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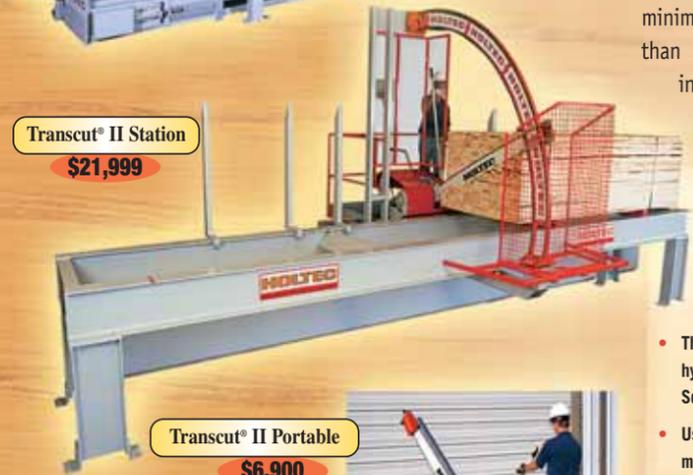
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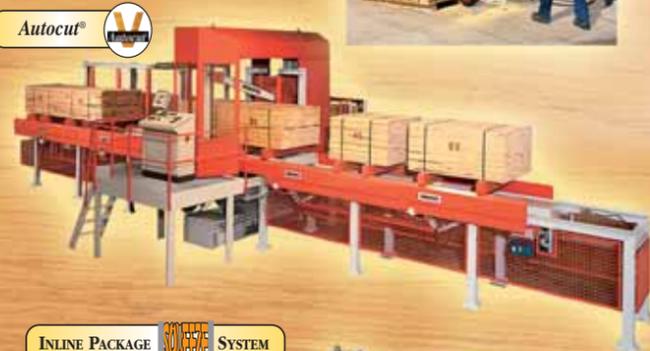
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Editor's Message

You Cannot Turn Back Time

by Bob Becht

Let WTCA help you set a foundation for a safe operation and safe jobsite.

The process guy that I am, I've had some innovative ideas about maintaining a clean, safe plant in my career. A couple years ago I found a new use for my digital camera: snapping pictures of safety hazards in the plant. I use the shots to point out ways we can improve shop safety through housekeeping. You can read more about this idea in the April 2005 **Safety Scene** column.



Another way we make safety a priority is by participating in WTCA's Operation Safety Program. Fifteen years ago I began developing our company's safety program. Thousands of hours and dollars later, we have a great program. Just think how much easier it would have been for us to just buy WTCA's Operation Safety Program. I could have saved all that time and money. Operation Safety is a great program that you can implement today and save yourself and your company a lot of time and money.

When we talk about safety in this industry, we can't forget about jobsite safety. Things like jobsite injuries and truss collapses are often avoidable with the proper tools and education in place. That's why we developed a program we call our Safe Truss Partnership. The idea behind it is to set the stage for a dialogue with builders, framers, truss installers, crane operators, engineers, building officials, other truss plants, WTCA, and Chambers Truss employees and others about truss collapse prevention.

I'd like to reinforce one of the reasons WTCA exists—to help improve safety and protect against injury or loss of life on the jobsite through the products like BCSI and the Jobsite Package. Being able to reference standard industry information in this area has very real benefits to all component manufacturers.

at a glance

- While walking through the shop, take digital pictures of safety hazards to show at the next safety meeting.
- Component manufacturers will save time and money with WTCA's Operation Safety program.
- Chambers Truss created an educational program for builders about proper installation and bracing techniques.

The way it works is we invite customers and/or installers to the plant for a presentation we created about proper installation and bracing techniques. We have braced models on hand to demonstrate the correct bracing techniques to use on regular and long-span trusses. The Safe Truss Partnership has been rewarding for our employees, and our customers genuinely appreciate our attention to safety.

And of course, we reinforce the topics covered in these meetings with a jobsite package sent with every job we supply. To those manufacturers not providing jobsite packages, I can't recommend strongly enough that you start immediately. We have a motto around here: You cannot turn back time, but you can prevent truss collapse. This is not just talk.

The Safe Truss Partnership has prevented collapses. Truss installers have been overwhelming positive. Believe it or not, they can be taught! One session I gave to

Continued on page 8

Editor's Message

Continued from page 7

a contractor and his installer was for a 72' scissor truss job. I went to the job during installation and saw that the trusses were in failure and about to collapse. I told the installer, but he was not convinced. I then went to the contractor's superintendent. The superintendent was convinced because of what he had learned at the Safe Truss Partnership and insisted that the trusses be braced. It prevented a major collapse! The only way to protect yourself from the lawsuit that usually accompanies a collapse is to prevent the collapse. More importantly, you can save truss installers from injury or worse.

WTCA's B-Series installation documents are great—send them out with every job. But back them up by talking to the installers about them. When one truss installer told me at the end of a Safe Truss Partnership session that after setting trusses for 20 years (and a few collapses), he thought he knew how to set trusses but now he knew better, it made my day and year. Teaching safe truss installation is great; try it—you'll like it!

Finally, I'd like to reinforce one of the reasons WTCA exists—to help improve safety and protect against injury or loss of life on the jobsite through the products like BCSI and the Jobsite Package. Being able to reference standard industry information in this area has very real benefits to all component manufacturers. I encourage you—in good times and in bad—to use WTCA and these materials to benefit and protect your business. **SBC**

SBC Magazine encourages the participation of its readers in developing content for future issues. Do you have an article idea for a future issue or a topic that you would like to see covered? Email your thoughts and ideas to editor@sbcmag.info.

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THE FUTURE OF FRAMING

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The mission of *Structural Building Components Magazine (SBC)* is to increase the knowledge of and to promote the common interests of those engaged in manufacturing and distributing structural building components. Further, *SBC* strives to ensure growth, continuity and increased professionalism in our industry, and to be the information conduit by staying abreast of leading-edge issues. *SBC's* editorial focus is geared toward the entire structural building component industry, which includes the membership of WTCA – Representing the Structural Building Components Industry. The opinions expressed in *SBC* are those of the authors and those quoted, and are not necessarily the opinions of Truss Publications or WTCA.

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SOUTHERN PINE: YOUR CHOICE FOR COMPONENTS



Publisher's Message

Safety First!

by Libby Maurer

Make safety a priority in 2008!

This issue of *SBC* captures the essence of what WTCA is all about—helping our members protect their businesses from negative risks and helping them grow through providing professional education and development. Here are just some of the highlights you'll find in our annual Personnel & Safety issue.

People in executive or management roles have gotten there because they've demonstrated the ability to lead (among other valuable skills). But can you pick out the qualities that define a good leader? This month's **Safety Scene** (page 14) offers up tips for choosing your next safety leader.

Many of us have gotten used to change in the last year, and depending on your point of view, those changes have been positive or negative. As you'll read on page 24, the company described in the narrative is having a rough time adjusting to internal changes caused by external forces. With the help of WTCA's new Professional Leadership Academy (PLA), this hypothetical company turned itself around. Perhaps the PLA can help your team, too.

You may think your safety liability stops when the delivery driver rolls back in the yard intact. But Kent Pagel says "not so" on page 28, a mistake far too many component manufacturers make. Where's the liability, you ask? At the jobsite—even if you or your employees aren't on it! Failing to send adequate product warnings and erection guidelines with every job puts you at risk, plain and simple, says Pagel. Check out his article to find out why supplying a JOBSITE PACKAGE is your best bet for managing risks stemming from the jobsite.

Green building" is everywhere—the news, in Congress, and possibly even on your desk in the form of a bid for a project calling for your product to comply with a green building standard. Whether the movement is just a fad is yet unknown, but for the time being, we should remain confident that structural building components—from steel to wood to wood composites—are green. In the coming year, *SBC* will bring you the straight facts about all aspects of green building so you can make an educated decision on if and when to get involved. On page 34, check out the first in a series about what you should know about certified lumber.

In last year's Personnel and Safety issue we covered the concept of inviting OSHA into a truss plant. This year, we talked to one North Carolina manufacturer about a similar experience participating in a voluntary NC Department of Labor health and safety inspection program. The experience saved TruLine Truss a whopping \$40,000 in fines and citations—not to mention qualifying them for an inspection deferral program. See how you could enroll in this type of program in your state on page 38.

And finally, a topic that we're shocked to find has never been covered in *SBC*: hearing conservation programs! Turn to page 42 to read all about when you should have a documented program, how often to screen employees, and much more information related to preserving the hearing of employees.

Some things can't be controlled, but safety isn't one of them! We hope 2008 is safe and productive for your business. Always remember: Safety First! *SBC*

at a glance

- Find out what qualities to look for in a good safety leader in **Safety Scene**.
- Understand your jobsite liability and what to do to minimize it from Kent Pagel on page 28.
- The story of how one manufacturer saved themselves nearly \$40,000 in fines and citations by inviting OSHA into its facility.



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Why web member bracing is critical.

by Jim Vogt, P.E.

Trusses are designed to carry loads applied within their plane (i.e., the plane that includes the length and depth of the truss). As with other types of structural framing components such as joists, beams, studs, columns, etc., trusses require lateral support in order to perform as intended. This lateral support is typically provided by bracing. Truss bracing in turn:

- Prevents out-of-plane buckling of truss members due to compression forces developed under the design load conditions,
- Maintains the proper truss spacing and position, and
- Resists and transfers lateral loads from wind and seismic forces applied perpendicular to the truss.

Without bracing, the entire truss, or a portion of its members, will buckle (i.e., badly deform or fail) at loads far less than the design loads the truss is intended to carry. People often become confused about what is required to permanently brace trusses and their members. The most common mistake is thinking that the truss design drawing (TDD) provides ALL of the bracing requirements for the truss. In reality, it does not.

Question

I have noticed that truss design drawings will typically specify a continuous lateral brace (CLB) consisting of 2x4 lumber to be applied to specific webs in a particular truss. By applying the CLB(s) as shown, will these webs be adequately braced?

Answer

First, note that a very important terminology change has recently been implemented concerning the term continuous lateral brace (CLB). In the 2006 Edition of BCSI continuous lateral brace has been replaced by the term "continuous lateral restraint" (CLR). This change was made to highlight the fact that a CLB is not a brace. The CLR specified on the truss design drawing, by itself, does not ensure that the web members it is attached to are adequately braced. Additional bracing, typically diagonal bracing, is required.

To answer the question above, no, installation of only CLR does not generally ensure that the web members will be adequately braced. The lateral restraint you are referring to is being specified because the design software has determined that that particular web (or webs) is prone to buckle due to the axial compression force developed under the load conditions for which the truss is being designed. By restraining the web member at the location(s) specified on the drawing, the unsupported length of the web member is reduced, making it a "shorter column," which typically means it can carry more load and have less of a tendency to buckle.

A certain amount of force is required to prevent the web member from buckling. The lateral restraint and its connection to the web must resist and transfer this force, which theoretically increases proportionally with each successive truss that the lateral restraint is attached to. This lateral force must eventually be transferred to something in the structure that is capable of resisting and transferring it safely into the ground.

at a glance

- ❑ A common mistake is thinking that the truss design drawing provides all of the bracing requirements for the truss.
- ❑ In the 2006 Edition of BCSI continuous lateral brace has been replaced in by the term "continuous lateral restraint."
- ❑ Bracing the lateral restraint is critical for ensuring truss stability; failure to do so can result in serviceability problems or structural collapse.

EXAMPLES OF DIAGONAL BRACING WITH CONTINUOUS LATERAL RESTRAINT

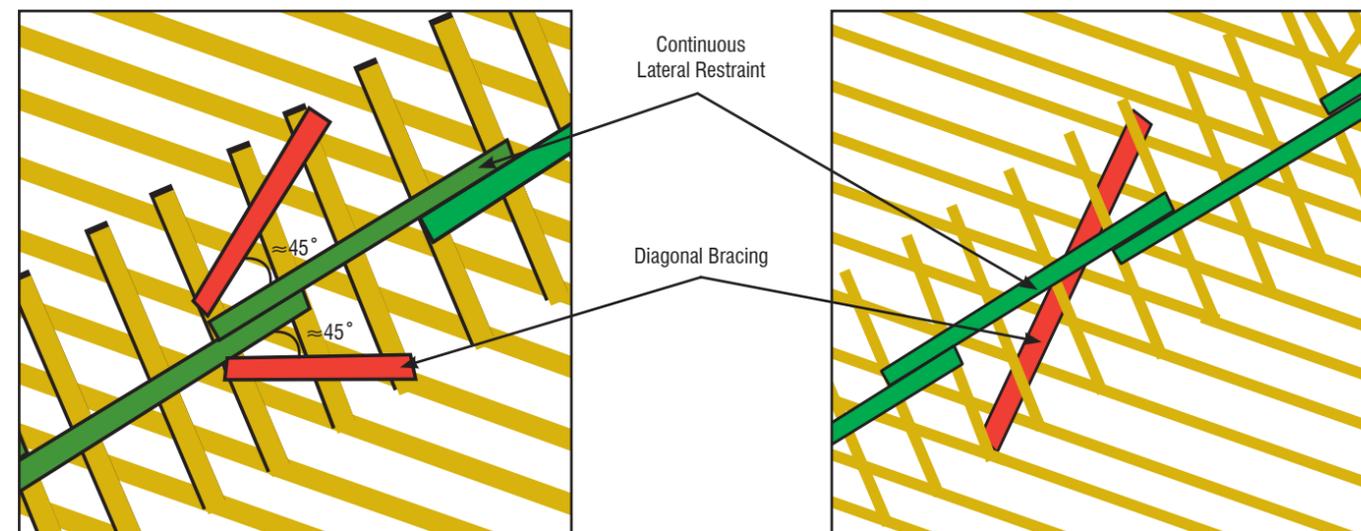


Figure 1. Examples of diagonal bracing applied to webs with a single row of continuous lateral restraint.

A common method for resisting and transferring the web lateral forces is to attach dimensional lumber diagonally, at an angle of approximately 45° to the lateral, to a series of webs that require restraint. Be sure to extend the diagonal bracing from the top chord to the bottom chord, attaching the bracing to each web that it crosses. The diagonal bracing prevents the webs from displacing laterally and transfers the cumulative force from the CLR into the roof and/or ceiling diaphragm. Unless a closer spacing is specified by the building designer, repeat the diagonal bracing at intervals of no more than 20 feet.

Figure 1 illustrates two acceptable ways of diagonally bracing webs with a single row of CLR. Figure 2 illustrates one way of diagonally bracing webs with two rows of CLR in trusses that are spaced wider than 2-ft on center. The concepts are the same as those used to brace a single row of CLR. Attaching the diagonal bracing in close proximity to the CLR helps to provide rigidity and to minimize out-of-plane bending forces in the web.

Bracing the lateral restraint is critical for ensuring the stability of the trusses; failure to do so can result in serviceability problems, and under severe conditions, can lead to very poor structural performance and even collapse. Photo 1 illustrates what can happen when diagonal bracing is not used. Here, the fractured and broken main compression web in a series of roof trusses is shown. In this case, the CLR had been properly attached, but diagonal bracing was not. The web members buckled out of plane and ultimately failed at approximately 80 percent of design load for the truss.

There are certainly other effective means for restraining the CLR, but dimensional lumber diagonal bracing is by far the most common. Chapter B3 of the 2006 Edition of *BCSI—Guide to Good Practice for Handling, Installing, Restraining & Bracing of Metal Plate Connected Wood Trusses* provides basic information and installation guidelines on how to permanently restrain and brace the various planes of a truss. You can view an electronic copy or purchase a paper copy by visiting the WTCA website at www.sbcindustry.com. **SBC**

To pose a question for this column, call the WTCA technical department at 608/274-4849 or email technicalqa@sbcmag.info.

