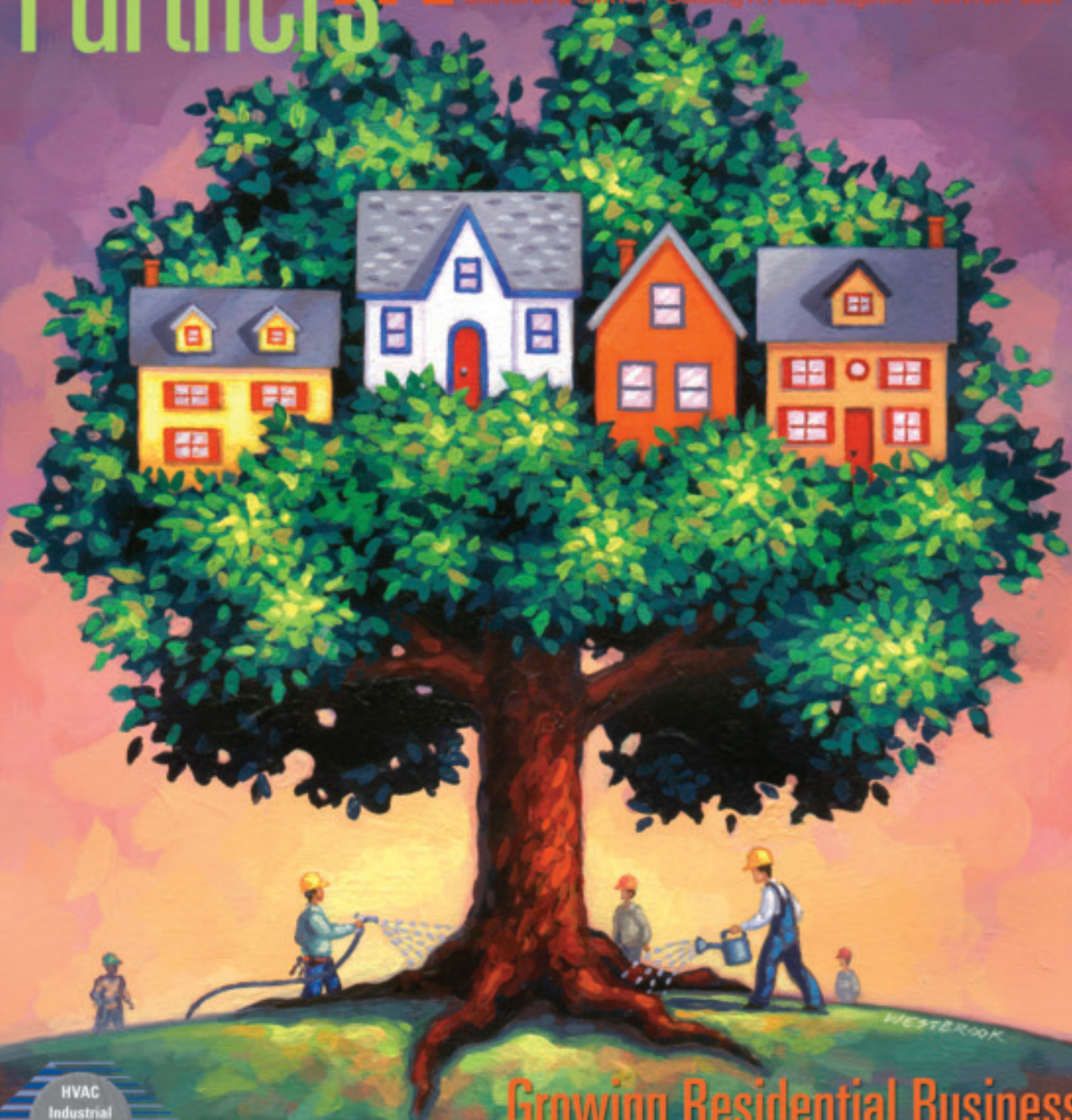


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Growing Residential Business

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NEWS AND SHORTS

'Safety Matters' Winners

SMOHIT named three winners of its "Safety Matters" award, each honored for real-world safety accomplishments:

- Local 17 JATC (Boston);
- Local 18 (Milwaukee); and
- Ernest D. Menold, Inc. (Lester, Pa.).

Did You Know?

—HVAC Certification

Posted to the public portion of the International Training Institute's Web site you'll find the answers to the question, "How Do I Become HVAC Certified?" A 20-page PDF on certification policies and procedures can be downloaded as well. Start here: www.sheetmetal-iti.org/hvacertnew.asp.

While you're on the ITI site, check out the organization's 2007 training calendar—found here: www.sheetmetal-iti.org/catalog/default.asp.



Dick Cramer

An Intro To SMACNA

"Shortly after I joined our company full time my dad came into my office and informed me that we would be attending a one-day SMACNA meeting in Chicago in the near future.

"I had a lot of things going and I did not think I could afford the time that it would take and told him so. He made a statement that I still remember to this day. 'You can not afford not to take the time.'

"Throughout the years my experiences have confirmed the truism of that statement."—from the first speech as President of SMACNA by Richard J. Cramer, Sr., of Dee Cramer Inc. (Holly, Mich.). Find excerpts from Cramer's speech here: <http://tinyurl.com/yx3zpp>.

