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JULY-SEPTEMBER 2016

# ACOUSTICAL INTERIOR CONSTRUCTION



**ALSO  
INSIDE:**

***Award Winner Spotlight: ROCKFON***

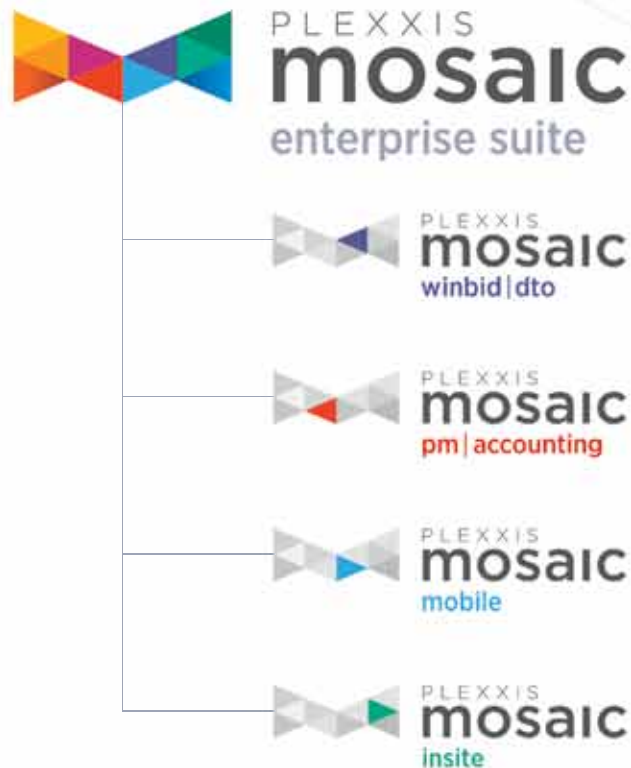
***Meet the 2016-2017 CISCA President &  
Board of Directors!***

***2016 Leadership Conference Preview***

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## PRESIDENT'S MESSAGE

**If you have not attended the Leadership Conference or Convention, plan to attend this year. Both have outstanding education events, networking and social events.**



BY JEFF HUDEPOHL, VALLEY INTERIOR SYSTEMS, 2016-2017 CISCA PRESIDENT

# A New Era



***Thank you for the privilege of serving as your president this year. CISCA is a great association and I am excited for the coming year.***

As I look towards the coming year, I am excited to build on what the presidents before me have done. My goals for this year are:

- Increasing member participation in events – if you have not attended the

Leadership Conference or Convention, plan to attend this year. Both have outstanding education events, networking and social events. The 2016 Leadership Conference is October 5-7, at Talking Stick in Scottsdale, Arizona and the 2017 Convention is being held March 26-30 in Las Vegas, Nevada. Mark your calendars today! Keep an eye on your mailboxes for more information!

- Increasing membership – We all know people/companies that would benefit from being a member of CISCA. Let's all ask one person to join this year! Then, let's get them to the convention and introduce them to all that CISCA has to offer!
- Continuing the momentum of the convention started in New Orleans. Las Vegas is a great place for a convention and the events are sure to be outstanding. Look for information on the convention in the magazine, your email and in the mail!

We are asking the Industry Marketing Advisory Committee to begin work on a new project this year. During the last fiscal year, the committee produced two white papers. If you would like to be on this committee, contact the CISCA office.

The Construction Excellence Awards are being totally revamped. New entry criteria as well as online submissions are in the works for the 2017 entries. Look for more information in the coming months.

You might notice a new look to this issue of the magazine. The association has chosen Naylor Association Solutions to produce the magazine. In addition to the magazine, Naylor will also bring more social media exposure for the association. The board is excited about what Naylor brings. We welcome your comments on this, and future issues.