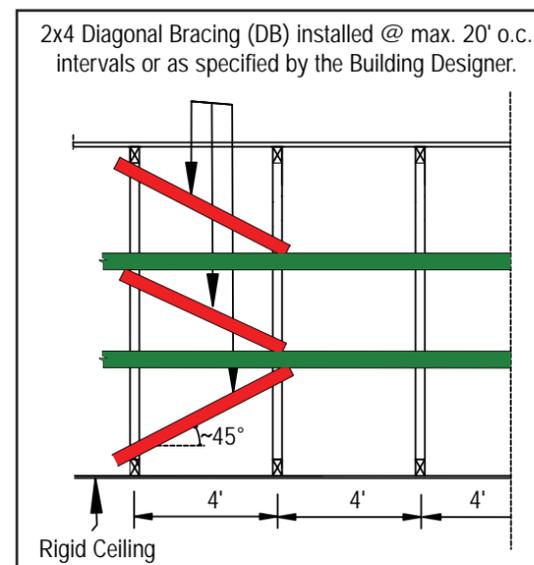


Figure 2. Example of diagonal bracing applied to webs with two rows of continuous lateral restraint.



Photo 1. Example of broken compression webs in which the CLR was attached but had no diagonal bracing. The red arrows point to the broken webs in two adjacent trusses. Note that the CLR is still attached to one of the webs.



Safety Scene

What to Look for in a Safety Leader

Learn about five personality characteristics that shape leadership performance.

by Molly E. Butz

Leadership is an important factor in all facets of a component manufacturing facility. From sales to production, leadership is often at the root of success. Unfortunately, effective safety leadership can be a difficult hurdle; no one wants to be the person constantly hounding the other employees to put on their safety glasses or be careful with the nail gun. However, understanding the personality characteristics that create effective safety leaders and finding ways to compensate for leadership shortcomings can dramatically shift your company's fundamental safety culture for the better.

Dwight Eisenhower once said, "Leadership is the art of getting someone else to do something you want done because he wants to do it." Well put, Dwight. In fact, Eisenhower's formula makes a solid foundation for effective safety leadership. Think of it this way: if your employees choose to wear their safety glasses regularly because they understand the potential dangers a component manufacturing facility can present for their eyes, you've created a strong and healthy safety awareness culture that will develop and grow over time. This is in contrast to your employees choosing to wear their safety glasses simply because they're told they have to and don't want to face disciplinary action. Let's take a look at how to achieve the first scenario through safety leadership at all levels in your facility.

Where It All Starts

To begin with, effective safety leadership comes from the top down. Yes, it is also true that a safe working environment is the result of an effort on everyone's part. But it's difficult to create and maintain a solid safety awareness culture if it's clear the uppermost echelons of management don't believe safety should be a priority. CEO/Owners can demonstrate their commitment to safety by taking an active part in company safety activities; investing time, effort and money in the company's safety program; and by personally abiding by all company safety and health policies. Let's say it together: "actions speak louder than words."

Beyond the CEO/Owner, effective safety leadership becomes the responsibility of the person appointed to manage safety in your facility. Their leadership skills can have a very direct effect on the success of your program. For a deeper understanding, it's important to consider that a leader's personality characteristics influence how they choose to lead. Following are five commonly accepted personality factors that indicate strong leadership qualities: Openness, Conscientiousness, Extroversion, Agreeableness and Neuroticism (OCEAN). These "Big 5" often form the basis of employee personality tests. As we take a closer look at each of these factors, keep in mind that they are not positive or negative, but simply attributes that can affect the way an individual thinks, acts and reacts.

Openness, or Openness to Experience, is just as it sounds; people who score highly in this area tend to be more open to new ideas in addition to being more creative and, at times, unconventional in their approach. A safety leader with a good deal of Openness is likely to find interesting new ways to teach and promote safety concepts rather than showing the same video over and over again. For instance, the safety leaders at Schuck Component Systems, Inc. in Glendale, AZ implemented a

Continued on page 16

at a glance

- An effective leader empowers people to do things because they want to do it.
- It's difficult to maintain a solid safety awareness culture if management doesn't believe safety should be a priority.
- Most leaders exhibit five characteristics: Openness, Conscientiousness, Extroversion, Agreeableness and Neuroticism.



Simpson Strong-Tie Showcases New Possibilities at BCMC

There was much to be discovered at Simpson Strong-Tie's BCMC booth this year with several new and expanded products for the Component Industry. Visitors to the booth saw first hand how these products offer new possibilities for building faster, safer or more cost effectively.

"The BCMC Show is a highlight for us every year," said Tawn Simons, National Manager for the Engineered Wood Industry at Simpson Strong-Tie. "It's the perfect opportunity to showcase our new products and applications for the coming year, giving attendees a sneak preview of what's ahead. In addition we also enjoy networking with our valued customers and industry leaders at the Show and this year was no different. Even with the slowed building economy, the quality of attendees made the Show a big success. We already look forward to next year's BCMC in Denver!"

A few of the products Simpson Strong-Tie showcased at BCMC were:

Quik Drive® Systems for Girder Attachments

Live demonstrations allowed BCMC attendees to experience how fast, easy and safe it is to use Quik Drive Auto-Feed Systems for attaching 2-ply and 3-ply girders. The holding power of Quik Drive screws—a stronger, safer alternative to collated nails—can improve the strength and quality of the girder.

THJU Hip/Jack Hanger

Simpson-Strong-Tie's new U-shaped hip/jack hanger offers the most flexibility and ease of installation without sacrificing performance. Available in two standard sizes and in a range of intermediate widths, THJU series hangers can accommodate hip skews up to 65 degrees and various single- and two-ply hip/jack combinations.

Steel Strong-Wall® Shearwalls

Simpson's booth reached new heights this year thanks in part to its new Steel Strong-Wall shearwalls for two-story stacked and balloon framing applications.

If you missed BCMC or would like more information about Simpson Strong-Tie products, visit www.strongtie.com.

Thank You!

Simpson would like to thank Stark Truss, Contract Building Components and Contract Framing for helping make the Simpson Strong-Tie booth, and the show, so successful!



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“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

Safety Scene

Continued from page 14

successful “Safety Bingo” incentive program as an innovative way to reduce their injury rates, improve overall employee safety and health and lower their insurance costs. (See **Safety Scene** in the April 2007 issue of *SBC*.)

Controlling natural impulses falls into the **Conscientiousness** category. Being spontaneous can be fun, and occasionally a quick, impulsive reaction is necessary; however, from a safety perspective, good planning is needed to form a solid foundation for a positive safety awareness culture. A high degree of Conscientiousness is important in safety leadership to ensure efficient scheduling, planning and attention to detail. Consistent safety committee meetings and employee training sessions along with thorough, organized reports/records are just a handful of the items a Conscientious safety leader will provide.

A high score in **Extroversion** generally equates to high levels of energy and activity. An extroverted safety leader is commonly an enthusiastic, assertive person that makes frequent contact with others regarding pertinent issues. As a safety leader, feeling comfortable with one-on-one and group discussion provides an open line of communication between the leader and the employees.

Agreeableness, the fourth factor, defines how a person relates to the needs and feelings of those around him. The Agreeable safety leader is routinely optimistic and well-liked, which provides a stable platform for constructive, compassionate training. Understanding and taking into consideration the individual needs of the component manufacturing plant employees makes training more efficient and effective which

leads to a constructive safety awareness culture.

The fifth and final personality factor is **Neuroticism**. People that score high on Neuroticism are perceived as negative, easily threatened and overly emotional. Clearly, these are not often regarded as advantageous characteristics for forming a positive, resilient safety leader. It’s also good, however, to realize that people who clock in at the other end of the Neuroticism scale tend to err on the side of being too relaxed and have the potential to overlook the importance of an issue, for instance a possible safety hazard.

On the Lookout

Besides the CEO and Safety Coordinators, these five personality factors can help you identify other individuals within your company that may not be considered as leaders under everyday circumstances. For instance, looking for the employees that easily make friends or frequently suggest inventive ideas in meetings would be good candidates for smaller, bite-size leadership roles among their peers. Giving these folks a focused safety task like managing the Lockout/Tagout program or monitoring Personal Protective Equipment usage, is a simple way to “test” their safety leadership skills for a potential promotion in safety or another area of the company.

It’s important to remember that leaders come in all shapes and sizes. Using OCEAN to spot the people who have the qualities you’re looking for in a safety leader will help your safety awareness culture flourish. Safety first! **SBC**

To pose a question for this column or to learn more about WTCA’s Operation Safety Program, contact WTCA Staff at 608/274-4849, email wta@sbcindustry.com, or view the Operation Safety demonstration online at www.wtcalco.com.

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Bcmc & Your Business Plan

Exhibitor Connections

by Emmy Thorson-Hanson

"When it comes to making connections nothing replaces looking someone in the eye and shaking their hand."
—Linda Resch, Viking WPS

There is no doubt about it...exhibiting at BCMC takes time and money. When companies consider exhibiting there are many questions to be answered, like...If we exhibit, what size booth should we have? How much staff time will it require? Should we bring equipment? Some may even ask, When times are tough like they are now, is it still worth coming to BCMC?

These were the same questions going through Linda Resch's mind early in 2007 when she was trying to make the decision on whether Viking WPS would exhibit at BCMC in Columbus. Viking is a 60-person company whose wall panel division accounts for just five to ten percent of their business, so the decision to exhibit is a significant one.

"If we do come and take equipment it's a substantial chunk of our marketing budget each year," shared Resch. "We have to consider what our cost is, and what the pay-back is. We went round and round last year. We missed the early-bird deadline because we were still debating."

Resch wanted to be sure the Viking trade show group was making the most informed decision possible, so she kept a close eye on industry trends. She also monitored the BCMC site to see who was exhibiting in Columbus and what the booth sizes were.

Bringing equipment gives people a reason to stop at an exhibitor's booth.

Although they were hesitant in coming to a conclusion, the group felt very strongly about how things should be done if Viking did decide to exhibit. One such issue that quickly became non-negotiable was whether or not to bring equipment.

"There are a few reasons to bring equipment," said Resch. "Perhaps someone will be interested in your solutions. But the best reason is because it gives people a reason to stop." So when it was suggested that they not bring equipment to cut costs, the Viking trade show group quickly decided that was not an option.

"Dean Bodem (president of Viking) stated in one of the trade show meetings, 'If we are going to attend at all, we are going to ATTEND. We aren't going to just do it halfway, even if the attendee numbers are down.'"

Making the Decision

In the end, one of the reasons that Viking decided to exhibit was because of the type of people that go to BCMC. "At BCMC a large percentage of attendees are WTCA members that have already made the business decision and commitment to be part of the industry by belonging to the association," explained Resch.

"Generally when they care enough to be part of an association they are more than willing to help us provide solutions for the changing marketplace." She continued, "If they are showing up to the tradeshow then they are paying attention to what is going on, which makes their input invaluable to us."

Continued on page 20



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Frankie Emerson,
Simpson Strong-Tie Co.

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at a glance

- At association tradeshows, attendees tend to be more attentive and dedicated.
- BCMC is a channel to providing better customer service through connections made at the show.
- Regardless of the state of the housing market, exhibitors will find value in coming to BCMC.

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BCMC & Your Business Plan

Continued from page 18

Successful vendors are always looking to gain a better understanding of their customers' needs, as well as a general knowledge of their markets. And exhibiting at BCMC sets the stage for accomplishing it, Resch said. "After the show we go over what we're hearing is working and not working, and what the customers are asking for," said Resch. "We have never gone to BCMC and not come back with a better understanding of what the industry needs and is looking for."

BCMC: The Single Best Opportunity

"No. Why should we?" This was Resch's matter-of-fact response when asked if Viking exhibits their wall panel product line at other tradeshow. "Those other shows are so broad based that we are just a little fish among thousands. At BCMC, showing up there means something," she emphasized. "There is a much higher percentage of people walking through the door that are interested in our solutions."

"I've been doing trade shows for 25 years, and from an exhibitor's perspective, BCMC is consistently the most well run show across several industries," stated Resch. "BCMC is the single best opportunity for us to have good face time with people, meet our target market, and to find out what's going on in the industry."

Key Connections

According to Resch, BCMC isn't just about getting sales leads and prospects, it's about making connections. What's the difference? "I define connections as relationships that are mutually beneficial in one way or another, and not necessarily in terms of money," explained Resch.

Since Viking makes solely wall panel manufacturing equipment, Resch feels that "connections" are of even more importance to her company. "We don't offer all of the tools needed for a business to be successful," shared Resch. "So what a great opportunity it is to meet fellow vendors/suppliers and listen to them explain their business offerings so that I am better able to help our clients find the right solution for them, whether they need a solution we have or something else."

Resch also feels that the partnerships she gains with fellow exhibitors (who aren't direct competitors) helps her serve her customer's best interests better. "BCMC is a channel for providing better customer service because it gives you a better understanding and closer relationship with people who provide solutions that are complimentary to what you offer."

"It really comes in handy when I have a customer who needs something we don't have a solution for, but I can tell them 'here is who you should call for that.' I don't know of any other place besides BCMC where you will make those kinds of connections."

Lessons Learned

After all is said and done, Resch came away from the BCMC 2007 experience with more than just connections and what she learned about the industry. She gained a different perspective and a new appreciation for the show. "I showed up to Columbus thinking 'I don't know how this is going to go. I don't know what we'll learn, who will be here or who we'll talk to.' I was one of the people who thought we should stay home. I'll admit I was wrong," she said.

"Here's what I found: When times are good, people show up to BCMC and it's very social and kind of like a little party break. It's a trip that is used as a reward system," observed Resch. "But when times are tougher, the people attending are more of the decision-makers. In Columbus they had very specific strategic business needs that they were trying to find solutions for. There was more focus this year."

No one knows what 2008 will bring for the industry. Regardless of the economy and housing market, one thing is for sure—anyone who makes the decision to exhibit at BCMC in Denver will not walk away empty-handed. **SBC**

BCMC 2008 is October 1-3 in Denver, CO. For more information, visit www.bcmcshow.com.

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Wtca Update

Manenti Bids Industry Adieu

Hear a fond farewell in industry veteran Tom Manenti's own words.

To My Friends and Industry Associates:

SBC Magazine was kind enough to provide this space to me for a brief message. My last day as an employee of MiTek Industries, Inc. was January 31, 2008. Last spring when I announced that I would be retiring from MiTek in January of 08, it seemed like such a long way off. It's hard to believe how quickly the time has flown; and that goes for my entire 30-plus years in our industry. It seems like only yesterday...

I was honored to have the opportunity to say "goodbye" to so many of you at the BCMC Show last year in Columbus where we were able to recall some truly special moments together. There is always the good intention to "keep in touch" after one departs. I realize that it's not practical to expect that this will necessarily be the case. Please know that if our last conversation together turns out to be our final one, it will not diminish my memory of you and our relationship over the years. I will cherish these always, and from time to time will enjoy a moment of reflection about individual people and the things we did together.

I am deeply thankful to all of you for allowing me to be a part of your life....

I'm looking forward to my new adventure with the Fellowship of Christian Athletes in St. Louis. It's a great organization with wonderful people to work with. If you want to see what it's all about you can go to www.stlfc.org on the web. I'll be "behind the scenes;" however, you'll see the meaningful and significant things that we are doing with the ministry.

I am deeply thankful to all of you for allowing me to be a part of your life and I wish you the very best that life has to offer.

Sincerely,

Tom Manenti

Fond Farewells

You can find the complete article detailing Manenti's retirement from the industry, "Manenti Leaves a Lifetime's Impact in 30-Year Career," on page 44 of the January/February 2008 issue or in the Past Issues section of our website: www.sbcmag.info.

CORRECTION: Please note that in this article we incorrectly reported that MiTek's purchase of Gang-Nail occurred in 1991. It actually happened in 1987.