NEMI

NEMI Turns 25

The National Energy Management Institute, an SMWIA-SMACNA venture, celebrated its 25th anniversary in 2006. Visit www.nemionline.org/news/news.html for a video on the noteworthy event. ■

NO PEEKING...YET

See Page 11





Harvesting Residential Success

If I said you, the contractor, could NET 15% profit on a job—*net*, not gross profit—would you be interested? This question has led a number of contractors to give the residential replacement market a try.

Yes, 15% net. You can realize that because you are dealing directly with the end-user (the homeowner). You can actually sell the job, and not just throw a bid out and hope that you are the low bidder . . . or *worry* if and when you are named the low bidder!

For the sake of discussion, let's say you are convinced of the potential that awaits you in the residential market. Let's talk about the details—how a contractor can get started, and be successful in, that market.

First, you must become aware that the residential HVAC business is an entirely different operation from commercial HVAC. It really takes a different mindset to operate in the residential market.

Therefore, it is important to have someone inside your company who is absolutely committed to this market. That person should be in charge of your residential business. Let's say that you, personally, are not able to make that commitment—*be honest!* If that's the case, hire someone who *is* committed, and who knows the market.

Make sure it's people-to-people

One reason that there seems to always be residential business available out there is, in general, that the public is very discouraged with the level of service received when dealing with today's large, impersonal HVAC service companies.

As a result, a customer is absolutely thrilled when he or she actually receives excellent service. For example: People are surprised when they call our company that they always talk (immediately) to a live person (we have no menu trees to navigate, no answering machines that turn on at a certain hour).

What about when we are closed? An answering service answers the phone (a live person!)—and responds to an emergency call by contacting our on-call service technician.

Think about your own personal experience. It is so unusual in 2006 for a consumer to call a company and actually speak to a live person. We are regularly told how amazing it is; the customers really appreciate it.

Yes, today's electronic world offers all of us many advantages. But at Welsch Heating & Cooling, we've found that people still like dealing with . . . people!

Make every effort to ensure that you have at least one technician who is capable of providing excellent customer

continued on page 4

How do established commercial contractors get into the residential HVAC service market? Answers from an expert follow.

By Butch Welsch

service to a homeowner. This goes beyond technical capability. He or she should be capable of solving the mechanical equipment problems, but also have the people skills to properly represent your company.

continued from page 3

Note: This may be one of your current commercial employees; or it may be someone you have found from another organization.

What's the price?

Before you begin selling your services, you must establish a pricing structure. While federal laws dictate that we not discuss actual prices here, I can offer a bit of advice.

Most importantly, you need to set your prices at a level that will be profitable for you. Perhaps you have, for years, run a commercial (or even residential) installation department. The overhead for a residential service department is much greater; you must keep this in mind before setting prices.



Overhead for residential service work is much greater than in commercial HVAC.

—Butch Welsch

Charge enough to cover your technician's driving time, gasoline for the truck, your dispatching costs, and all overhead factors you will absorb. Don't be conservative in establishing your service charges—and remember, no matter how low you think you can go, there will always be someone else out there who is cheaper.

No matter where your price ends up, the important part is the level of service you will provide. If that is inferior, you will have unhappy customers. Therefore, your goal should be to set a price high enough to enable you to *provide excellent service*—while making a profit.

Additionally, you must establish a policy, from the start, that your technicians collect the service fee while on the call. In commercial work, you might well be accustomed to waiting weeks (or months) for your money.

But this is residential. Consumers are accustomed to paying for a service at the time the service is performed. Begin at the start of the relationship—have the person who arranges the service appointment ask the customer, “How will you be paying for our services, check or credit card?” That alerts the customer that you expect to be paid on the same day your technician completes the service.

Selling maintenance

Another policy you may want to put in place is to focus your residential business on the sale of Maintenance Agreements. Make your written agreement a simple one. Offer: e-mail me at bwelsch@welsch-heatcool.com and I'll e-mail ours to you if.

Distribute your Maintenance Agreement widely—if possible, get one to each employee of your commercial customers. These people know your company (or at least your name) and make a good starting point.

Use the Maintenance Agreement to sell your services. Pick out a few appropriate neighborhoods, where the equipment is a few years old and the residents are middle to upper scale. Send each resident a copy of your Maintenance Agreement offer.

As you are just getting started, I'd recommend following that mailing with a phone call. This isn't a high-pressure call; just ask the potential customer if he/she has received your brochure. Would they be interested in trying your Maintenance program?

Tell them that they can cancel at any time. These phone calls will line up your first customers!

Become 'their' contractor

Once your people begin making maintenance calls, you'll begin to receive calls for breakdowns—which eventually lead to customer needs for new equipment. Thanks to the Maintenance Agreement, you have achieved the status of “their” contractor . . . and so you have the inside track on making that replacement sale!

That's why at some point (certainly by the time you begin selling maintenance) you should establish a relationship with one of the major equipment manufacturers. Perhaps your work in the commercial market hasn't led you in this direction before, but such a relationship is absolutely necessary in the residential market.