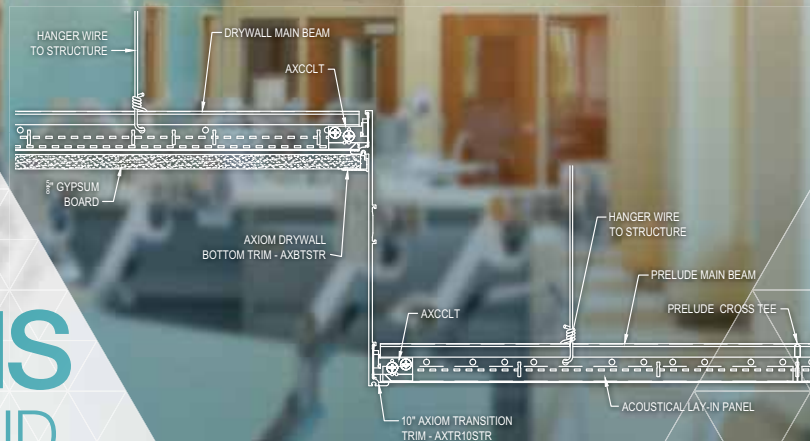
I look forward to the coming year. Please feel free to reach out to me at [ajhudepohl@visohio.com](mailto:ajhudepohl@visohio.com) if you need anything. ■

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The relationships I've had the privilege to develop within CISCA are so important, and you can't put a value on friendship and support.



BY JASON GORDON, HEARTLAND ACOUSTICS & INTERIORS, CISCA 2015-2016 PRESIDENT

# Moving Toward the Future



**W**elcome to your newly designed CISCA magazine! I hope you think it's as awesome as I do. This publication is one of many things we are improving as we continue to grow and move CISCA toward the future. Summer is in full swing and the leaders at CISCA have been busy kicking off our new fiscal year. As I sit at my desk on a beautiful Colorado day, I want to give you a recap of what was done during the 2015-2016 fiscal year.

- Convention: Attendance at the convention in New Orleans was up from the prior years. This is a good sign that members are realizing the value in attending. Our goal is to get even more members to the 2017 convention in Las Vegas on March 26-30, so start planning now to attend.
- Emerging Leaders: A committee has been formed that is responsible for recruiting new members and planning the education sessions. An in-person meeting was hosted by Armstrong and held

June 7-10. The 2017 in-person meeting will be hosted by Owens Corning and the 2018 in-person meeting is scheduled to be hosted by Rulon International.

- Leadership Conference: Our conference was held in Palm Harbor, FL, this year and was all about helping good leaders get better. We provided two days of training along with networking events, and Florida gave members a great vacation site for the family. Next fall we are headed to the beautiful Talking Stick Resort in Scottsdale, AZ!
- White Papers: We completed two white papers this year "Acoustics in Restaurants" and "Acoustics in Open Office." Both papers are on the website, so please check them out if you don't have a copy yet.
- Publications: Three publications were updated this year. We had a correction to one of the seismic publications and an update to our Metal Ceilings Technical Guidelines publication and to our Recommended Test Procedures for Access Floors publication.
- Sponsorship: We have a total of 26 sponsors, and you can find a complete list on our website. Thank you to everyone who supports CISCA by sponsoring. We wouldn't be here without you!

If you have read any of my previous articles, you know I've spent this past year talking about the vision of CISCA and the many benefits CISCA provides to its

membership. As a CISCA member, you are a part of a community that is committed to providing solutions to contractors through education, leadership and networking opportunities. The relationships I've had the privilege to develop within CISCA are so important, and you can't put a value on friendship and support. Please encourage others in our industry to join CISCA this year and start enjoying the benefits we have to offer.

My personal reflection of this past year for CISCA is one of growth. As author and success consultant Brian Tracy asserts, "You can only grow if you are willing to feel awkward and uncomfortable, when you try something new." This is so true. CISCA grew a lot over the past year and I encourage you to do the same in your life. Write at the top of your to-do list something you've always wanted to do... something that scares you... something that's beyond your comfort zone. Commit to making it your #1 priority tomorrow morning. Don't waste time thinking or worrying about it. Just do it.

I want to express my heartfelt thank you to our executive director, executive committee, board of directors, volunteers and members for their support and assistance this past year. You all helped to make this a great year and I appreciate all you did for CISCA. It has been my honor to serve as your president, and my door is always open if you want to reach out to me about anything. ■



# CISCA has partnered with Naylor to provide a Content360° content plan for the Acoustical Interior Construction magazine, e-newsletter, social media presence and more.

We are creating better content, increasing market awareness and improving member engagement with our new Industry Content Strategist.

## Our new Industry Content Strategist

As an extension of CISCA staff, our new Industry Content Strategist will oversee the content strategy, creation and distribution of our integrated content marketing and member communications program.