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WTCA's new Professional Leadership Academy could hold the key to keeping your company on track.

5 Specific Actions to Help Your Company Survive & Thrive in a Weak Market

by Bill Bean, The Randall Wade Group

WTCA recently founded the Professional Leadership Academy (PLA), a training center featuring live and online training for the leaders of component manufacturing operations. Our company, The Randall Wade Group, was selected to partner with PLA to offer courses specifically for component manufacturers, developing people in skills and techniques critical to the success of their businesses. PLA training is offered in a variety of formats: seminars, web-based meetings, chapter meetings, on- and off-site customized training and workshops, and one-on-one professional coaching for any level of an organization.

The following story presents common business circumstances and communications that can dilute or destroy a company's effectiveness. It also provides examples of how PLA might help in those situations.

As I walked into my office at 7 on Monday morning, Dave, our Production Manager approached me and asked if he could have a few minutes of my time. Dave has been with me since I founded the company 15 years ago and I could tell he was deeply concerned about something. I knew he had been under pressure lately—the slow market had resulted in deep cutbacks and inexperienced people at some of his production stations. That combined with shorter production runs, more changeovers and an increased reject rate had resulted in higher costs, and poor morale (which is uncharacteristic in our company). We agreed to meet at 10 a.m. Dave came into my office at 10 and closed the door behind him. I knew immediately that this would not be an ordinary conversation.

Dave was uneasy, emotional and wandered from one issue to another, which was unsettling considering how long we had known each other. But after 15 minutes of venting, he had outlined issues beyond his control in leadership, communication, teamwork and sales. His concern was whether our company could survive in this market. I thanked him for bringing these issues to my attention and explained that I would carefully consider each of his points and have a response for him by Wednesday morning. That was a short turnaround but I knew that I could not afford to let the situation fester. The market had been through downturns before, and I knew that housing would eventually be strong again. While thriving this year might not mean increasing revenues or bottom line earnings, it was clear that renewing our commitment to strong fundamentals and taking the time to prepare ourselves for the market's inevitable come-back was worth some serious reflection. I realized that we had become a bit complacent when times were good, and we needed to renew our focus on the core values that had helped us to be successful over the years.

At lunch I put in a call to Tom, our Sales Manager who had been in the position less than a year, and asked if he could meet me for a few minutes at 5. He was promoted to management from a top sales position because of his great technical knowledge and relationships with customers, but I knew that his leadership skills were not yet well honed. I also put in a quick call to Sam (our Director of Finance) to set up a Tuesday breakfast meeting and to Mary (Design Manager) for a Tuesday lunch outside the office.

My 5 p.m. meeting with Tom confirmed that he was in over his head in his new position in this tough market. The sales veterans had become "order takers" during the good times. They had forgotten how to lock in our key customers and some core accounts were considering jumping ship. They had also forgotten how to make cold calls and develop new business. On the flip side, Tom said, the rookies had never seen a down market and had low income, low morale and no viable plans to build their territories. Tom himself was struggling in shifting from buddy to boss with his former peers. I appreciated the candor, but this was not good news. I realized I had become so busy with the tough decisions in downsizing that I had lost touch with the heart of our business.

My breakfast meeting with Sam on Tuesday confirmed that he had been ruthless in trying to get the entire team to document every detail of their costs and expenditures. This was done with noble intent, but inflammatory results. Sam came to us through a merger two years ago. He had exceptional financial skills but still had not embraced the culture of our "family." My lunch discussion with Mary unveiled a similar level of frustration, this time around salespeople expecting and promising turnarounds on drawings and repairs that were just not realistic with the current staffing.

All four meetings confirmed that our culture was faltering, teamwork had disintegrated, the sales management was unacceptable, and our sales approach was inadequate to survive in the current market environment. Heading home, it was painfully obvious that my job as the leader was to conceive and communicate a credible path for success...and I had promised Dave that I would do my homework and get back to him with a plan by morning.

After a dinner break, I Googled anything that might help toward our solution. One link referenced WTCA and a light bulb went on in my head. As a member, we had used their safety and technician training with success; I crossed my fingers in hopes that they might have offerings related to my current situation as well. I accessed the home page at www.sbcindustry.com, clicked on the WTCA Professional Leadership Training logo, and read that WTCA has teamed up with the professional leadership coaching services of The Randall Wade Group (RwG) to create PLA. Aha! Turns out the PLA was developed for manufacturers in the same predicament as my company: in a time of transition, adjusting to big changes, or ready to take the next steps to developing a professional, well-run team. *Continued on page 26*

For reader service, go to www.sbcmag.info/klaisler.htm

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at a glance

- ❑ The pressures of a competitive market can result in significant personnel and cultural changes within a company.
- ❑ The WTCA PLA was created to help manufacturers with formalized planning and leadership development.
- ❑ Take advantage of PLA offerings through seminars, web-based meetings, chapter meetings, and one-on-one professional coaching.

Five Specific Actions...

Continued from page 25

I was intrigued to read that many of my peers had benefited from the services of PLA. They said that the information they learned improved leadership, communication and planning skills, provided techniques and templates, unified cross-functional teams, and helped them set priorities to move forward more quickly and effectively. We had not invested time or money in formalized planning or leadership development in the last several years. Maybe that was part of the problem.

I decided to create a five-step approach: first I would work through PLA to develop a brief, customized electronic survey created for the entire company. That would make sure that I was aware of ALL of the outstanding issues. Then I would get PLA assistance in crafting a mission statement about our plan for the team so that they would all hear a single consistent message for our correction course.

Third, I would schedule a customized two-day PLA Leadership Development Workshop here in town, just for our company and including our entire management team.

Fourth, I decided to enroll my entire sales team in a 2-day Professional Sales Training Workshop. This would introduce a proven, repeatable eight-step selling process, using real life industry examples.

Finally, I concluded it would be helpful to engage Rwg in professional, personalized coaching for Sam, to help him to be more empathetic, and Tom to help with his transformation from sales to sales management. As I finished the outline for my discussion with Dave, I breathed a sigh of relief for the first time in two days.

My breakfast meeting went smoothly as I described the solution to

Dave. I was confident in my plan and I thanked him for giving me the wake-up call. It was a relief to see his anxiety dissolve. Within 60 days we could have more professionalism, understanding, unity, and results in both the management and sales teams and would be back on the road to "family stability."

Looking back a couple months, I realize how important it was that I took aggressive action and made the investment in planning and training that was long overdue. The results were significant. Now the entire company can see that our management team has a clear plan for our priorities during the downturn. Our sales team has also shown progress. Tom's coaching has given him more confidence in his decisions and more credibility with the sales team. And the salespeople themselves have become much more efficient, carefully qualifying accounts and listening more closely to each customer. Sam's one-on-one coaching has helped him develop ways to get the information he needs while showing more respect for the rest of the team.

That concludes the story of the challenges typical for a small component manufacturer in these tough times. There is nothing easy about a weak market, and management and sales teams aren't perfect. But the new PLA offerings can help you survive and thrive in this downturn. Most importantly, PLA was created to help you develop the best leaders, the strongest teams and the most professional salespeople to improve your competitive positioning when the market recovers. **SBC**

Bill Bean is the Sr. V.P. of The Randall Wade Group. Together with Founder and President Randy Goruk, they have 50 years experience in the structural building components industry. Bill can be reached at bill@randallwade.com.



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THE JOBSITE PACKAGE: A Critical Picket in Your Fence of Protection

by Kent J. Pagel

Protect yourself with the WTCA JOBSITE PACKAGE.

In August 2003, Steve Yoder wrote an article in *SBC* on the need for component manufacturers to “[Build] a Fence of Protection Around” their companies. He then described how as president, he and his team had done this for Stark Truss Company. The “protection” Steve viewed as necessary was due to the ever increasing frequency and severity of claims asserted against Stark even when the company had done nothing wrong. The “fence” signified Stark’s proactive approach to quality, professionalism and risk management. The pickets of the fence were comprised of various industry and company programs Stark had in place, including those available from WTCA.



I believe the Stark Truss metaphor very much applies to this industry five years later. In the litigation situations that we see, many component manufacturer companies are simply not doing enough to protect against the everyday risks they face. In this article I will discuss one very important part of the fence of protection—the jobsite package. Aside from a carefully prepared or negotiated customer contract, which is extremely important, a properly assembled jobsite package and the ability to document that it was duly received by your customer and the truss erector, is the one risk management practice that, in my opinion, best serves the component manufacturer.

In Figure 1, I have identified three Case Break examples involving truss collapses where the collapse may never had occurred if jobsite packages been provided, and the component manufacturer would have been able to successfully defend the claim.

What should be eye-opening is the fact that the first two Case Break examples actually occurred. The third example is a hypothetical, but the manufacturer’s conduct is alarmingly common. I firmly believe it is time for these manufacturers to think in terms of “If you keep doing what you’ve always done, you’ll keep getting what you’ve always gotten.” It’s time to think about assembling part of the fence that Steve Yoder referred to five years ago.

Here is what the collective structural component industry experience has shown. Truss performance depends not only on proper design and fabrication, but also installation vertically, in-plane, and at specific spacing, and braced properly. Through experience and data, we further know that a majority of accidents involving trusses and components occur because of mistakes made with regard to installation and bracing. After the customer contract is signed, the component manufacturer’s liability largely begins once product leaves the plant.

While it would seem a truss collapse lawsuit against a component manufacturer would be easily defended if the manufacturer could prove the direct cause of the accident was either improper installation or bracing, unfortunately that result is not typical. Juries like construction claimants! Why? The claimant has usually been a hard worker all of his life, is often a family man, may have children under the age of 18, and usually has no other employment training and the injury may mean their trade career could be over. Juries furthermore expect and demand that genuine warnings and instructions

at a glance

- ❑ Several years ago, a component manufacturer invented a fence of protection made up of WTCA programs designed to lower its risk.
- ❑ A manufacturer’s liability does not end when the product leaves the plant.
- ❑ Protecting your company against jobsite risk is possible with the use of the WTCA JOBSITE PACKAGE.

case break: A roof truss erector fell three stories to the ground and sustained serious injuries when walls of a building gave way causing the trusses to topple. The Mid-Atlantic component manufacturer was criticized for failing to provide adequate warnings about bracing. The manufacturer was unable to convince the jury that a suitable jobsite package had been provided and the jury found the manufacturer’s failure to warn was the cause of the accident, and thus the manufacturer was responsible for the roof truss erector’s injuries.

case break: Roof trusses erected on a church in the Midwest collapsed during construction and seriously injured two bystanders. Engineering experts concluded the collapse was attributable to inadequate top chord, bottom chord and diagonal bracing. The component manufacturer was sued for failure:

- to advise of the proper manner of handling, erecting and bracing trusses,
- to advise of the hazards associated with trusses, and
- to provide industry custom guidelines readily available from the Truss Plate Institute at the time (the incident occurred prior to the creation of BCSI).

The testimony developed through discovery demonstrated that:

- the contractor had asked the manufacturer how to brace the trusses and no information was provided,
- years earlier, the truss plant manager informed plant employees to attach HIB-91 to each order of trusses—yet no written documentation or procedures existed nor was there any validation process to verify the task was done,
- no employee of the manufacturer testified that it was their responsibility to attach HIB-91 to the trusses,
- none of the truss erectors recalled seeing the HIB-91 documentation attached to the trusses. The manufacturer’s insurance carrier settled each of the two claims for a high six figure amount.

case break: A jobsite laborer sustained serious injuries resulting from a truss collapse. At the time of the accident the component manufacturer’s management deemed it not necessary to provide any type of guidelines or instructions with the delivery of trusses. They viewed such matters as the erector’s responsibility. The allegations in the complaint filed by the injured laborer asserted the injury-causing incident was a direct result of the negligence and carelessness of the manufacturer from failing to:

- advise of the proper manner of handling, erecting and bracing the trusses,
- provide the erector and/or general contractor with industry guidelines regarding handling, installing and bracing,
- warn of the hazards associated with the trusses.

Figure 1.

be provided by all variety of product manufacturers and service providers.

Forget for a moment that providing a jobsite package may prevent a collapse. When a collapse does occur and the manufacturer can demonstrate that it provided installation and bracing guidelines to the jobsite and that such documentation was received, the resulting lawsuit against a component manufacturer is far more easily defended. If such guidelines or instructions had been provided in the examples above, perhaps the component manufacturer would not have been sued and if sued, the claim would have been far more easily defended.

One effective way to provide documentation to the jobsite is through the use of WTCA’s JOBSITE PACKAGE. Each JOBSITE PACKAGE contains:

- A Cover Sheet containing English/Spanish warnings on the front and excerpts from the ANSI/TPI 1-2002 design responsibilities section on the back
- The TTB Checklist for Handling and Installing Trusses
- B1 - Guide for Handling, Installing, Restraint & Bracing of Trusses

Continued on page 30



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The Jobsite Package...

Continued from page 29

- B2 - Truss Installation & Temporary Restraint/Bracing
- B3 - Web Member Permanent Bracing/Web Reinforcement
- B4 - Construction Loading

These single sheets are easy to understand, easy to use, inexpensive and have a great deal of credibility as they have been included in *Building Component Safety Information, BCSI 2006 Guide to Good Practice for Handling, Installing, Restraining & Bracing of Metal Plate Connected Wood Trusses*, produced jointly by WTCA and TPI.

The structural components industry has done a good job preparing state-of-the-art materials that set out how to effectively handle, install and brace trusses. It only makes sense for component manufacturers to work hard to make sure that these materials reach the erectors. Does it not go without saying that component manufacturers should provide adequate warnings and instructions with respect to the use of the products they manufacture and otherwise supply? For some of us this means reviewing and focusing on the job we are doing at warning, instructing and educating; for others this means beginning something that we might not have done in the past.

In summary, consider the following as reasons why providing genuine warnings and instructions is incumbent on the

component manufacturer:

REASON: A jobsite package may very well prevent a truss collapse from occurring!

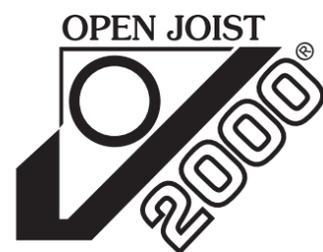
REASON: The jobsite package is geared entirely at the persons who handle, store, erect and brace structural components. As such, it is important that these persons be provided guidelines and other solid information relating to safe and proper use of trusses and components.

REASON: It is good risk management to provide industry-based guidelines and documentation to help your customers intelligently handle, store, brace and install the products you manufacture and sell.

REASON: History has provided the industry and individual companies with sufficient notice that we must all act proactively to warn, instruct and educate. Component manufacturers are often wrongly accused of having done something wrong and it has become a reflex reaction for them to be named in each lawsuit where trusses hit the ground during or after erection. Thus, component manufacturers should take appropriate steps to warn, instruct and educate. **SBC**

Kent J. Pagel is the President and Senior Shareholder of Pagel, Davis & Hill, a professional corporation. He also serves as the outside counsel for WTCA.

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So You Want Your Lumber Green?

Part 1

by Sean D. Shields

This year *SBC* will cover all aspects of green building as it pertains to the components industry to help you make educated business decisions. We begin with a look at certified lumber.

Chances are if the title of this article caught your attention, then wood is the major raw material of your component manufacturing and distribution operations. In your business you primarily worry about the size, species and grade of the lumber you purchase to manufacture your products. In the end, you really don't care how it gets to you, as long as it's economical, high quality and arrives on or before the date you need it. Generally, the last thing you care about is the forest from which it comes.

However, there is a global movement called "green building" coming to a market near you (if it hasn't already), and it will change the way you purchase lumber. While green building affects a whole host of issues related to building design, construction and operations, it also creates a situation where two sticks of lumber are not created equal.