Manufacturers offer training, parts programs, and co-op marketing programs; you can use the marketing component to boost your effort to tell potential customers that you are in the residential business. Choose the manufacturer carefully. Remember: The brand name is not as important as whether or not the local distributor (or the factory branch with which you'll deal) is cooperative.

Get started now!

There's much more involved in the residential market, but the ideas above should help you get a good start. Don't become discouraged should things not take off immediately; it might well take you some time to establish a customer base that will provide you continuing profitability.

If you think net profits in the 10% to 15% range are desirable then the time and effort it takes for you to succeed will be more than worthwhile. ■

WELSCH IS THE OWNER OF WELSCH HEATING & COOLING (ST. LOUIS). HE'S TAUGHT SEVERAL SESSIONS ON GETTING INTO THE RESIDENTIAL BUSINESS ON BEHALF OF THE SMWIA-SMACNA MARKET EXPANSION TASK FORCE.



Rochester's Residential Renaissance



There's been a comeback for residential work in Rochester, N.Y., where SMWIA Local 46 and SMACNA's Rochester chapter have reclaimed a market that, in the words of Aaron Hilger, SMACNA's executive director, "we unfortunately completely abandoned a few years ago."

And people are noticing. A mid-October front-page story in Labor News, a newspaper, talked about the residential success of Local 46. "We think the training and emphasis on community is important to all workers. We have a lot to offer," Mike Morgan, business manager for Local 46, told the paper.

"We have a lot to offer. We think as the word gets out about the benefits our guys have, others will quickly follow."

Essentially, the local braintrust of SMWIA and SMACNA got together and decided to do something about the residential market. A new labor agreement enabled contractor members of the SMACNA-SMWIA team to be more competitive in the residential market.

"We have about 15 contractors who are members of SMACNA here," says Hilger. He notes that at least three of them have pursued and helped create the residential renaissance in Rochester. ■



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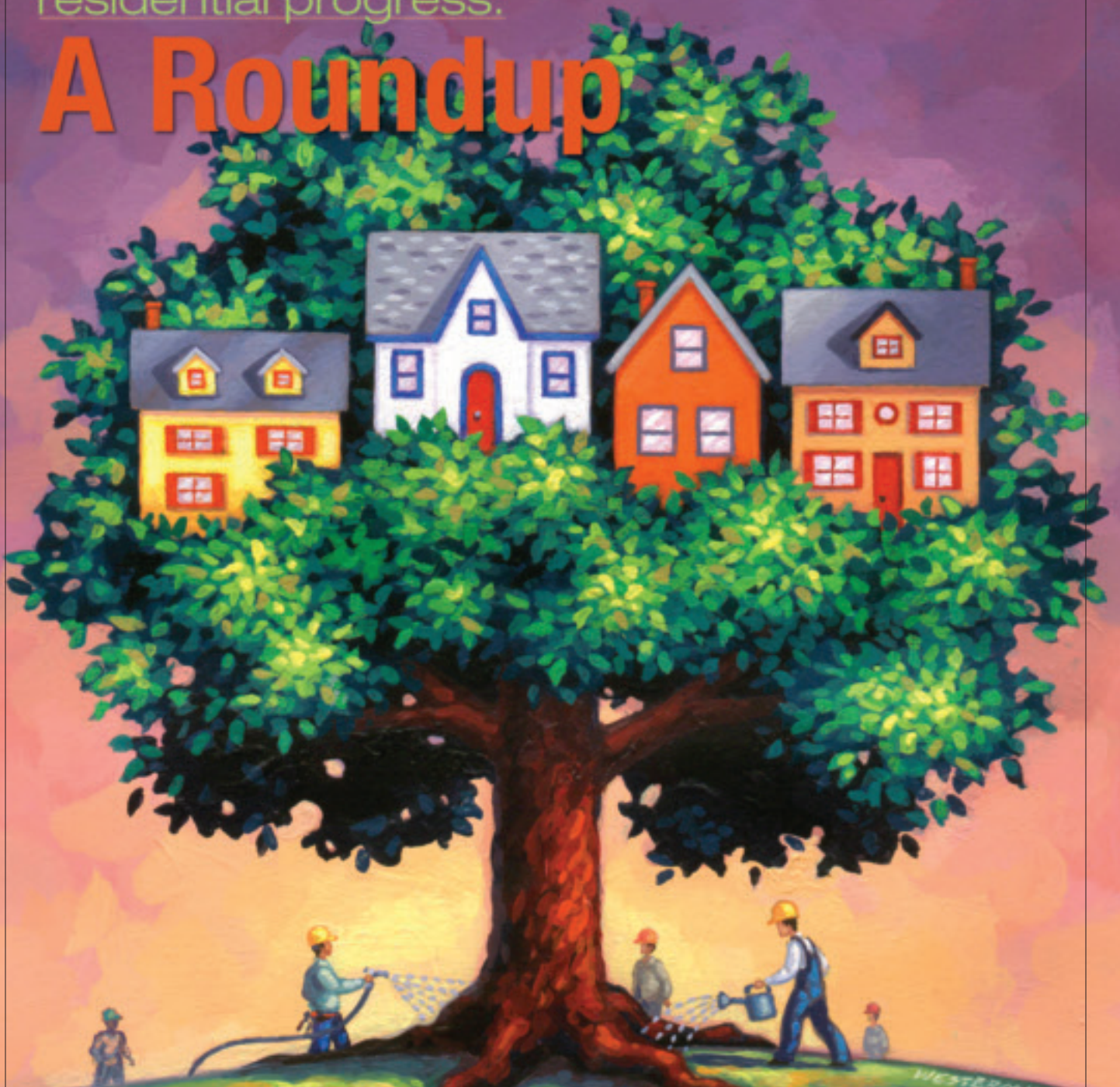
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residential progress:

A Roundup



Snapshots of the industry's progress:

Successes with national homebuilders from three areas, plus some insight into training.