## Communications Gap Analysis

Naylor research sets a benchmark for understanding the wants, needs and behaviors of CISCA members, readers and advertisers. This leads to our ability to create more relevant content that is delivered when and how our members want it.

## Social Media Management

Naylor helps curate, integrate and cross-promote the content that is most relevant to our members.

## Improve communication and relationship building

The benefits of having a consistent editorial voice/persona in print, online and face-to-face will begin to emerge. Members and readers will feel a deeper connection with the CISCA brand and the people behind it.



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# CISCA News

## CISCA REMEMBERS RICHARD F. ZISKA

It is with a heavy heart we inform you that Richard F. Ziska, age 86, died Sunday, July 10, 2016, at his home with his loving family by his side. Dick retired as president/owner of The Myron Cornish Co. in Columbus, which he founded 40 years earlier. A long-time CISCA member prior to retirement, Dick is survived by his wife Marjorie, three children – including Rick Ziska of Williamson Builders – and many grandchildren.

Interment is to take place at St. Joseph Cemetery. In lieu of flowers, contributions in Dick's memory may be made to Twig #118, c/o Children's Hospital, 700 Children's Drive, Columbus, OH 43205.

Please keep the Ziska family in your thoughts and prayers.

## 11TH ANNUAL CISCA LEADERSHIP CONFERENCE

Registration is open for the 11th annual CISCA Leadership Conference! The conference will take place on October 5-7 at the



Talking Stick Resort in Scottsdale, Arizona. Head over to the CISCA website to register, check out the schedule of events and learn more about the education session, "Developing your Emotional Intelligence." For more information, read the preview article on the conference in this issue! ■

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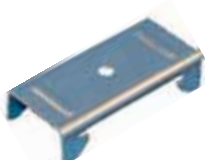
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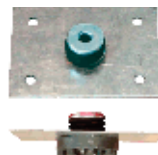
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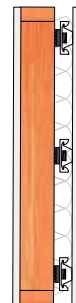


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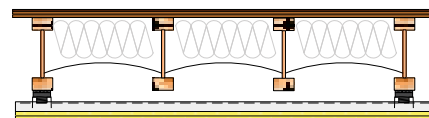
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# Meet the 2016–2017 CISCA President!

BY META L. LEVIN



Valley Interior Systems works on education, sports and entertainment, healthcare (as seen in the hospital above) and commercial projects.



**Jeff Hudepohl**  
President  
Valley Interior Systems

**N**ine years ago when Jeff Hudepohl joined a peer group composed of some of the top CISCA leaders, it never occurred to him that he would become president of the association that spawned them.

“It wasn’t an official CISCA organization, but we all were members and we often talked about it when we got together,” he says. Three years ago he was appointed to the CISCA Board of Directors and on July 1, 2016, he became its president. “I’m excited to serve this international association.”

A hard worker, Hudepohl initially dove into opportunities at CISCA: “I enjoy

meeting people from across the United States, and I feel it is good for our company to have had someone highly involved in CISCA.”

Hudepohl and two partners, Mike and John Strawser, own Valley Interior Systems, which they bought from the Strawser brothers’ father in 1997. Prior to that he had worked with Bill Strawser, the father, to help rebrand the company. Now another generation is involved. Hudepohl’s son, Chad, a civil engineer and graduate of the University of Kentucky, joined Valley Interior Systems as a project engineer after spending two years working for Turner Construction.

For the last year Hudepohl has been CISCA’s incoming president, carefully watching immediate past president, Jason Gordon, in an effort to prepare himself for assuming the presidency this year. Now he has some goals of his own.

“Last year we had a great president and a strong board,” he says. “I want to continue on the foundation that they built.” That includes increasing membership, as well as finding ways to encourage members to become involved in the organization and continue with their memberships. “The board is going to be heavily involved in that,” he says. “There are several plans we are considering.”

Between when he took office and the end of the year, Hudepohl hopes to captain a revamp of the construction excellence awards with new criteria and an online entry submission system. “We’re going to be busy,” he says.

Hudepohl is comfortable with change. During the 30 years he has been in the industry, he has watched numerous architectural



The Cincinnati Children’s Hospital represents one of Valley Interior Systems’ many projects.

changes in the ceiling world, especially the acoustic ceiling business. From plain 2-foot by 4-foot ceiling tiles to now award-winning metal or wood masterpieces and complex ceiling systems, Jeff has grown in the industry immensely.