Those two pieces may look and behave the same, but the green building movement insists they are not the same. What matters is their upbringing. Where were they raised, and more importantly, how they were raised. Green building advocates make some compelling arguments as to why this is so, and they have the attention of lawmakers, architects and the general public.

Yet the green building movement is relatively new, and many of you are rightfully unsure of what you need to do before bidding a "green" job that requires certified lumber to meet certain requirements. We've done the research for you, and separated fact from fiction in this two-part series. In this article, we will set the stage by discussing the concept of green building, the creation of three significant green building standards to help define what "green" buildings are, and changes in forest management practices that have led to different forest certification processes, which play an important role in green buildings.

Green Wood Helps Make Green Buildings

It is well known that lumber companies are in the business of providing sustainable forest yields, or they'd go out of business fairly quickly. The creation of formal forest management programs make those concerned about environmental and conservation issues happy, and we all breathe better because of it (literally). However, forest certification itself really wouldn't affect you at all if building "green" wasn't getting so popular.

What defines a building as "green" is currently under debate, but there are a few standards out there that seek to provide a definition. Determining which green building standard is being used on a given job is important because the standard

dictates which forest certification system is acceptable for use. In other words, these standards are driving the commercial application of the different forest certification processes.

As you may have noticed in your market, more and more buildings—including schools, universities and government offices, and an increasing number of commercial projects—are being built in accordance with one of these green building standards. In addition, these standards are being adapted to new residential construction and may soon have a significant impact on the way homes are built.

In most cases, the green building requirements will be stipulated in the specifications for a particular job. The general contractor (GC) should specify which particular forest certification is required (if only one is acceptable). Some component manufacturers have been successful at convincing a GC to use an alternate forest certification if the one originally specified is very difficult to obtain in that market. However, in most cases it's the green building standard being used for the job that dictates the forest certification used.

We'll go into the various green building standards in greater depth in the next article, but for now it's important to know that there are three major green building standards in the United States: the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) Green Building Rating System, the Green Building Initiative's (GBI) Green Globes System and the National Association of Homebuilders' (NAHB) National Green Building Standard.

USGBC

LEED is currently the most widely recognized green building standard; there are LEED qualified projects underway in 41 different countries! Simply put, it is a system of benchmarks for the design, construction and operation of "green" buildings. According to its literature, LEED is used by everyone from architects to government officials to help "transform

the built environment to sustainability." In other words, their standards are intended to help all those involved in the construction of a building make decisions that will lessen the negative impacts of that structure on the environment. Sounds simple, but when you start looking at their standards and criteria, you realize it really isn't.

LEED projects have been primarily limited to local, state and federal government contracts. This is because LEED only recently come out with a draft set of standards that apply to new residential construction. Forest certification comes into play with LEED because builders can obtain points for using FSC certified wood. So, if you want to help provide your customer with LEED points for using sustainable lumber, you will be required to supply components made with FSC certified lumber to meet the standard (more about FSC below).

GBI

The Green Building Initiative's Green Globes is LEED's closest competitor in the green building standards market. Green Globes was born out of a 1996 project called the Building Research Establishment's Environmental Assessment Method (BREEAM). In 2000, it became an online assessment and rating tool.

The Green Globes assessment and rating system boasts a streamlined approach that is meant to address a common criticism of LEED—all the necessary paperwork! Green Globes is also different from LEED in that it does not currently require one particular forest certification program, but recognizes in its assessment system whichever certification is used.

As a consequence, Green Globes can at times be easier to work with because of this flexibility. For example, when FSC certified lumber is difficult to obtain in a certain markets, it is possible to obtain the same level of "green building" credit through Green Globes for using SFI certified lumber (more about SFI below).

Continued on page 36

at a glance

- When it comes to green building standards, not all lumber is created equal.
- In the U.S. there are three main standards that define "green" buildings: USGBC's LEED, GBI's Green Globes and NAHB's Green Home Building Guidelines.
- There are a variety of forest certification processes that regulate forest management practices and encourage conservation.

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So You Want Your Lumber Green?

Continued from page 35

NAHB

In 2004, NAHB and the NAHB Research Center embarked on a project to review existing green building systems and create a nationally recognized standard. The outcome of that effort is their Green Home Building Guidelines, which is intended to help builders determine thresholds for, "resource-efficient, cost-effective home building."¹

Similar to LEED, these guidelines come with a checklist, with each line item assigned a particular value. The more points a building receives, the higher it's green building rating. However, unlike LEED, the point assignments are determined using three criteria:

- the environmental impact
- building science and its relation best building practices
- ease of implementation

For example, under this system, the easier it is to implement, the more points it is assigned because the more likely it is to be utilized.

With regard to forest certification methods, the Green Home Building Guideline provides equal credit to all the major systems presently available in North America. The interesting thing about this standard is that a builder can earn as many points for framing the roof with trusses (four points) as they can for utilizing certified lumber in the roof (four points).

A Forest of Acronyms

Each green building standard has qualifications for the type of lumber that must be used in a project in order for it to be

certified. As mentioned earlier, wood is wood; it performs the same no matter how or where it's raised. But the "how" and "where" makes a big difference in a "green building."

The list of forest certification programs in existence today is intimidating (there are over 50 worldwide), but here's a few of the most widely recognized: Forest Stewardship Council (FSC); Sustainable Forestry Initiative Program (SFI); Pan European Forest Certification (PEFC); International Organization for Standardization (ISO); Canadian Standards Association (CSA); and American Tree Farm System (ATFS). Let's briefly discuss a few of these different programs to understand how they're different.

FSC

The Forest Stewardship Council (FSC) is the granddaddy of all the programs and is an independent non-profit organization formed to establish a global system for certifying that products come from well managed forests. The mission of FSC is "to promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests."²

FSC is a two-pronged process including a forestry performance audit and a chain of custody audit. FSC does not certify forests itself (first-party). Instead it accredits qualified independent organizations like the Rainforest Alliance's SmartWood program to carry out on-the-ground inspection and certification.

SFI

The Sustainable Forestry Initiative (SFI) program was established by the American Forest and Paper Association (AF&PA) in 1994 to promote sustainable forestry practices in the U.S. Probably the leading competitor in North America to FSC, SFI is a "comprehensive system of principles, objectives and performance measures developed to integrate both responsible environmental practices and sound business practices."³

Compliance with the SFI standard is required by all members of AF&PA. The SFI verification includes both first and second party verification as well as independent third party certification of conformance to the SFI standards. The program also has an education and outreach component geared toward all forest landowners and requires the public release of an annual progress report.

PEFC

The Pan European Forest Certification (PEFC) was created in 1999, with the aim of promoting sustainable forest management through independent third party certification. Unlike FSC or SFI, PEFC is more of an umbrella organization that promotes

numerous European certification standards. Although initially developed to address European standards, the PEFC's approach now has worldwide appeal. Today, 35 independent national forest certification schemes, including a few in North America, have been endorsed by PEFC.⁴

CSA

The Canadian Standards Association (CSA), the official standards setting body for our friends north of the border, produced a Sustainable Forest Management standard based on a comprehensive set of internationally recognized sustainable forestry criteria in 1996. These standards are consistent with the ISO standards for sustainable forest management, and also require public participation and audits that verify performance. As of 2005, approximately 67.3 million hectares were certified under this standard representing the second largest certification program in Canada.⁵

Sustainability Makes Sense

It just makes good business sense for lumber companies that supply our industry with this key raw material to practice conservation on their land holdings. Just like farmers, they only harvest trees in certain sections each year, leaving other fields alone, and re-plant more trees than they cut down. This long-sighted view allows them to maintain a continual supply of "product" far into the future, all the while preserving wildlife habitat and a base acreage of mature trees. Fortunately, good business practices also conform with many of the forest management programs listed above. Isn't it great when things come together like that?

As a result, there are a number of sustainable forestry verification programs in North America. But several factors may make it difficult for you to obtain and use it. The major hurdle is meeting their "chain-of-custody" requirements, which provide certification of the product from its source to final delivery.

In the next article, we'll explore what it has taken for some component manufacturers and building material dealers to

¹ NAHB Research Center's Green Home Building Guidelines website: (www.nahbrc.org/greenguidelines/about.html), Accessed 2008.

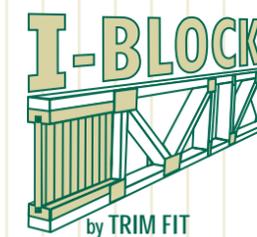
² FSC website (www.fsc.org/en), 2007.

³ SFI website (www.sfi-program.org), 2007.

⁴ PEFC website (www.pefc.org/internet/html), 2007.

⁵ CSA Sustainable Forest Management website (www.csa-international.org/product_areas/forest_products_marking/default.asp?language=english), 2007.

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Can you see the difference between the trees in these two pictures?



These trees may be certified by the Sustainable Forestry Initiative (SFI).



These trees may not be. The point is, you can't tell just by looking at them.

find and supply products made with lumber certified by one of the major forest certification programs. We'll also discuss the various green building standards further and provide you with a roadmap of how to implement the various standards. From there you can determine if this is something that makes good business sense to you and your company. **SBC**

Consulting with the Experts

by Marisa Hirsch

Free and non-punitive visits from Department of Labor inspectors helped TruLine Truss boost plant health and safety.

These days, many component manufacturing (CM) plants have a safety director (and sometimes even a team) dedicated to making sure their plant is a safe and healthy environment. But, some plants have realized that a little additional help is beneficial as a means to ensure that everything is being done correctly per Occupational Safety and Health Administration (OSHA) standards.

TruLine Truss, Inc. in Sparta, NC, is one such plant. In 2007, TruLine employees invited the North Carolina Department of Labor (NCDOL) into their facility to review their safety and health procedures and programs. The experience was one that they found to be positive, effective and financially prudent.

Learn More about Your State's Services

If TruLine's experience has you curious about setting up a voluntary inspection for your company, let OSHA help you research the process. Find out about free consultative services in your state by visiting the web pages below.

- You can find out more about the purpose of the free consultation program at www.osha.gov/dcsp/smallbusiness/consult.html, which explains it in detail. It also lays out the process your company would go through if it were to participate.
- You can find out how to get in touch with your state's consultation office at www.osha.gov/dcsp/smallbusiness/consult_directory.html.

Rick Bedsaul, human resources and safety director at TruLine since April 2004, had been working hard to keep plant safety and health in the forefront. While he felt things were going very well, he also thought there were some areas that could be improved. It was during a review of NCDOL's website, in search of tips and information, that Bedsaul came across a notice about the department's free consultative services. (In fact, free consultations are available in every state. Please see the sidebar for more information.)

"That's where I got the idea that this might help us out, because we thought we had some gray areas that we needed to check out," said Bedsaul.

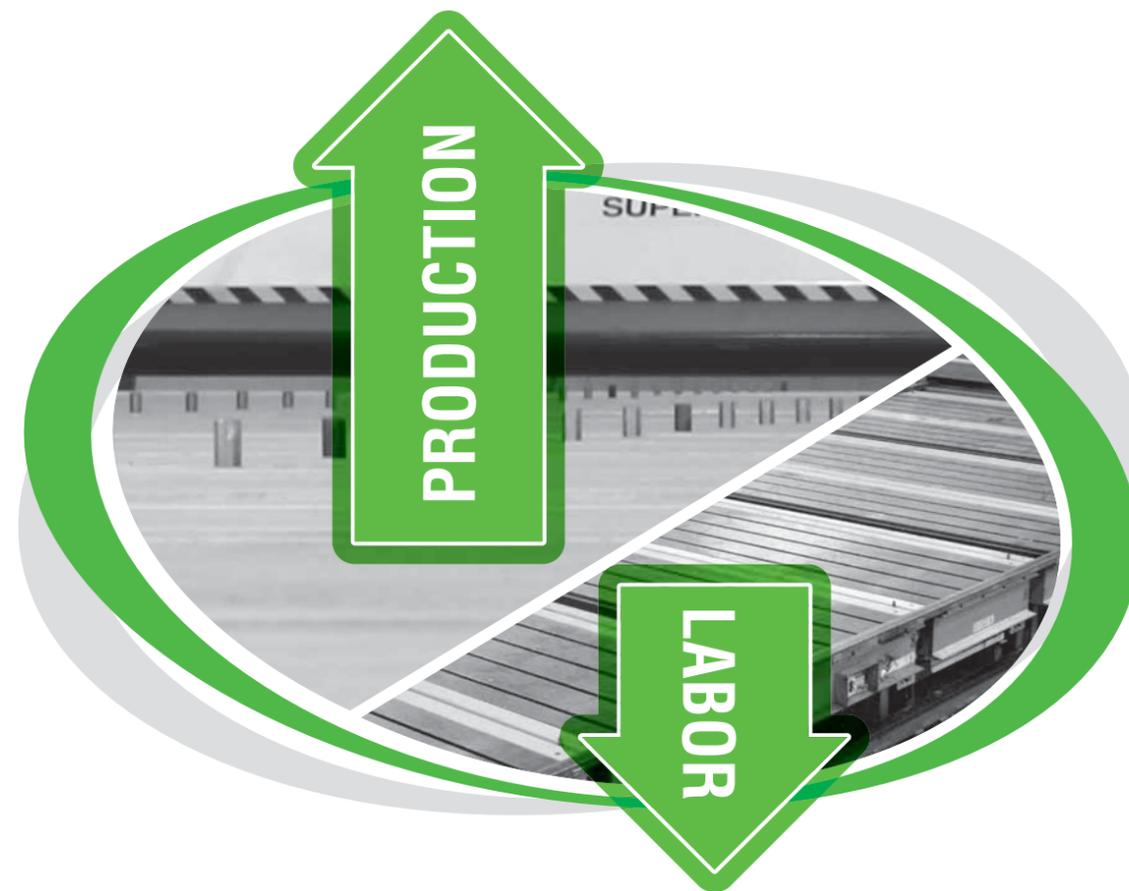
Countrywide, these free consultations/voluntary inspections exist to help smaller businesses comply with OSHA regulations and are intended to be educational and helpful. During this elective process, no fines or penalties are issued, and no hazards are reported. (The exception, Bedsaul said, might be if an inspector saw something grossly negligent.) In that case, it might have to be reported. The only thing expected of the facility is that employees be committed to fixing any hazards found, and to doing so within time limits that are mutually agreed upon.

Full-Scale Inspections

Once Bedsaul finished gathering information about the consultation service, he took the idea to Daryl Blevins, general manager, who agreed that it was a good idea. TruLine then completed the simple one-page application, which is available online, and faxed it to NCDOL on March 19, 2007. (As part of the voluntary consultation service, TruLine had the power to defer OSHA agents from the moment they received a letter stating that their application had been received.) Soon after submission, the company was contacted by the health and safety inspectors to set up the consultation visits for August and September of 2007.

The way states perform their consultative services may vary, but in North Carolina safety and health visits are separate—and facilities may choose if they'd like to

Continued on page 40



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at a glance

- ☐ TruLine Truss had a positive experience when they participated in a voluntary state health and safety consultative service.
- ☐ The company saved \$38,671 in fees and fines by inviting NCDOL inspectors into its plant for inspections.
- ☐ Getting involved in voluntary safety inspection programs can help companies avoid costly fines.

have both, or just one in order to focus on a specific problem. However, if a facility were to choose to take part in only one segment, then they can only defer inspections related to that segment. For example, if a CM plant only requested a health survey, then compliance officers could still technically inspect the plant for safety issues (and vice versa).

TruLine chose to take part both in both health and safety surveys, which meant they received visits from two separate inspectors. "We decided to do both because I wanted a full-scale idea of what we actually needed to improve on," Bedsaul said.

According to NCDOL's website (www.nclabor.com), a health survey (or inspection) focuses on issues like ventilation, hazardous chemicals, ergonomics, blood borne pathogens and hazard communication. A safety survey addresses issues like working surfaces, machine guarding, electrical hazards, fire protection, power tools and housekeeping. The site also states that "All surveys will include assistance and information to develop a successful safety and health management system."