By Jim Pierzynski

philadelphia:

Working With Pulte

For the past year, TCS Heating & Air Conditioning, in Philadelphia, PA, has been working on a townhouse community for Pulte Homes, Inc. in the metropolitan Philadelphia area. Pulte Homes, a FORTUNE 150 company with operations in 53 markets and 27 states, is one of the largest homebuilders in the country.

While TCS has been in the new residential construction business since 1980, it's the company's first project with a national builder. But it won't be the last. TCS will begin another Pulte project (approximately 300 homes) in the spring.

In fact, the company is confident that it will be able to continue to work for Pulte for years to come.

How's that? A main hurdle union contractors say they face in working for national builders is their inability to compete with non-union sheet metal shops on price.

TCS has been able to bridge the price gap. It is using the residential/light commercial agreement signed in May 2005 by SMWIA Local 19 and the Philadelphia Sheet Metal Contractors Association.

A residential agreement

"We set up a residential committee to deal with residential issues specifically," says Joe Sellers, business manager of SMWIA Local 19. This committee worked closely with the contractors to develop a contract that would help contractors like TCS secure work they may not have been able to otherwise.

Under the contract, a residential installer mechanic worker classification is created; such workers earn a lower wage than a residential mechanic. The residential mechanic oversees the job; the installer works as a helper.

That arrangement has been instrumental in TCS's successes with Pulte, according to Burke. "It helps reduce the crew costs," Burke says—as much as \$500 a house in labor costs alone.

Significant? *Heck yes*, Burke answers—"when \$100 could cost you the job."

With many national homebuilders in the Philadelphia area, Sellers notes, it's imperative to find more ways to succeed. "John and I talk on a regular basis to see what it will take to secure the next project," he adds.

Quality sells, too

TCS capitalized on many advantages besides the low price. The company is a Lennox dealer; Pulte has a national agreement with Lennox. Result: Lennox equipment was lower in price for this job.

Pulte still could have gone lower than the TCS bid, Burke says. But being close to the homebuilder's desired price level was important. "We still had to sharpen our pencils," he says, indicating the need to find areas to reduce costs, including labor.

"We have to continue to be inventive in how we do it."

In some cases, union contractors say, homebuilders don't seem to have a problem using contractors of a certain "ilk". . . no office, no solid grounding in the business, working out of the back of a truck.

Pulte is different, Burke asserts: "Pulte was interested in a quality contractor. They have someone who looks out for HVAC," Burke says. The proof: On one fine day, this person showed up at the TCS office. . . unannounced.

Pulte's HVAC man examined service records, the way TCS sets up its ducts, and reviewed other aspects of the contractor's business.

"He seemed to be very impressed with us," Burke relates. Apparently, other contractors inspected fell well short of what Pulte expects from its HVAC contractors. ■

twin cities:

Adding Plumbing

While the idea of a union sheet metal contractor securing work with national homebuilders may seem ground-breaking, it's nothing new for residential contractors in Minneapolis-St. Paul, Minn. and their SMWIA Local 10 workers.

According to Local 10 organizer Paul Martin, SMARCA residential contractors and the Local have been working with national builders for many years. These include Lennar Homes, Ryland Homes, Centex, and Pulte.

Martin says he remembers working for a large union residential sheet metal contractor who worked with national builders—more than 20 years ago. The contractor was able to buy large volumes of equipment at wholesale prices (enabling it to be competitive on bids).

Large union contractors can be in a better position to compete for this work, according to Jim Bigham, CEO of SMARCA of Minnesota. "We've got some contractors that are big enough and have enough capital," he says.

Plus: "You've got to be able to have the manpower to do the job as fast they want it done," Bigham says.

san francisco:

'A Work In Progress'

For SMWIA Local 104 and San Francisco Bay Area contractors, the road to working with national homebuilders has been a long and gradual one.

"It's kind of been a work in progress and a long story," says Bruce Word, Local 104 business manager. Local 104 and its contractors have always had a strong presence in the residential market.

With the influx of non-union competition, the situation changed. "We weren't gaining market share," Word says.

Something new was needed, and it had to be effective.

A unique approach

More than six years ago, Local 104 began monitoring all residential projects—from the planning stages. Word says this evaluation was used to determine if the project was good for the local economy, paid area standard wages, and included local hires.

Local 104 members asked: "Did the project make sense for the community and was it environmentally sound?" Not everyone was bound to like the answers. Local 104 deter-

mined that a lot of the projects from the national builders would have a negative impact locally.