His first job out of college was for an interior contractor, who dealt in dry wall, metal studs and acoustic ceilings. Two years later his boss asked him to move with him to Valley Interior Systems and in 1986 he helped rebrand the company.

Now things are different. “Architects dream, put it on paper and take it to us,” says Hudepohl. “They ask how you can help make this dream a reality. The contractor and the manufacturer team up to do that. Now we have sharp, award winning acoustic ceilings.”


That Valley Interior Systems has become known for its prowess as a specialty contractor has helped it grow to an \$85 million company with five locations in Ohio and, now, northern Kentucky.

Hudepohl loves the industry and is grateful that CISCA has given him an opportunity to give back. “I’ve always been interested in construction and have marveled at the way things are put together.”

In whatever spare time he has, Hudepohl plays golf, boats, owns several thoroughbred horses and roots for the Kentucky Wildcats. He loves to travel with his wife, Beth. Their daughter, Natalie, is an RN, working in the Neonatal Intensive Care Unit at Vanderbilt University’s Children’s Hospital.

He also is proud of his mentoring work. Valley Interior Systems has ownership in Alpha & Omega, a minority owned company, as part of a program to promote inclusion in the construction industry. Through mentoring, as well as help with financing, the company has grown to the point that it has become a full contract holder. “It’s satisfying,” he says.

Hudepohl is looking forward to his work as CISCA president. “I am excited about this upcoming year,” he says. ■



**I enjoy meeting people from across the United States, and I feel it is good for our company to have had someone highly involved in CISCA.**



# Meet the 2016-2017 CISCA Board of Directors!



**Jason Gordon**  
*Immediate Past President*  
Heartland Acoustics & Interiors

Jason is CEO and president of Heartland Acoustics & Interiors, which is headquartered in Englewood, Colorado and services the entire Rocky Mountain region with a second office in San Diego that services the Southern California region. Jason's dad has been in the ceiling business since the 1960's, and Jason has been around the acoustical ceiling business his entire life. Jason worked for North County Acoustics in San Diego in the 90s, and then returned to Kansas State University to finish his degree in Construction Science and Management. After graduating from KSU in 1998, he started Heartland Acoustics & Interiors in the Denver area. He is a long-time member of CISCA and has been on the CISCA board since 2013. Jason and his wife Christi have two teenage children and live in Parker, Colorado. He enjoys spending time at home with his family, working on projects in his garage and camping in the mountains.



**Paul Gallagher**  
*Incoming President*  
C. J. Coakley Co., Inc.

Paul leads C. J. Coakley Co., Inc., an interior subcontractor servicing the Washington D.C., Maryland and Virginia areas. After an internship and receiving his BSc degree in Construction Engineering and Management from the University of Ulster in Northern Ireland in 1992, Paul joined C. J. Coakley Co., Inc. He has worked for the company since his graduation and became vice president in 2014. He has worked on several unique and prestigious projects in the Metropolitan D.C. area, including the Newseum. The Newseum, which opened in 2008, won Washington Building Congress' Star Award and CISCA's Gold Award for the Eastern Region in 2009. Paul is married to Beth and has five children, two of whom are currently in college, one at UVA and the other at its state rival, VT. Outside of work, Paul enjoys participating with the kids' sport activities, exercising and playing music.



**Garrett Larson**  
*Secretary-Treasurer*  
Golden Valley Supply Co.

Garrett is active in sales and operations for Golden Valley Supply Co., in Minneapolis, MN. Golden Valley Supply Co. has five locations servicing the upper Midwest region, supplying acoustical and interior finish building materials. Garrett started his career in the ceilings industry at the age of 15, working in the warehouse and later delivering ceilings for the family business. After graduating from the University of St. Thomas, Garrett spent 8+ years in the IT industry where he owned his own IT consulting business, contracting his services to several large corporations in the Twin Cities area. In 2009, Garrett returned to the family business and has fulfilled many different roles including sales, business development, operations, strategic account sales and of course IT. Upon his return to GVS, Garrett also became actively involved in CISCA, participating in the Education Committee as well as the Emerging Leaders. He has also attended all CISCA Conventions



and Leadership Conferences, since 2009. Garrett and his wife Tara recently married in the summer of 2014. In his free time, Garrett enjoys spending time on the lake, golfing, skiing and hunting.