Bedsaul said he found the visits to be equally useful and that he learned things from both of them. "It was pretty educational for me because it gave me more knowledge of what to look for," he said. "[It] just gave me a little broader picture."

In the end, TruLine received one safety inspection and two health inspections. There were two health inspection days because the inspector had to come back another day, when the necessary equipment was available, to do noise and dust monitoring.

Bedsaul said that TruLine did nothing to prepare for the inspections. "We kept everything as usual so we could actually figure out what we needed to do to improve the work environment," he said.

Identifying Issues

The first health inspection took place on August 2, 2007, and lasted about half a day. The inspector arrived and did an initial walk-through of the facility. Bedsaul said he noted some problems that needed to be addressed, such as an employee bathroom that didn't have hot water. In total, the health inspector noted 31 hazards. Many of these were corrected during the survey, and others were corrected before the inspector returned to do noise and dust monitoring on September 20, 2007. The last 13 were corrected by mutually agreed upon deadlines, with all being completed by November 21. Some took longer for various reasons, but the last correction to be completed required an electrical contractor—whose schedule had to be taken into account. Bedsaul said the inspector also reviewed three to four years' worth of TruLine's OSHA 300 logs, as well as their written safety program. He found no problems there and had no recommendations.

Bedsaul said the safety inspection was conducted on August 15, 2007, and took about half a day. The safety inspector also reviewed the written safety program and 300 logs without citing anything, as well as the company safety manual. Bedsaul said the safety inspection centered more on the shop area, and that the inspector's biggest concerns were electrical in nature—such as the use of extension cords and equipment. Twelve hazards were found during this inspection, and the deadlines for fixing them ranged from 30 to 60 days.

On September 20, the health inspector returned to TruLine to complete the customary dust and noise monitoring (services that normally cost several thousand dollars). The dust monitoring involved checking the levels of dust caused by operating machinery, such as saws. It was done by placing monitors on employees' shoulders that measured the dust in the air in their work areas. Noise monitoring is also done by placing devices on employees.

The results of these tests were actually surprising to Bedsaul. He said he had been concerned about the plant's dust levels, but those were actually well below the allowable level. On the other hand, the noise levels in the table area were too high (which was not something Bedsaul expected) and required corrective action.

"In the plant we have the saws and tables fairly close," he said. "Noise from the saw was being transmitted into part of the table work area. So, I had to do some extra noise monitoring for our employees and we now have them wear hearing protection when they work next to that saw area."

Talking & Timing

Aside from the hearing protection, some other corrections TruLine was required to make involved signage, fall protection, combustible materials, forklift safety and chemicals. Bedsaul said that several of the things TruLine corrected were considered serious in nature by the inspectors, but were still quite simple to fix. One of the most challenging things to fix involved how fans were being powered. In order to meet regulations, some of the fans were moved closer to outlets and one new line was run to operate a large fan.

After the surveys were completed, the inspectors explained any problems or issues so that TruLine would know how to address them. They also discussed how much time it would take to make the needed corrections and agreed upon a schedule.

"When they find these things that have to be corrected, you get to sit down with the inspector and you discuss the time-frame to fix these things," said Bedsaul. "They're not really pushy. They won't tell you 'You need this done in a week.' They'll work with you and give you ample time to complete these projects."

In fact, the process is more like a conversation than anything else. Bedsaul said the inspectors were very willing to explain what needed to be fixed, why and when. Later on, if the allot-

ted time to address a problem is coming up and it doesn't seem possible to finish on time, facilities can apply for extensions.

Shortly after the inspections were conducted, TruLine received a list of found hazards by mail. These lists included OSHA standards, correction due dates and detailed descriptions of hazards. The reports were required to be posted for employees to observe for three working days or until corrections were completed.

Education Pays Off

According to Bedsaul, there were many benefits to taking advantage of the free consultative services—and no drawbacks. He said fear of the unknown might be part of why some companies feel nervous about inviting inspectors into their facilities. Most people probably have some concerns about hazards the inspectors might see. However, the unknown might actually be a pleasant surprise, as with TruLine discovering that their concern over dust levels was unwarranted.

"The noise monitoring and the dust monitoring were good benefits for us because we had concern about the dust, and the dust levels were way under," he said. "We really didn't know. Actually we were better than we thought.... You may think it's bad, but you could actually be better than you think you are."

As far as the benefits of free consultation services, TruLine learned from NCDOL that the money they saved in fees and fines totaled \$38,671. While most of the problems were not expensive to fix, the fines and fees (for things like monitoring) would have been—if the company hadn't taken advantage of the free consultation service.

Another big advantage is the OSHA inspection deferral that comes with participation and successfully fixing hazards. This deferral lasted for 18 months after their original request for consultation was submitted, beginning when TruLine received the letter from NCDOL confirming that their request had been received. However, if an employee complaint was called in, a fatality occurred, or there was a referral from another agency, then OSHA would be able to override the deferral.

Another benefit that both Bedsaul and General Manager Blevins mentioned was the significant educational value. "I learned things that were a help to me, as far as even reporting



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A look at hearing loss prevention & component manufacturing

Can You Hear Me Now?

by Molly E. Butz

In a component manufacturing facility, it's easy to focus on the injuries and illnesses that are the most apparent. Splinters, lacerations and smashed thumbs are simple to spot and often require little more than general first aid. Sprains and strains can be more difficult to treat, but are also fairly obvious to diagnose. Unfortunately, one of the most common work-related illnesses, occupational hearing loss, is completely invisible and often happens so gradually that it's easily overlooked. The good news? Careful planning and a comprehensive Hearing Conservation Program can help lessen the chances of your employees experiencing hearing loss.

Component manufacturing plants can be very noisy. In fact, a recent SBC Industry One Minute Poll (OMP) revealed that more than 60 percent of the respondents had conducted testing that indicated noise levels in their facilities required them to implement a Hearing Conservation Program. On a broader spectrum, the National Institute for Occupational Safety and Health (NIOSH) estimates that there are between five and 30 million workers in the U.S. who are exposed to noise levels at work that put them at risk of hearing loss.

Although there are no visible symptoms or pain, the Occupational Safety & Health Administration (OSHA) says occupational hearing loss causes a "progressive loss of communication, socialization and responsiveness to the environment." This initially affects a person's ability to understand human speech and can eventually lead to poor job performance, stress-related illness, accidents and ultimately, extremely limited hearing. Sadly, these effects also seriously impact an employee's personal life, too.

Continued on page 44

at a glance

- ❑ OSHA says occupational hearing loss causes a "progressive loss of communication, socialization and responsiveness to the environment."
- ❑ Effective January 1, 2004, OSHA added a "hearing loss" section in the Log of Work-Related Injuries and Illnesses (Form 300).
- ❑ If noise exposures tests in your plant exceed an 8-hour TWA of 85dB, administer a Hearing Conservation Program per OSHA regulation.

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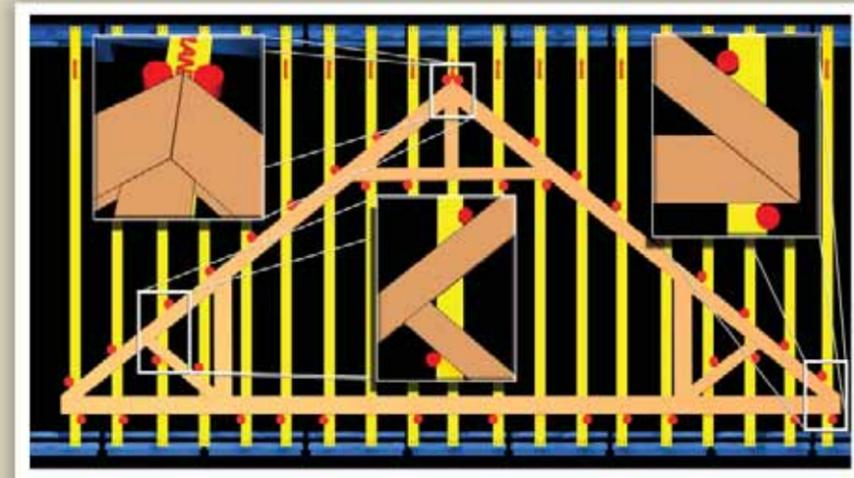
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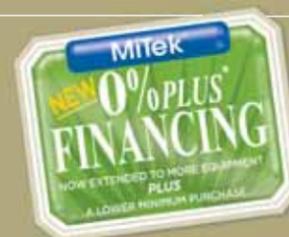


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Can You Hear Me Now?

Continued from page 42

Despite years of research and regulations, occupational hearing loss continues to be a problem. In an effort to combat this persistent issue, effective January 1, 2004, OSHA added a new "hearing loss" column to the Log of Work-Related Injuries and Illnesses (Form 300). The new column requires employers to "record work-related hearing loss cases when an employee's hearing test shows a marked decrease in overall hearing." Recording this information provides more thorough, useful information to both the employers and to OSHA, and in the end should help reduce the instances occupational hearing loss.

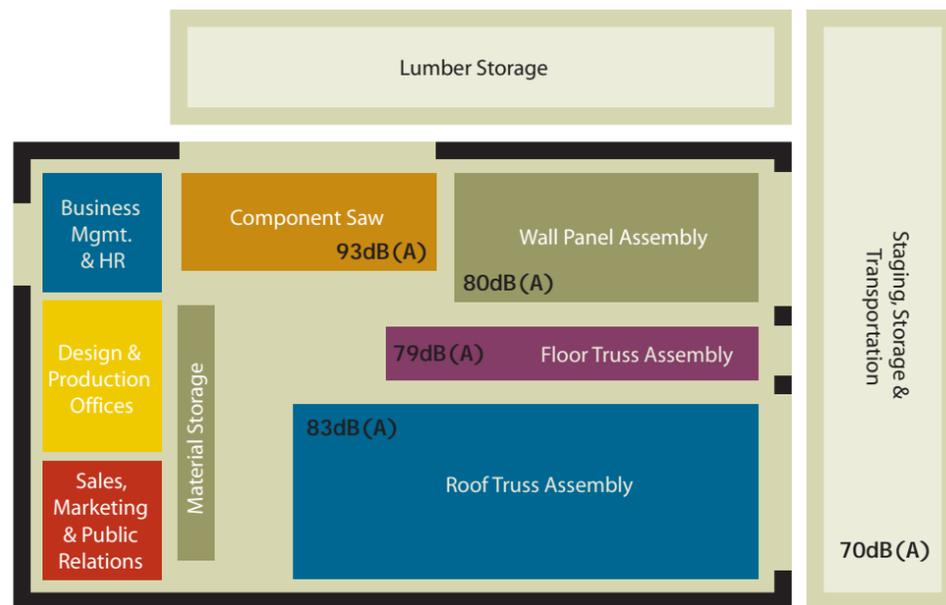


Figure 1.

Do I Need a Hearing Conservation Program?

First things first: know your manufacturing facility. The amount of noise, combined with the length of time an employee is exposed determines the potential for hearing loss. The technical term for this amount/exposure is **time-weighted average**, or **TWA**. As an employer, OSHA requires a Hearing Conservation Program when any of your employees are exposed to "noise at or above 85 decibels (dB) averaged over 8 working hours, or an 8-hour TWA." It's probably time to start a formal testing process if you notice any of the following:

- Your employees need to raise their voices to hear each other.
- You can't hear someone standing less than two feet away without shouting.
- Your employees need to stand very close to each other to hear anything at all.

If you're concerned that the noise levels in your plant may be unacceptable, it's probably time to begin the preliminary testing process to decide if you need to implement a Hearing Conservation Program. The good news is occupational hearing loss is completely preventable. Read on to learn more about implementing the five key elements for your Hearing Conservation Program.

Evaluating Noise Exposure

The preliminary process begins with a noise survey; the procedure is rather simple. Using a sound level meter and a paper copy of the floor plan of your plant, take a sample reading at each area of concern. Mark the sound level on your diagram and estimate the "exposure time" by identifying which employees work in each area and how long during their shift that they are there. (See Figure 1)

If the results of your initial plant walk-through and metering indicate that there are areas in your facility where exposures are at dangerous levels, the next step is more precise monitoring using a device called a dosimeter. Similar to the sound level meter, the dosimeter is worn by the employee during their shift to determine specific noise exposure. This will provide you with accurate data on noise measurements in your facility. In addition, you'll need to remember to repeat the monitoring process any time there is a change in your production process that can affect noise exposure. This includes changes such as adding or subtracting equipment or changing the layout of the facility.

Keep in mind that simply going through this testing process does not require you to implement a Hearing Conservation Program. However, if your test results show noise exposures that equal or exceed an 8-hour TWA of 85dB, OSHA does require you to "administer a continuing, effective Hearing Conservation Program." And if OSHA ever drops by for an inspection, they will test for noise levels, so it's good to be prepared if you think there are potential noise hazards in your facility.

Audiometric Testing

Far more complicated than a grade school health screening (think beep, raise right hand; beep, raise left hand), audiograms are hearing tests that show how well a person can perceive different sound frequencies. The audiometric testing portion of your program will need to include baseline audiograms and annual audiograms. Here's why:

In order for you to keep track of potential hearing loss, you'll need a record of your employees' hearing before exposure. For this reason, you'll need to provide a baseline audiogram within six months of a new employee's "first exposure," an exposure at or above a TWA of 85dB. (This dangerous exposure level is also called the "action level.") And, if you're just

Continued on page 46



sensible

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Hearing Protector FAQ

(Excerpts from NIOSH Safety and Health Topic: Noise and Hearing Loss Prevention FAQ)

Q: Our component manufacturing facility can be dusty and dirty; can our ears get infected by using earplugs?

A: Using earplugs will not cause an infection. But common sense is important. Be sure you have clean hands when using earplugs that need to be rolled or formed with your fingers in order for you to insert them.

Q: Will we still be able to hear horns, warning beeps and important sounds our machinery/equipment make while wearing ear protectors?

A: In most cases, using hearing protectors will bring both the background noise and the warning/equipment sounds down equally. Under some circumstances, certain hearing protectors may block out important noises. When this is the case, the solution may be as simple as choosing a different hearing protector. There are also noise-activated hearing protectors that allow normal sounds to pass through the ear and only "turn-on" when the noise reaches hazardous levels.

Q: Will we be able to hear each other talk when wearing hearing protectors?

A: Some people find they can wear hearing protectors and still understand speech while others will have trouble hearing speech while wearing hearing protectors. The goal is to find a hearing protector that reduces the sound enough to be safe without reducing the sound too much to hear speech at a comfortably loud level.

Q: How long does it take to get used to hearing protectors?

A: It's similar to buying a new pair of shoes. Some shoes take no time to get used to, others can take awhile.

Can You Hear Me Now?

Continued from page 44

starting your program, all employees that are at risk for exposure at or above the action level must be given a baseline audiogram.

After logging baseline audiograms, you'll need to provide them annually. The comparison of these two tests will identify any deterioration in the employee's hearing ability. Keep in mind that each of these tests needs to be performed and reviewed by a professional trained in the field.

Hearing Protection Devices

The most common hearing protection devices (HPDs) are ear plugs (moldable or pre-molded) and ear muffs. As part of your Hearing Conservation Program, OSHA requires that employers provide HPDs to any employee "exposed at or above the action level." Responses to the **SBC** poll indicated that both the cutting/saw and assembly areas are zones in component manufacturing facilities that are often at or above the action level. (See Figure 2)

To ensure the HPDs are used, a selection should be provided and all HPDs need to be supplied and replaced at no cost to the employee. More than half (54 percent) of the component manufacturers surveyed in the **SBC** OMP favor ear plugs to ear muffs, but 43 percent responded that they readily use both in their facilities. Most importantly, the HPDs you choose to provide need to appropriately reduce the noise level for each employee in their particular area.