"We would contact the developers at the early stages and ask them how they were going to address the issues," Word says. "In the beginning they were not very forthcoming.

"We were insignificant to them."

Next step? The local began to fight the projects through the political process, Word says, by protesting their entitlements. This included educating the community—politicians, schools, religious organizations, and others—about the negative impact these projects would have locally.

"Pretty soon they (homebuilders) would get the message that projects were not getting approved," Word notes. Many of the builders had a bottom-line initial reaction to the controversies: The union would get the jobs if it just backed off.

But the SMWIA local "stuck to our principles," Word says. "Pretty soon a lot of these homebuilders realized we were serious."

Bottom-line results

What's happened since? "We have agreements with 13 national builders," Word says. "We have about 44,000 homes under PLAs (Project Labor Agreements)," which set the basic terms for labor on the projects for everyone involved.

One Bay Area contractor benefiting from this effort is ABCO Heating & Air Conditioning (Freemont). ABCO began working with Pulte Homes about three to four years ago.

"The first job we had the union helped with wage equality," says Craig Seals, of ABCO. "Subsequent jobs have fallen under project labor agreements."

Word says that while it's been a long process, the rewards are starting to be realized. "We've kind of turned that corner." ■

Helps

Additionally, some SMARCA residential contractors also do plumbing. "Our contractors report that it is often easier get the job if you do both," Bigham says.

Keeping housing in focus

These Minnesotans aren't resting on their laurels. The union has worked with SMARCA contractors to keep costs down by offering rebate programs and negotiating favorable residential contracts.

Additionally, the Local has targeted specific jobs with national builders by using market recovery funds. This has enabled Local 10 and SMARCA contractors to take jobs that would have otherwise gone to non-union contractors.

Martin is hoping an additional benefit will result from taking these national jobs. "We're hoping to organize some of the non-union residential contractors as a result. We're having better talks with some of the non-union residential contractors." ■



residential success requirements:

Gear Up To Recruit & Train

Residential HVAC market success requires an essential ingredient—highly-skilled and trained workers. In Minneapolis and St. Paul, SMWIA Local 10, SMARCA, and the Metro Area JATC work to ensure all SMARCA residential contractors have this key ingredient.

In recent years, the Training Center has positioned itself to find the most qualified candidates for one of its two residential training programs.

One way to do this is to build working relationships with area technical colleges. “We go out and speak to class groups at the technical colleges and HVAC service classes,” said Buck Paulsrud, Metro Area training coordinator. “Those individuals work out extremely well.”

In addition, Training Center representatives sit on technical advisory committees at the schools, which enable them to have influence on the curriculum. In fact, a number of Local 10 members teach some of the courses in the technical schools.

SMWIA members teaching outside of a JATC? Yes! Paulsrud says this provides the Local with an enormous edge in obtaining the most qualified candidates for its residential training programs.

“The individual entering the residential training program is a notch above a few years ago,” he says. “We’re getting individuals with a one-year diploma or two-year degree.”

Such candidates have proven that they can complete a program and will attend class. “We know what we have coming in,” Paulsrud said.

And the net result? Jim Bigham, CEO of SMARCA, says these efforts have had a significant impact on the number of residential workers available. “In the past four years,” he says, “we’ve seen an increase of 150 to 200 sheet metal workers in residential.”

Organizing efforts

While this program has proven effective, Local 10 organizers Paul Martin and Gary Struss have spearheaded additional efforts. “We’ve had quite a bit of success organizing small shops and have used some targeting money,” Martin says.

Where it hasn’t been able to organize entire shops, Local 10 has attracted experienced workers from non-union shops. “We are building as big a database as we can, getting home contact information, and talking to the workers and their wives,” Martin says.

“We try to talk to guys with experience—at least a year or two.” The goal with these visits is to sell the benefits of working for a union contractor, including health and pension benefits.

These efforts have proven successful, Martin says. “Prior to the last three years they (non-union sheet metal workers) didn’t know anything about the union sheet metal industry,” he says.

More training for more people

Local 10’s residential program has experienced a 35% gain. With such a large increase in residential sheet metal workers, a good training program is essential.

