generation Z multitasks on five screens, not just one or two. As a result, Gen Zers have an attention span of about seven seconds. They experience F.O.M.O., which is a Fear Of Missing Out.

Nine out of ten teenagers watch YouTube daily, and almost half "can't live without it." In fact, one of my attendees is a teacher. She told me that her students "don't watch broadcast TV. No, they have influencers on YouTube that they follow. Every Thursday evening at 7:30, for instance, a particular social media celebrity will release a new episode. And they'll be there to watch it."

Generation Z wants to know that brands financially support the same causes they do. They love to know that their purchases are making a real difference. And if Gen Zers can help produce or create the marketing message, they will be more responsive to it.

When it comes to a career, 60% of Generation Z want their jobs to impact the world. Whereas Millennials

are looking to get enough experience to beef up a resume and then move on, 75% of Generation Z would rather stay at the same company, but have different roles; perhaps serving stints in marketing, then accounting, then HR.

Do you realize that 44% of recent college grads are employed in jobs that don't require a college degree? 75% of Generation Z say there are other ways of getting a good education, rather than going to college, getting a degree and, with it, a boat-load of debt.

According to Adecco, their number one aspiration after college is not to find the ideal job, as a Millennial might typically say, but instead to simply be financially stable.

Millennials are collaborative; Generation Z is competitive. They saw their parents struggle through the recent recession enough to realize that in real life (unlike what many Millennials might have been led to believe growing up), not everybody gets a trophy. As a result, 77% of Generation Z expects that they will need to work harder to achieve success than any previous generation.

As members begin to leave their homes and again attend conferences, they are eager to interact with their fellow members. Ted Janusz facilitates a different kind of opening session, "Creating Strategic Relationships: Here and Now." Rather than just sit and listen to a speech by a speaker, participants begin the networking they can continue through the rest of the conference. [ted@januspresentations.com](mailto:ted@januspresentations.com)

# The First Look into Your Building



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- Series 20 w/deadbolt: ASTM E330 DP +/- 60 psf (4070)
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### Extensive Product Testing

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