Employee Training

Training is a critical component in any safety and health program and this case is no different. Asking your employees to wear HPDs may get the job done, but you'll be in much better shape if they understand how to use the devices and why. Here's a checklist on the information OSHA requires you to include:

- The effects of noise on hearing
- The purpose of hearing protectors
- Advantages and disadvantages
- The noise reducing abilities of various types of HPDs
- Instructions on selection, fitting, use, and care
- The purpose of audiometric testing and an explanation of test procedures

Recordkeeping

It's probably pretty clear at this point why you'll need to keep good records, especially regarding the audiometric testing. But beyond the obvious need to compare audiograms, the records you keep for your Hearing Conservation Program will also help you, as the employer, track and correct issues within your workplace. OSHA requires two sets of records, they are: employee exposure measurements and audiometric test records. Outside of the Hearing Conservation Program, be sure to keep a record of your training sessions to go along with your safety program.

Hear Today, Gone Tomorrow

Let's be realistic: all of that cutting and hammering is loud and preventing that noise can be challenging, if feasible at all. Rest assured that with the right HPDs and training in place, you can greatly decrease your employees' exposure and eliminate occupational hearing loss. Hey, some days a little peace and quiet might sound like a good thing, just make sure the "quiet" doesn't last forever. **SBC**

Hearing protection required in:

Cutting/Saw Area	65%
Assembly Area	29%
Entire Facility	18%

Figure 2.

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Reduce Risk & Increase Revenue: Wall Panel Production Line Layout & Design

(Part 2 of 6)

by Jim Boyle

Advice on what to consider when designing your new panel plant.

In part 1 of "Reduce Risk and Increase Revenue When Starting a Wall Panel Manufacturing Facility," I discussed the importance of beginning with a professionally written business plan. In this article, I will discuss several elements that should be considered during layout and design of a new wall panel plant, and the production assembly line.

Let's begin by discussing the "size" and "configuration" requirements for an average sized panel operation producing 1,500 to 2,000 linear feet of mixed interior, exterior and "specials" wall panels per 8- to 10-hour shift.

Ask yourself: "What is it that I'm trying to achieve; and what kind of area will be required to achieve those goals?" Also, don't forget to estimate how your production requirements might change or increase over the next three to five years. (I'll talk about why this is important a little later.) Take a look at the big picture material flow of the operation, starting with trucks bringing material in and out of the property. Consider space for and the flow of raw material storage inside and out of the plant. Think about the amount of space needed to maneuver in and around the cutting area and tables.

Listed below are several workstation activities and space requirements that should be considered when planning your manufacturing facility. You will need to design/build covered and/or completely enclosed building accommodations for the following activities.

General Facility/Operation(s)

- Office space—enough for administration, design, and estimating work spaces, office equipment (i.e., copier, printer, fax machine, plotter, etc.), and storage of administrative supplies, customer plans, and archived production drawings, etc.)
- Lockable storage rooms/areas (maintenance area, hand tools, fasteners, compressor, and miscellaneous parts and production supplies)
- Break-room/lunch-room
- Restrooms (male/female)

Production Material Flow

- Raw material storage area
- Finished goods wall panel storage area
- Production/assembly workstations:
 - Cutting/layout
 - Sub-component assembly
 - Rough openings (ROs), corners, L's, ladders (if used), king/trimmer assemblies, built-up posts, beam pockets, sills, cripples, etc.
 - Exterior, interior or combination "flat top" wall panel line(s)
 - "Specials" wall assembly (balloon and rake walls, etc.)
 - Final inspection, off-loading, panel unitizing (bundling)

Some of the items on this list might seem obvious, but you'd be surprised how many start-ups I've worked with that haven't remembered something as basic as a restroom!

Ideally, the size and configuration of the main manufacturing building required for all production activities is a rectangular building 100' wide (clear span) x 200' long x 22'

(interior) height; with two 20' x 20' overhead doors, and 1 man door at each end.

This information should simply be your guideline. You may be limited in the amount of production or raw material storage space you have. In these cases, it will be critical in your planning process to carefully analyze your space, make conservative estimations about the volume you intend to run through the facility, and determine how the material will flow most efficiently. In other words, get creative (yet stay realistic!) about optimizing the space you have.

Use a separate covered canopy style storage area about 50' x 200' x 24' (at the eave) for storing completed wall panels.

Long Line or Short Line

Now let's look at the production line design: long line or short line. What makes the best sense for a start-up wall panel company producing a mix of sheathed exterior walls, open cavity interior walls, and "special" walls (balloon and rake walls)?

A short line is where more than one assembly task is performed at a workstation. A long line is where each assembly task has its own workstation, and there are "accumulation conveyors" separating each workstation.

In an effort to keep start-up costs down and to achieve a desirable return-on-investment (ROI), starting with a short production line may provide better results. Why a short line? Short machinery lines are less expensive than long lines and production personnel requirements are also less (three vs. nine people). While it's true that you won't get as much production out of three workers as you would out of nine, many start-ups don't have the capacity to bring on nine employees. Fewer people on the line makes cross-training production personnel on multiple assembly tasks a necessity, which ultimately makes them more versatile to your company.

An additional advantage to a short line is that there is never anyone on the line waiting for an upstream task to be completed if production becomes bottlenecked. Also, as your production requirements increase, it's pretty easy to add another short line. And if there is a lag in business, it's much easier to shut down a short line.

Know that both line methods have their advantages and disadvantages, and your challenge is to determine which serves your shop best. Do you mind running a short line with fewer laborers, but capping your overall volume? Is it better to apply more laborers on a long line, while risking having to re-arrange production if volume slows?



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Manual or Automated?

Another key choice is the wall panel machinery that you are going to use—manual, semi-automated, automated or event driven. I often recommend that new companies start with a more manual machine production line. There are three reasons for this:

- Start-up machinery costs are lower.
- Generally, there is a better ROI.
- Personnel are cross-trained, becoming more of a company asset.
- You are given a chance in the start-up phase to understand the flow of work from the office to the plant. This becomes important when you're ready to start automating.

Training production personnel how to manually assemble wall panels makes them more valuable employees. What happens when a semi-automated, automated or event driven machinery has a mechanical or computer/software glitch; and shuts down production? The people already trained to assemble panels manually can continue to build panels!

I should point out, however; there are two workstations where automation might facilitate an acceptable ROI. This would depend entirely on the average daily throughput (minimum of 1,500 lf per shift). The cutting/layout and sheathing workstations each have the potential of showing a respectable ROI by reducing direct labor costs while (at the same time) increasing throughput. Of course this would also depend on the type of machinery and their cost, as there are several to choose from in the marketplace. Also, don't be opposed to mixing and matching machinery manufacturers to get the results that work best for the plant.

Many start-ups find that a blend of automated and manual is the best of both worlds. Wall panel equipment manufacturers have

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at a glance

- When laying out a new plant, consider workstation activities, space requirements and production material flow.
- When designing a production line for the first time, think about the advantages and disadvantages of long lines versus short lines.
- A combination of the batch and just-in-time production systems is ideal for new start-ups.

Reduce Risk & Increase Revenue

Continued from page 49

supplied the market with many, many levels of automation. This fact alone makes it easy for manufacturers to customize an equipment solution that is best for their unique operation.

Whether you choose automated or manual equipment (or a mixture of the two) should depend in some way on the overall material flow of your plant. A fully automated cutting area will actually seem cumbersome and inefficient if it out-cuts your production station(s). This is just one example of why it's helpful to think about your entire process before making equipment decisions.

Define Your Production System

Now, what about the type of production system? A Modified Just-in-Time system of production works very well for new start-ups. What is that? It's a combination of a "Batch" system and "Just-in-Time" system of manufacturing.

Implement a batch system of pre-cutting and marking plates; and pre-cutting and assembling rough openings and sub-components (channels, L's, corners, ladders, bearing posts, beam pockets and king/trimmer assemblies, etc.).

At the same time, have a Just-in-Time system of attaching studs, ROs and sub-components to plates on interior and exterior walls, and sheathing the exterior walls. Note: "Specials" walls would be assembled off the main production line.

Although you may find success with this mixed process, I recommend that the long range goal of an experienced wall panel plant should be to move toward a Just-in-Time system of manufacturing. Why is this?

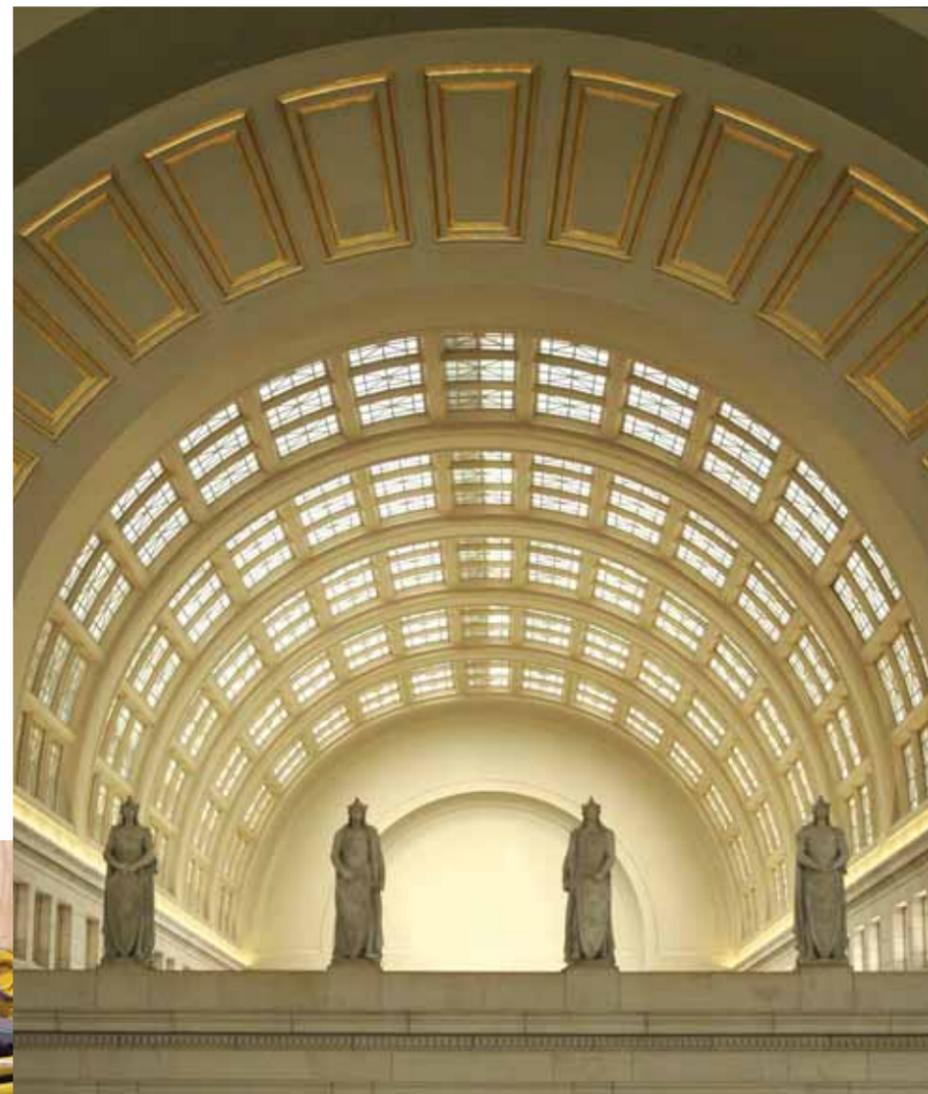
- Wall panel parts are made only as they are needed, and are delivered to the assembly line just in time to prevent the halt of production.
- Keeping inventories low is economically efficient because it reduces the amount of capital tied up in unsold goods.
- It exposes any flaws in the manufacturing process. If any parts are not fitting correctly, they are immediately detected at the assembly line, and the problem is pinpointed for correction. Since the subcomponents aren't being pre-cut, you won't have to re-cut a large batch to fix the error.
- Because you're producing components as needed, there is less waste and loss
- Finished goods inventory can be turned in two or three days.

Next month I will discuss personnel hiring and training; how to minimize hiring mistakes by having an interviewing and evaluation process; and why personnel training is vital for keeping attrition rates low, and product quality high. **SBC**

Jim Boyle is a wall panel business startup and process improvement consultant. He has worked as a wall panel plant operations manager, sales manager and general manager, and has started facilities for two separate investment groups. He can be reached at 541/771-7075 or jmb@jmb-panelman.com.

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—Steve Cabler,
MiTek Industries, Inc.

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Live & In-Person

Part 1 of 3

by Emily Patterson

Learn more about educating construction industry professionals with live Truss Technology Workshops.

Stand up and be heard—that's what many WTCA chapters and members across the country are doing by sponsoring live presentations using WTCA's Truss Technology Workshops (TTWs). Targeting building officials, inspectors, contractors, firefighters and other construction industry professionals, members are teaching their markets about structural building components with TTWs and deepening their involvement in the communities they serve. The first in a three-part series on TTWs, this article takes a look at how some chapters used live TTWs to reach out to professionals in their marketplaces.

Tailoring a Presentation for Your Market

Many chapters have found that presenting live TTWs can be useful in informing construction industry professionals about components and building lasting relationships with these folks. The Missouri Truss Manufacturers Association (MTFA) has hit the nail on the head in its market by working with local officials to develop customized curriculum for target audiences.

Whether it's taking part in a presentation given to the Missouri Association of Building Officials and Inspectors (MABOI) in October 2007, passing out 250 copies of BCSI to building inspectors last year, or working with local officials when an issue arises on a jobsite, MTFA takes advantage of all opportunities to educate the marketplace.

Through these efforts, MTFA member Jasper Diedericks of Heartland Truss, Inc. befriended Sean Reid, a Johnson County city manager, while working to resolve the issue of sealed truss placement diagrams in their market, and Diedericks offered the chapter's assistance in component-related issues. "I brought my expertise to the table on bracing and many other aspects of the industry," said Diedericks. The offer paid off and he was asked to assist in the continuing education of contractors.

Diedericks teamed up with fellow chapter member John Hogan of J & D Lumber, Inc., Vivco Components, along with WTCA staff, to develop a proposal on how MTFA could supplement the county's curriculum with information about building components. "John and I spoke to Sean Reid and brought to him different topics we could help with—reading of placement diagrams, truss design drawings, temporary bracing, permanent bracing, etc.," said Diedericks. The county accepted the proposal and MTFA, along with WTCA staff, most recently developed three two-hour presentations entitled *Truss 101*, *Cutting Edge Design* and *QC from a WTCA Viewpoint* as part of this new curriculum. WTCA staff presented all three courses to the county in February.

Building off of these successes, MTFA continued to work with the county. Johnson County asked Diedericks and Hogan to lead a subcommittee on truss related issues. This gave chapter members yet another opportunity to meet and work with local officials while resolving matters affecting manufacturers.

Along with building relationships and addressing these issues, Hogan sees MTFA's educational efforts strengthening the chapter. "I think it has maintained the focus of the chapter and it energizes the group," said Hogan. "It gives the chapter a purpose."

Distributing Industry Materials

Along with educating a group in person, live TTWs are also a good opportunity

What Are Live TTWs?