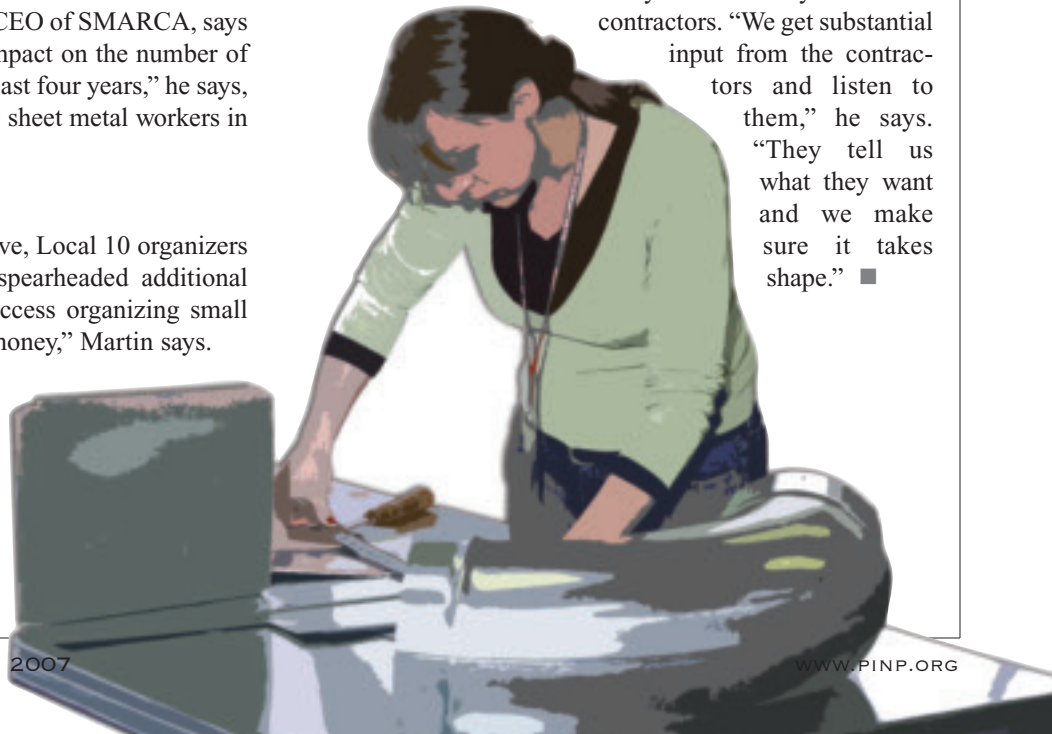
And the Metro JATC Training Center provides just that. It offers two three-year residential training programs. Both require 600 related training hours and 6,000 work hours.

One is the residential sheet metal program, which trains apprentices to do new construction, as well as change-outs. The other program—residential service—teaches apprentices not only to be service technicians, but also enough to do change-outs.

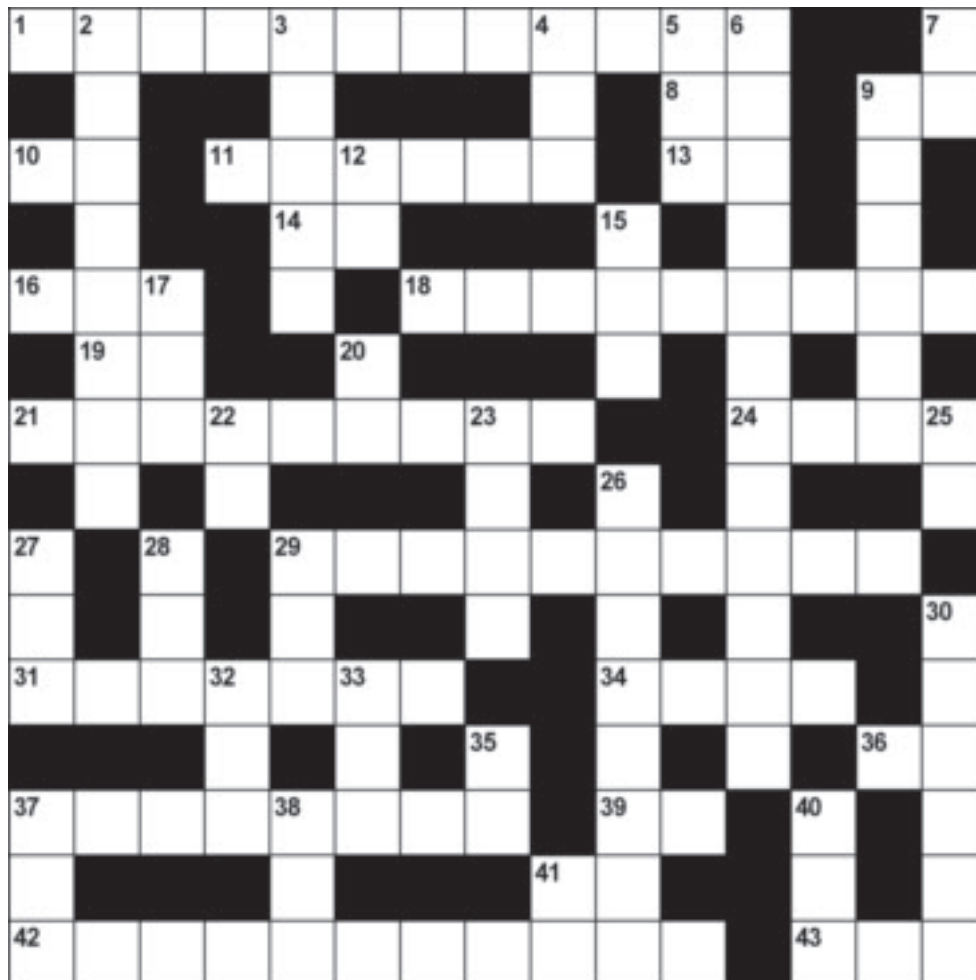
What does the Training Center offer to apprentices? Each class makes use of a model of a two-story home, built into the facility. Apprentices perform a complete system installation. Additionally, more training in customer service and system design/layout is provided.