Live TTWs are PowerPoint presentations (including slides and a script) presented in person to an audience of construction industry professionals. These face-to-face presentations offer a great opportunity to meet industry professionals and educate them about component construction. Here are some of the basics of live TTWs:

- TTWs cover a wide range of topics. Choose from topics such as: Overview of BCSI, 4 Steps to Safe Truss Installations, Mold, Code Issues and many more!
- TTW PowerPoint files are available online (ttw.sbcindustry.com).
 - WTCA members can purchase one-year's access to download TTW PowerPoint files for \$50.
 - Chapters can receive access to PowerPoint files for free. Contact WTCA staff for more information or to obtain access for your chapter.
- WTCA staff is here to help. Whether you need a little help or assistance developing and presenting a new presentation from scratch, WTCA can help with all aspects of your live TTW including:
 - Planning/organizing the event
 - Recommending a course and handouts
 - Providing invitations, sign-in sheets, signs, thank you notes, etc.
 - Qualifying a course for CEU credit
 - Presenting a live TTW for your event

to get industry materials in the hands of target audiences. With the help of Tom Zraggen of Aries Engineering, Inc., the Georgia Component Manufacturers Association (GCMA) sponsored a presentation for the Georgia Association of Home Inspectors (GAHI). Using portions of several TTWs including *Design Responsibilities*, *Bracing*, *How to Read a Truss Design Drawing*, *How to Read a Truss Placement Diagram* and *BCSI*, Zraggen spoke to the group in October 2007; GCMA supplemented his presentation by sponsoring handouts like the BCSI booklet, *Design Responsibilities TTB*, *How to Read a Truss Design Drawing TTB*, and *How to Read a Truss Placement Diagram TTB*.

Zraggen says that offering handouts is a good way to provide more detailed information within the presentation's limited timeframe. "I told the group, 'Listen to what I say and get the logic of it. You don't have to take detailed notes. Then refer to the [BCSI] booklet and its chapters for more information,'" said Zraggen.

The handouts, and BCSI in particular, were well received at the presentation. "It's a professional document that's easy to follow. People can't help but like it," said Zraggen. "This group and any group in general loves real pictures of things. That type of thing they just eat up big time," he added.

Zraggen said the presentation not only benefited the target audience, but also the chapter by building relationships and getting critical industry information in the hands of inspectors. "It's a win-win-win for all parties," he said, noting he hopes to make a repeat performance with GAHI in the future.

Making Connections in Your Marketplace

Delivering effective education requires reaching your target audience. WTCA – Northeast has focused on this point by contacting decision makers within building official and fire service organizations. "Over the past year or so, we've been making contacts and trying to get the attention of the right people. What we're finding is that they want more information," said Brad Ferris of S. R. Sloan, Inc.

Ferris admits that establishing the chapter's credibility with local officials didn't happen overnight, but it's been well worth the effort. WTCA – Northeast started getting involved in local events, which included sponsoring presentations for the Structural Engineers Association of New Hampshire (SEANH) in May 2006 and the Southeastern Building Officials Association (SEBOA) in October 2007. While he says it took a while to pull off a "command performance" that got building officials' attention, they are now taking notice. "Now we're getting called back," he said. "The ball is starting to roll downhill."

That momentum continues to build. In November 2007, Ferris gave a TTW presentation, *A Metal Plate Connected Wood Truss Inspection Checklist*, to the Eastern States Building Officials Association; the event sparked opportunities for the chapter to provide even more education. "Some of the building officials were senior officials from Massachusetts and Rhode Island and are requesting more presentations for building officials at more meetings," said Ferris. Officials expressed interest in incorporating content similar to Ferris' presentation into local departments' training as well as larger regional meetings, which would help spread industry information to a much larger audience.

TTW Materials Available to Members

While the chapters and individuals highlighted above have their own unique approach to educating and working with industry professionals, each shares a common trait in using TTW PowerPoint files to develop course content. In an effort to support those who want to educate their market, WTCA has developed a series of TTW PowerPoint files on popular industry topics (see sidebar above).

All three presenters featured above had positive things to say about the TTW resources from WTCA. "I've been very impressed with the presentations," said Hogan. Ferris noted that for his presentation, he downloaded a file from WTCA directly to his computer, which he could then modify to suit his course. "The PowerPoint was put together and easy to download. I did very little customizing beforehand," he said. For his presentation, Zraggen said he found the process so user friendly that he's likely to become a repeat user of TTWs, noting, "This was the first PowerPoint I've given in my life. It went so well, I'll do it again." **SBC**

For more information, contact Trish Kutz at WTCA at 608/310-6768 or tkutz@qualtim.com.

at a glance

- ❑ Members are teaching their markets about structural building components with TTWs.
- ❑ One WTCA chapter—with WTCA staff—connected with a county building department to add building component training to its curriculum.
- ❑ Many options are available for members and chapters that want to educate their markets using TTWs.



Chapter Corner

For more information about WTCA Chapters and how to become more involved, contact Anna L. Stamm (608/310-6719 or astamm@qualtim.com) or Danielle Bothun (608/310-6735 or dbothun@qualtim.com). Contributions to Chapter Corner, including pictures, are encouraged. Submissions may be edited for grammar, length and clarity.



Chapter Spotlight

Reaching Out to Building Designers with the Mid South Chapter

by Anna L. Stamm

In 2007, the Mid South Chapter members knew that they wanted to provide engineers with copies of *Building Component Safety Information: Guide to Good Practice for Handling, Installing, Restraining and Bracing of Metal Plate Connected Wood Trusses (BCSI)*. Finding a list of 3,000 engineers registered in the State of Mississippi alone, however, they also knew they would need a better marketing approach than simply mailing a copy to each individual on the list. Instead, the chapter decided to team up with WTCA staff to create a brochure that will accomplish many tasks.



The Mid South brochure is more than simply an ad for BCSI. With an introductory letter from the chapter and a complete chapter membership listing, it includes information on all of the technical resources available from WTCA, encourages engineers to take advantage of online Truss Technology Workshops (TTW) for continuing education, lets them request truss plant tours or live TTWs, enables them to sign up for an *SBC* subscription, and offers them a free copy of BCSI if they respond via mail, email, fax or an online form.

By reaching out to building designers, the chapter hopes to convey the benefits and ease of using components. After this list of engineers in Mississippi, Mid South will move on to additional engineers registered in Louisiana, as well as architects and specifiers in these states. The concept is that the more information that building designers receive on our industry's products, the more they will understand and use structural building components.

In addition, the Mid South Chapter brochure is now an excellent template for other chapters to customize. The content is easy to modify, the colors can be swapped out to build your chapter's brand in the marketplace, and you may reach out by offering free publications or simply promote the information available for free on the WTCA website. If your chapter would like to customize a brochure for industry professionals in your marketplace, simply contact Anna (608/345-4983 or chapters@sbcindustry.com) to discuss the options and devise an approach that best suits your chapter. *SBC*

Chapter Highlights

Iowa Truss Manufacturers Association

The Iowa Chapter held its fall meeting in conjunction with the BCMC show in Columbus, OH. High on the list of updates at the meeting was the perennial success of the ITMA Education Committee. The Education Committee members were once again thanked for their commitment to the SBC industry: Alan Esch, Lumber Specialties; Andy Green and Craig Thier, Cascade Mfg Co; Bruce Kinney and Scott Baker, TimberRoots New Hampton; Dave Mitchell and Jim Gach, Engineered Building Design; Rick Parrino, Plum Building Systems; Tod Hennessy, Alpine Engineered Products; and Tom Lambertz, Roberts & Dybdahl Co.

Tom Lambertz delivered the report summarizing the two Truss Technology Workshops (TTW) and two Fire Performance of Wood Trusses seminars held in 2007. One hundred percent of the evaluations received at the TTW for Builders in Iowa City and the Cedar Rapids Home Builders Association said the presentation was good or excellent. With a significant turnout of 135 attendees for the TTW for Grinnell Mutual Reinsurance in West Des Moines, the evaluations again documented the success of the presentation and emphasized the attendees' appreciation of the course content as well as the WTCA publications distributed. The Workshop for the Bernard, IA Fire Department was also a success, with every attendee reporting on the evaluations that their questions were answered very well.

Al Esch gave a report on the Live Fire Demonstration and Truss Plant Tour held in conjunction with WTCA and the Fire Service Training Bureau in Ames and Story City, IA in August. There were over 100 attendees and the information recorded will prove to be invaluable to our industry. Kirk Grundahl of WTCA also addressed the important learning opportunity presented by the fire demonstration and he emphasized the need to provide the information gathered to fire service associations throughout the country. Kirk and Al both expressed thanks to those ITMA members who contributed to the success of this event.

For 2008, the Iowa Chapter looked forward to its return to the State Capital Building for its annual Iowa Legislative Breakfast in Des Moines in late February. Chapter members invite their State Senators and Representatives to attend this annual function, and members of the Iowa Lumber Association and Iowa Homebuilders Association are invited to participate also.

Mid Atlantic Wood Truss Council

For its fall meeting in Pennsylvania, the Mid Atlantic Chapter was pleased to welcome fellow member Joe Hikel of Shelter Systems Limited in Westminster, MD as guest speaker. A featured speaker at the WTCA Annual Workshop & Conference, Joe's presentation was on truss shop costing. Especially in light of current economic conditions, members were reminded of the importance of understanding their costs. Chapter members were encouraged to share their ideas on costing as well during the roundtable discussion.

Continued on page 58



9th Annual Membership Drive

Promote the value of membership and you could win!

#1 WTCA Component Manufacturer Membership Recruiter wins:

- #1 CM Recruiter Plaque for 2008
- #1 Recruiter Jacket
- Recognition in *SBC* and at BCMC



#1 WTCA Supplier Membership Recruiter wins:

- #1 Supplier Recruiter Plaque for 2008
- #1 Recruiter Jacket
- Recognition in *SBC* and at BCMC
- A banner promoting the supplier's company in the BCMC registration area

#1 WTCA Recruiting Chapter wins:

- Inclusion on the #1 Chapter plaque
- Possession of the #1 Chapter Traveling Trophy with the Chapter's name engraved in gold
- Individual Certificates of Recognition for each Chapter Member
- Ten customized Professional's Guide to the Industry binders, an \$800 value!
- Recognition in *SBC* and at BCMC



It's Easy to Recruit Members to WTCA, CFSC and Chapters

How to Participate:

- Start contacting potential members to remind them of the value of WTCA membership!
- Contact WTCA for recruitment supplies including lists of prospective members in your area, WTCA Annual Reports and membership applications.
- Make sure the members you recruit list you as the person who encouraged them to join!

"Once people get involved and take the time to assess the support they can receive, they can see the value of membership in WTCA. It comes down to us, the WTCA members, needing to go out and talk to nonmembers to find out what they are facing and encourage them to check out our support system."

— Bob Becht, WTCA President

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Industry News & Data

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Consumer Price Index

[an index measuring the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage of the cost of these same goods and services in some base period - called also cost-of-living index]

Expenditure Category	Changes from Preceding Mo.			Compound annual rate 3-mo. ended Dec 07
	Oct	Nov	Dec	
All Items	.3	.8	.3	5.6
All Items Less Food & Engery	.2	.3	.2	2.7

Source: Bureau of Labor Statistics

Unemployment Rate

Oct	4.7%
Nov	4.7%
Dec	5.0%
Jan	4.9%

Source: Bureau of Labor Statistics

Producer Price Index - Customized Industry Data

An inflationary indicator published by the U.S. Bureau of Labor Statistics to evaluate wholesale price levels in the economy.

Engineered Wood Mem. (exc. truss) Mfg.	Nov	Dec	Annual	Truss Mfg.	Nov	Dec	Annual
LVL	114.2(P)	114.2(P)	114.2(P)	Wood Trusses	105.3(P)	105.1(P)	107.3(P)
Other	108.4(P)	106.0(P)	111.0(P)	Primary Products	105.3(P)	105.1(P)	107.3(P)
			(P) = preliminary	Secondary Products	98.9(P)	98.5(P)	100.4(P)

Source: Bureau of Labor Statistics

Producer Price Index General

% changes in selected stage-of-processing price indexes

Month	Total	Ex. Food & Energy
Sept	1.0(r)	0.1
Oct	0.1	0
Nov	3.2	0.4
Dec	-0.1	0.2

Source: Bureau of Labor Statistics

U.S. Prime Rate

Month	2008	2007	2006
Oct 1	-	7.75%	8.25%
Nov 1	-	7.50%	8.25%
Dec 1	-	7.50%	8.25%
Jan 1	7.25%	8.25%	7.25%
Feb 1	6.00%	8.25%	7.50%

Source: Federal Reserve Board



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Industrial Production Index

The industrial production (IP) index measures the change in output in U.S. manufacturing, mining, and electric and gas utilities. Output refers to the physical quantity of items produced, unlike sales value which combines quantity and price. The index covers the production of goods and power for domestic sales in the United States and for export. It excludes production in the agriculture, construction, transportation, communication, trade, finance, and service industries; government output, and imports. The IP index is developed by weighting each component according to its relative importance in the base period. The information for weights is obtained from the value added measures of production in the economic censuses of manufacturer and minerals industries, and from value added information for the utility industries in Internal Revenue Service statistics of income data. The weights are updated at five-year intervals to coincide with the economic censuses. The current index base year is 1992. (r=revised)

	Oct	Nov	Dec	Jan08
Industrial Production Total Index (% change)	-0.6(r)	0.4(r)	0.1	0.1
Capacity Utilization Total Industry (%)	81.4	81.5	81.5	81.5

Source: Federal Reserve Board

PROBUILD NAMES MANUFACTURING VP

ProBuild Holdings has announced the appointment of Lonnie Bernardoni as its new senior vp-manufacturing, where he will oversee the company's component and millwork activities. He comes

to ProBuild from Motorola, where he served as corporate vp-new product introduction. [Source: www.homechannelnews.com, 1/29/08]

NLBMDA NAMES NEW PRESIDENT

The National Lumber and Building Materials Dealers Association (NLBMDA) has announced the appointment of Diane Swenson as its new president. Swenson replaces Shawn Conrad, who left the association last October. Swenson comes to the NLBMDA from the National Association of Federal Credit Unions, where she served as executive vp and chief operations officer. Prior to that, Swenson spent 13 years with the American Tort Reform Association, ending her tenure there as executive vp and chief financial/operational officer. [Source: www.homechannelnews.com, 1/10/08] **SBC**

BUILDERS REMAIN CAUTIOUS AS BUYER TRAFFIC IMPROVES IN FEBRUARY

Builder confidence in the market for new single-family homes edged marginally higher in February as traffic of prospective buyers through model homes improved considerably, according to the latest NAHB/Wells Fargo Housing Market Index (HMI), released February 19. The

Continued on page 58

Housing Market Index 2007-08 (HMI)

The HMI is a weighted, seasonally adjusted statistic derived from ratings for present single family sales, single family sales in the next 6 months and buyers traffic. The first two components are measured on a scale of "good" "fair," and "poor," and the last one is measured on a scale of "high," "average" and "low." A rating of 50 indicates that the number of positive or good responses received from the builders is about the same as the number of negative or poor responses. Ratings higher than 50 indicate more positive or good responses.

Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan08	Feb
36	33	30	28	24	22	20	19	19	18(r)	19	20

Source: National Association of Home Builders

Housing Starts

January housing starts increased 0.8%, to 1.012 million (SAAR). The increase in total starts was due to the strength in multi-family housing, which was up 22%, while single family activity fell 5.2% to 0.743 million (SAAR). Permits continue to slide, down 3% to 1.048 million (SAAR), the slowest pace in fifteen years.