Paulsrud says the residential training programs are significantly influenced by SMARCA contractors. “We get substantial

input from the contractors and listen to them,” he says. “They tell us what they want and we make sure it takes shape.” ■



SHEET METAL / HVAC CROSSWORD PUZZLE



ACROSS

1. Specialized metal, good for painting
8. Left, open, abbreviations
9. Flexible connection, abbr.
10. Greek designation for millionths
11. Turning fittings & body part
13. Listing agency, abbr. in reverse
14. Oxygen, pressure, abbreviations
16. Cotter _____
18. When a surface resembles a prune
19. Normally open, abbr.

21. Upper section of a die set
24. Metal reproduction, aka skin
29. Inside cooling coil
31. Type of fitting
34. Bird or _____bar
36. Length measurement, abbr.
37. Good airflow
39. Non-rust metal, abbr.
41. Private Eye
42. Welding technique
43. Same as 28 down

DOWN

2. Lightweight metal
3. Mixed metal
4. Air chambers, abbr.
5. Turn
6. Type of press
7. Air conditioning, abbr.
9. Type of coil
12. Back pressure, abbr.
15. International, abbr.
17. _____-ferrous
20. Condenser supply, abbr.
22. Same as 20 down
23. Abbreviations for Oxygen, Air, and Pressure
25. Square, abbr
26. Test for ductility

27. _____ ventilation systems move air
28. _____-air system
29. Scalloped edges on a drawn shell
30. Where air exits
32. Exhaust air, area, abbreviations
33. Partial circle
35. Outside diameter, abbr
37. Bottom, abbr.
38. As opposed to old
40. Exhaust, abbr.
41. Used for circle calculations

Answers on page 2

Visits To Our Web Sites Up 31%

During 2005, the four Web sites jointly operated by the SMWIA-SMACNA Team hosted an average of 7,672 visits each month.

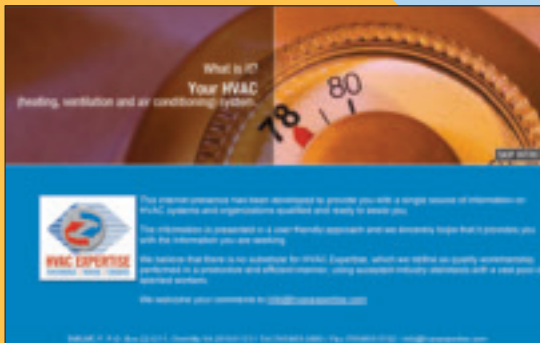
Each site has discrete data of which it can boast, as follows:

HVACexpertise.com—visits up 50%.

Industrialexpertise.com—visits up 59%.

ASM-Expertise.com—while visits here are up 14%, page views are up 30%. That means visitors are delving deeper into the site.

Pinp.org—our internally focused site was #1 in 2005, but has fallen behind the customer-oriented HVAC site—which we don't mind a bit. Most interesting: The average time visitors spent on this site (per visit) in this year's third quarter was close to 2½ minutes!



.....**www.hvacexpertise.com**

2005 monthly averages – 2,276 visits & 3,317 page views
2006 Q3 monthly averages – 3,426 visits & 5,239 page views
Visits up 50%
Average time spent on site – 54 seconds



www.industrialexpertise.com

2005 monthly averages – 1,060 visits & 1,993 page views
 2006 Q3 monthly averages – 1,689 visits & 3,020 page views
 Visits up 59%
 Average time spent on site = 92 seconds



www.asm-expertise.com

2005 monthly averages – 1,656 visits & 2,699 page views
 2006 Q3 monthly averages – 1,891 visits & 3,515 pages views
 Visits up 14%
 Average time spent on site = 63 seconds.



www.pinp.org

2005 monthly averages – 2,680 visits & 3,346 page views
 2006 Q3 monthly averages – 3,059 visits & 4,293 page views
 Visits up 14%
 Average time spent on site = 148 seconds



Labor Appreciation Celebration In Indiana

In September, members of SMWIA Local 20 and SMACNA contractors gathered for the 18th annual Central Indiana Labor Appreciation Dinner—more than 90 attendees. The event, sponsored by SMACNA's Central Indiana Chapter, allows each member contractor to honor one employee for craftsmanship, effort, and work ethic.

Among the speakers was Deborah A. Wyandt, Esq., executive director of labor relations for SMACNA's national office (Chantilly, Va.). Among the things she had to say:

“Earlier this year SMWIA General President Sullivan released a DVD encouraging each Sheet Metal Worker to work to his or her fullest capacity so that the union sheet metal industry can prosper.

“To those individuals whose skill and professionalism has earned them recognition here tonight—I congratulate and thank you for Living Up to the Promise that President Sullivan emphasized is so critical to preserving our industry's future,” Wyandt said.

“Your work ethics and job attitudes have more than the obvious impacts. Certainly they directly contribute to the well being of you and your families and they encourage construction owners to hire contractors who employ sheet metal workers of your caliber. Just as importantly, however, your accomplishments serve to motivate your peers to work to the high standards that you have set for yourselves.

“To the Central Indiana officers and contractors—I find it particularly significant and encouraging that your chapter

has been honoring your high performers for 18 years. Significant—but not at all surprising, given the strength of your local labor-management partnership.

“Your partnership has a strong foundation built on mutual respect and cooperation that has always kept Local 20 and SMACNA focused on working together to improve the industry.”

“If I could replicate your local labor-management relationship across the country, the industry as a whole would be on far more solid ground.

“But what I couldn't replicate is the wealth of talent and integrity that has come from your chapter and local union. Your contribution to the industry in terms of leadership is nothing short of remarkable.”

Wyandt detailed the area's contributions to the industry on a national level:

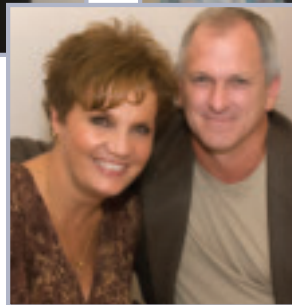
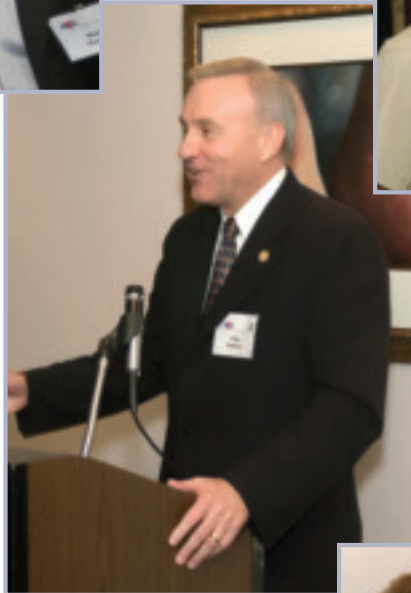
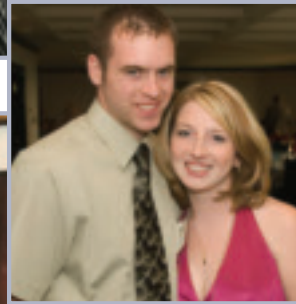
- An SMWIA General President (Mike Sullivan);
- A second general vice president (Jay K. Potesta of SMWIA Local 20);
- A former SMACNA President (Phil Meyers—“who is one of the best management arbitrators to serve on the National Joint Adjustment Board”);
- “One of the finest and most qualified SMACNA chapter executives our industry has to offer” (Phillip E. Gillespie).
- Over the years, numerous members who hail from central Indiana have served SMACNA at the national level on the board of directors or in committee slots.

• “Your craft training program is one of the best, and of course the productivity and professionalism of your craftsmen and women has brought us here this evening.”

“Central Indiana SMACNA and Local 20 have all of the right people, programs and priorities to Build Indiana Together and to outperform the competition,” Wyandt said.

“I hope that other SMACNA Chapters and SMWIA Local Unions will follow your lead in cultivating a strong labor-management partnership and in recognizing the craftsmen and women in their areas who serve the union industry by employing their talents to the fullest.” ■





Non-Residential Construction To Gain

McGraw-Hill Construction's 2007 forecast shows an 8% decline in total dwelling units (single-family homes and apartment buildings) compared with 2006, and a 5% drop in dollars. But that's not actually that bad, and the rest of the picture is pretty bright.

As shown in Table One, the square-footage predictions from MHC for non-residential construction are fairly optimistic. Putting the data in millions of square feet takes inflation out of the picture, and shows what the construction industry can look forward to in terms of real work.

Overall, MHC's forecast for construction starts puts them at \$668 billion in 2007, down 1% from 2006, and a virtually identical number to 2005's \$663 billion. If this forecast is correct, construction will have been "flat" for three years, with the pluses and minuses of the various components shifting internally.

Importantly, the internal shifts are minor. Table Two provides the housing forecast from the National Association of Home Builders. It shows a fall-off from the more than 2 million housing starts the U.S. experienced in 2005.

What's missing, however, is perspective. That 2005 figure was the highest figure in 28 years. The forecast for 2007, 1.62 million total housing starts, would top any year in the period 1988 to 2001 (inclusive)—which means next year will be better for housing than any year in the booming 1990s!

Table One

Non-Residential Construction Forecasts

(millions of square feet of construction starts)

	<u>2005A</u>	<u>2006E</u>	<u>2007F</u>	<u>'07 Change</u>
Educational Buildings	219	230	243	+6%
Healthcare	107	105	97	-7%
Hotels	49	72	75	+4%
Manufacturing	74	73	81	+11%
Office Buildings	165	188	197	+5%
Retail Stores	305	300	278	-7%
Warehouses	215	220	230	+5%

Source: McGraw-Hill Construction
A = actual, E = estimated, F = forecast

Table Two

Housing Forecast

	<u>2005A</u>	<u>2006E</u>	<u>2007F</u>	<u>2008F</u>
Total Starts	2,073,000	1,844,000	1,620,000	1,726,000
Single-Family	1,719,000	1,505,000	1,310,000	1,395,000
Multifamily units	35,400	33,900	31,000	33,100

Source: NAHB
A = actual, E = estimated, F = forecast

Note: In the previous issue (Partners In Progress, Fall 2006), the table on the back page was misleading. The column headings "7 Months 2005" and "7 Months 2006" were mislabeled (exchanged). The editor regrets the error.