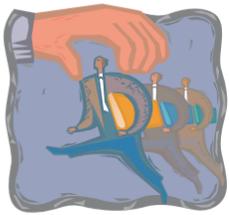
U.S. Housing Starts			
Millions - Seasonally Adjusted Annual Rate (SAAR)			
U.S. Totals	Jan	Dec (rev.)	% Change
Starts	1.012	1.004	0.8%
Permits	1.048	1.080	-3.0%
Single Family			
Starts	0.743	0.784	-5.2%
Permits	0.673	0.702	-4.1%
Multi Family			
Starts	0.269	0.220	22.3%
Permits	0.375	0.378	-0.8%
Starts and Permits By Region:			
NE Starts	0.126	0.106	18.9%
NE Permits	0.130	0.138	-5.8%
MW Starts	0.159	0.142	12.0%
MW Permits	0.180	0.163	10.4%
S Starts	0.530	0.546	-2.9%
S Permits	0.537	0.545	-1.5%
W Starts	0.398	0.441	-9.8%
W Permits	0.201	0.234	-14.1%

Analysis & Outlook: The housing correction continues and now we are hearing more and more about the possibility of a recession. The thing about recessions is that by the time a recession is declared "official", we are out of it. Even if we're in recession, it should be short (2 or maybe 3 quarters, as exports are doing fine, thanks to the weaker dollar; employment is still decent; and consumer spending remains relatively healthy). Something good may come from a brief recession, too. Recently, consumer spending has grown to 70% of our economy compared with an average of 62% during the 1980-2000 periods. Too much weight was being placed on the American consumer in my opinion. The economy would be more stable with better balance between the consumer, government spending, net exports, and investment spending.

Housing inventories are still way too high and one of the problems is the relationship between home prices and incomes. There is still a large gap between home prices and incomes. That gap has to shrink if the population of potential home buyers is to increase enough to bring inventories down to a level where builders start building again.

To end on a positive note, the financial markets are in a mess: the subprime problems are expanding—first, it was the borrowers (you and me), then the lenders, and now the mortgage insurers are in trouble. To get out of this mess, some people (e.g., financial sector) are going to have to lose money. That's what happens when we have "bubbles". That goes for home owners too. Once the home prices come down to reality (where homes are affordable to potential buyers), the housing mess will right itself. And, hopefully, that should happen by the end of 2008, and this should provide a good basis for some rebuilding of the market in 2009. **SBC**

This housing starts report is provided to *SBC* on a monthly basis by *SBC Economic Environment* columnist Al Schuler. Visit www.sbcmag.info for more economic news.



Classified Ads

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Truss Salesperson needed for Halstead, Kansas facility. Ideal candidate has experience in floor & roof trusses or related fields. Position offers salary, on-the-job transportation & generous benefits. Idaho Timber Corp. is a division of Leucadia National. Email resumé to llcarter@idahotimber.com or fax @ 316/830-3167.

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Industry News

Continued from page 57

HMI rose a single point to 20 this month, still close to its recent historic low reading of 18 (the series began in January of 1985).

"While builders remain very cautious about the outlook for new-home sales given today's economic environment, the fact that more consumers appear to be checking out their options is a good sign," said Sandy Dunn, a home builder from Point Pleasant, W.Va. and the newly elected 2008 president of the National Association of Home Builders (NAHB). "Housing has always been a major engine of economic growth, and despite the ongoing market correction, it will once again be that engine in the future. But in order for that to happen, Congress must follow up on its recently enacted economic stimulus program by passing legislation that will jump-start the housing market and keep the economy moving forward," Dunn noted.

"Some potential buyers who have been sitting on the sidelines are starting to at least research a new home purchase given improving affordability factors and the large selection of units on the market," said NAHB Chief Economist David Seiders. "That said, builders know there's a difference between people looking and people buying, and their current outlook remains quite subdued. Additional stimulative measures on the legislative and policy side are definitely needed to bolster consumer confidence and help bring about a housing and economic recovery." **SBC**

Chapter Corner

Continued from page 54

Also on the agenda was an update on the chapter's educational programs. In the fall, the chapter continued its outreach efforts and provided seminars for the PA Building Officials Conference (PennBOC) and NJ Department of Community Affairs (DCA)/Rutgers University. These presentations also generated several requests for more seminars and truss plant tours, including: a truss plant tour for Superior Walls of America, which has 23 factories producing precast concrete basement walls for homes; a full day tour and seminar at the next PennBOC conference at the Pennsylvania College of Technology, Williamsport, PA; and a request from a code official in West Lampeter Township, PA to provide training and tours.

At the chapter's Board teleconference in February, plans would be made for the next general membership meeting to be held on May 8 in New Jersey.

Wisconsin Truss Manufacturers Association

The Wisconsin Chapter held its fourth quarter membership meeting at the Holiday Inn in Fond du Lac, WI on November 8. We had a good turn

out of members and associate members at our final meeting of 2007. Thanks go out to Ryan Dexter, P.E. of the WTCA staff who delivered a presentation on the status of the ANSI/TPI 1 standard re-write and other code updates. It was very informative. Some issues that were discussed at the meeting were how to handle hanger information on drawings, wind uplift calculation and the inspector's interpretation of it, an update on the house fire in Green Bay and on-going WTMA training and assistance at builder and inspector seminars. At the conclusion of the meeting, Steve Johnson awarded Gene Geurts of Richco Structures the gavel plaque for his service as president for the past two-year term. Gene has served the WTMA for many years and continues to bring his knowledge and experience to the table at our WTMA gatherings. Thank you, Gene! After the meeting adjourned, members gathered for some fellowship before departing. Our next meeting was scheduled for February 13 at the Holiday Inn in Fond du Lac. On the agenda were a number of topics including WI state code issues, WTMA-sponsored training events and the outlook for 2008 construction in Wisconsin. We also welcomed our newest chapter member, Automated Building Components of Sharon, WI. Welcome, ABC Sharon! If there are any questions or comments for the WTMA, please contact WTMA President Steven M. Johnson at 608/884-6141 or by accessing the WTMA web site at www.wiwtca.com.

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In Memoriam

Dave Imming



David H. Imming, of Highland, IL, long-time member of the industry, died Tuesday, December 18, at Barnes-Jewish Hospital (BJC) in Saint Louis, MO. Imming was 69.

He was born July 21, 1938, in Breese, IL, the son of Wendell and Clementine (Foppe) Imming. On September 5, 1959, he married Patricia A. Majors, who survives.

After growing up in Aviston, IL, and graduating from Aviston High School in 1956, Imming went on to college at Southern Illinois University at Carbondale, graduating in 1960.

After working in sales for US Gypsum, Imming moved on to Hydro-Air Engineering, a division of Moehlenpah Engineering in St. Louis, MO in 1964. (The company later became MiTek Industries.) In 1966 he accepted an offer to expand the company into Europe, and moved his family to England. With the help of Automated Pressing Ltd, they set up a successful European division. In late 1968 he and his family moved back to the U.S. and he worked as assistant manager at the home office in St. Louis. In 1969 he began working for Lumbermate, which became Alpine Engineering in 1989. He resigned from there in 2000 and began working for Truswal Systems Corp. He retired from Truswal in 2005, but continued as a consultant for the company.

To Joe Newby, district manager for ITW Building Components Group Inc., Imming was not only a coworker and a friend, but a mentor: "He took a bunch of us under his wing when we were just young kids and taught us the trade."

"He always said you don't work for me, we work together," says Newby of Imming's approach to mentoring. "He was always trying to make other people look good," recalled Newby. "He wanted to help other people be successful."

Longtime friend Koss Kinser of Kintec, LLC met Imming in 1969. Kinser recalls, "Dave's love and expertise was with equipment and truss plant layouts." According to Newby, "He'd do anything to help people get their plants started. He didn't mind putting on his coveralls and getting his hands dirty."

Imming was instrumental in getting many of the early truss plants up and running. "Dave is responsible for me being in the truss business," shares Kinser. "When I was out of work after being employed by another truss plant, Dave encouraged me to start my own truss plant. The risk seemed pretty great, but he said 'you

"Dave touched so many lives throughout the country, nationally and internationally for 40 years plus. He will be missed."

—Joe Newby

can do it,' so we decided to give it a try."

Over time they became close on a personal level. "Our kids were about the same ages, so we had a lot to talk about outside of business," he remembers. Kinser's wife, Mary Jane, also has fond memories of Imming. She recalls how he took time to teach her the terms for trusses and show her how they make a "V."

While working in the industry, Imming was a strong advocate of WTCA membership. He was a Lifetime member of the Top Chord Club and attended chapter meetings in Illinois and Missouri.

Newby described Imming as a very positive person, a good listener and someone who took the time to treat people like you'd like to be treated. "Dave touched so many lives throughout the country, nationally and internationally for 40 years plus. He will be missed."

This was evident at his funeral. "There were lines in and out the doors, the church was filled with people. It reaffirmed just how much he affected everyone," commented Newby. "It's unbelievable the amount of respect people had for him."

Newby felt that Imming's personality was infectious. "You just loved to be around him. He and Pat always had a positive outlook on life. They had a perfect marriage, the kind everyone would like to have."

In his free time, Imming enjoyed fishing, woodworking, machine design, yard work and traveling to Europe, Russia and Greece. He was a member of St. Paul Catholic Church in Highland, IL, and the Knights of Columbus, Council #1580, Highland.

To Dave's family, Kinser said, "You can be proud, for Dave was a person of great character." Kinser also has a message for Imming, "Thanks, Dave, for being my friend. May God make a special place for you because in my mind you deserve it."

Survivors include wife, Patricia A. Imming of Highland, IL; daughter, Terri L. (Steve) Kunkel of Galesburg, MI; daughter, Traci L. (Marty) Sauls of Prairie Village, KS; son, Todd D. (Chrissy) Imming of Highland; brother, Harold R. "Harry" (Marjorie) Imming of Trenton, IL; sister, Mary Jo (Ronald) Sybert of Erlanger, KY; and several grandchildren. **SBC**

Submissions to "In Memoriam" can be emailed to editor@sbc-mag.info. Photos are encouraged and will run as space allows. Submissions may be edited for grammar, length and clarity.



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Calendar of Events

Check out WTCA's web site at www.sbcindustry.com for the most current calendar information.

March

- **18:** Central Florida Component Manufacturers Association (CFCMA) Chapter Meeting. For more information, contact Dani at WTCA, 608/310-6735 or dbothun@qualtim.com.
- **19:** North Carolina/South Carolina Joint Chapter Meeting. For details, contact Anna at WTCA, 608/310-6719 or astamm@qualtim.com.
- **20:** South Florida WTCA (SFWTCA) Chapter Meeting. For details, contact Dani at WTCA, 608/310-6735 or dbothun@qualtim.com.

April

- **3:** West Florida Truss Association (WFTA) Chapter Meeting. **Date changed from April 10.** For details, contact Chapter President John Goley at 813/887-3664 or johngoley@westcoastruss.com.
- **8:** Tennessee Truss Manufacturers Association (TTMA) Chapter Meeting. For more information, contact Chapter President Ted Kolanko at 615/287-0184 or kolankot@84lumber.com.
- **9:** Southwest Florida Truss Manufacturers Association (SWFTMA) Chapter Meeting. For more information, contact Chapter President Joe Falis at 863/385-8242 ext 207 or joef@scostacorp.com.
- **10:** Alabama Component Manufacturers Association (ACMA) Chapter Meeting. For details, contact Dani at WTCA, 608/310-6735 or dbothun@qualtim.com.
- **10:** Wood Truss Council of Michigan (WTCM) Chapter Meeting. For more information, contact Anna at WTCA, 608/310-6719 or astamm@qualtim.com.
- **16:** WTCA-Arizona Chapter Meeting. For more information, contact Chapter President Keith Azlin at 520/882-3709 or keith.azlin@us-components.com.
- **16:** WTCA-Northeast Chapter Meeting. For more information, contact Anna at WTCA, 608/310-6719 or astamm@qualtim.com. **SBC**

Chapter Corner

Continued from page 58

WTCA - Northeast

At its January meeting, the Northeast Chapter elected new officers. Moving into the position of President was Brad Ferris of S.R. Sloan. John Jacksics of Universal Truss agreed to stay on as Secretary, and Shawn Simonds of LaValley Building Supply came on board as Treasurer. The chapter members extended a hearty thanks to John Goodrich for his service as Chapter President, recognizing his commitment to keeping the chapter involved in the marketplace while personally providing seminars and attending local meetings.

The Northeast Chapter continues to have a very busy Education Committee. Presentations were delivered in November to a group of building officials in Athol, MA and at a meeting of the Eastern States Building Officials Federation. Already lined up for 2008 were: a truss plant tour and barrel burn demonstration for Chief Kevin Gallagher of the Acushnet, MA Fire Department in February; a seminar for the Building Officials of Western Massachusetts in February; another seminar for the Eastern States Building Officials Federation Conference in



Readers Respond

Gentlemen:

The December issue of *SBC* contains a question and answer concerning the installation of solar panels on a truss supported roof. While I agree with the bulk of the answer, there are two comments I have regarding the answer.

The dead loads given in the answer are for a square foot of the materials laid horizontally. These dead loads should be increased because of the slope when designing the inclined top chord members supporting those materials. It could be argued that the truss dead load already contains such an increase, but for simplicity in calculating the truss dead load would normally be increased along with the other materials. The increase involved is usually not great, but can be great enough for steeper slopes (20 percent for 8:12 for example) that it should not be ignored.

The solar panels were to be attached and supported on the roof by rails placed four feet on center, i.e., on every other truss. A check of the top chord of these support trusses should include the entire tributary weight of the solar panels without an assumption that the intermediate trusses carry an equal share of the load. This may be overly conservative, but avoids any argument over the load sharing capabilities of trusses in a normal roof, specifically whether such sharing can relieve loads applied directly to other trusses.

Very truly yours,
Edward F. Diekmann, Consulting Structural Engineer, OK

Editor's Note: We would like to thank Mr. Diekmann for commenting on the December 2007 **Technical Q&A** column about the loading conditions of solar panels in trussed roofs. We agree with his responses. Regarding his first comment, TPI 1 also addresses the effect of pitch in Section 6.2.1.2: When dead loads are applied on a projected horizontal area basis, the effect of the pitch shall be taken into account.

April; and a booth at the New England Fire Rescue and EMS Show in June. The members agreed to continue sponsoring these presentations and providing pertinent publications from WTCA.

Also at the January meeting, the chapter members welcomed a guest speaker from WTCA's Professional Leadership Academy. Discussing how to Survive and Thrive in a Down Market, Bill Bean of The Randall Wade Group offered short segments on the services available to members through the Professional Leadership Academy and provided some take-home value in the areas of planning and leadership training. The members appreciated the presentation and thanked Bill for his attentiveness to member needs.

The Northeast Chapter welcomes guest speakers for its chapter meetings. Anyone interested in speaking at its quarterly meetings in April, July or October may contact Brad Ferris or Anna Stamm of WTCA staff. **SBC**

For more information, about WTCA Chapters, contact Anna L. Stamm (608/310-6719 or astamm@qualtim.com) or Danielle Bothun (608/310-6735 or dbothun@qualtim.com). Contributions to Chapter Corner, including pictures, are encouraged. Submissions may be edited for grammar, length and clarity.



Parting Shots

Share your stories and photos with us! Send submissions to partingshots@sbcmag.info.



The custom-built home pictured above is located in Long Prairie, MN. Brett Hiebert, Design Manager at two-year old Trussworthy Components of Pine River, MN played a unique role in the process. Not only did he design the roof and floor trusses, but he also acted as the draftsman. "I designed this house from scratch with my friend Shawn Ward," said Hiebert. "He had some ideas on what he wanted, and together we came up with a scenario that was possible." Hiebert performed all of the CAD work and drawings for the local inspectors and estimators for the job.

The design called for clearspan trusses because the homeowner wanted to be able to place internal walls anywhere at a later date. The roof incorporates a three-vault barrel system, two of which come together



in an inverted fashion. "A lot of math/trigonometry was involved in this design," commented Hiebert. The project took about eight weeks to complete, and the finished product was a distinctive 4,744 sq. ft. home.

Hiebert, who has been designing trusses for five years, said that this project pushed the envelope of truss design. "This was definitely one of the more complicated designs I've ever done," commented Hiebert. "I always enjoy a challenge, but at first thought I might have bit off more than I could chew." But Hiebert rose to the occasion, and can now proudly say he was successful in creating a roof with two converging sets of radius trusses, a rare and satisfying accomplishment. **SBC**



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