**Dave Chaffee**  
*Contractor Director*  
**E&K Companies, Inc.**

Dave is president and CEO of E&K Companies providing leadership for E&K's premier specialty contracting services available from its Kansas City, Omaha, Denver, Phoenix and Chicago construction offices. After graduating from Kansas State University in 1996 with a degree in construction science and management, he joined E&K as a project manager in Kansas City, was promoted to senior project manager in 1999 and eventually moved to Chicago in 2004 to establish the drywall division there. He was promoted in 2007 to president of the Chicago Unit and in 2013, Dave returned to Kansas City to assume the more organizational, global leadership position which he holds today. Dave has enjoyed his membership in CISCA and is pleased to continue service to the industry in his role as a board member. He and his wife, Margaret – along with their three daughters, Zoey, Ella and Molly and son, Geno – call Kansas City home. He enjoys spending time with his family participating in water sports and other outdoor activities.



**Paul Corr**  
*Manufacturer Director*  
**Armstrong Ceiling Solutions**

Paul is Vice President, commercial sales East & Latin America, of Armstrong Ceiling Solutions. The majority of his 37-year career has been in the Commercial Ceilings business, holding field sales and sales management assignments, in addition to a variety of division-level marketing, channel management and business development roles. Prior to his current role, which he assumed in 2008, he was vice president, sales & marketing for Armstrong's retail ceilings business. Paul is a proud grandfather of four grandsons, an avid golfer and a recently retired high school basketball officiator after a 27-year career. He resides in Lancaster, Pennsylvania with his wife of 35 years, Ellen.



**Herb Golterman**  
*Manufacturer Director*  
**Golterman & Sabo**

Herb is president and CEO of G&S Acoustics, a subsidiary of Golterman & Sabo Holding Company. G&S is a manufacturer of specialty acoustical products located in St. Louis, Missouri. Herb's career spans 31 years, starting out in the sales department and working his way to CEO of this third-generation, family-owned company, which began operations in 1946. A graduate of Lawrence University, Herb has extensive experience with manufacturing custom

acoustical products for the construction market. His expertise encompasses architectural sales, manufacturing methods and construction processes. Married to wife Laura, Herb has two daughters, Carey and Jennifer; two sons-in-law, Jason and Jim; and six grandchildren, Jack, Lila, Charlie, Marlow, Will and Bennett. Herb enjoys spending time with his family, as well as playing golf and pickleball.



**Mike Granatino**  
*Distributor Director*  
**Winroc/SPI**

Mike has been an active part of the construction products industry for thirty-three years. The company he works for, Winroc/SPI, is a division of Superior Plus with distribution branches throughout Canada and the US. In his career, Mike has developed mutually beneficial relationships with major vendors of commodity products such as drywall, steel studs, EIFS, as well as a vast array of specialty interior products, especially acoustical materials. His rapport with customers spans throughout the country, most recently in the Eastern United States. Mike has been with Winroc/SPI for the past five years as a Regional Manager in the Southeast, Midwest and Northeast regions. Mike has previously served on the board of directors of CISCA in '01. Mike studied business at City College, San Francisco. Mike and his wife Mena, who have been married for 33 years have four sons: Jacob, a consultant with Booz Allen Hamilton in Knoxville TN; Frank, a partner with Goering and Granatino CPA; John, a writer and improv actor in Asheville, NC; and Vincent, civil and environmental engineer with UES in KC, MO. Mike enjoys golf, traveling with Mena, watching Notre Dame football and spending lots of time with his new Grandson Marco.





**Rick Hanson**  
Contractor Director  
Sorlie Acoustics, Inc.

Rick Hanson is the president and owner of Sorlie Acoustics, Inc., a commercial ceiling specialty contracting business, where he oversees all operations within the business, including Sorlie Boat Storage. Rick has been involved with the corporation since its inception 32 years ago, and is the prime estimator for Sorlie Acoustics. Sorlie Acoustics, Inc. services Northern Minnesota and Wisconsin. He has worked in the construction business for 42 years. Within his career, he has been engaged in many large projects throughout Northern Minnesota and Wisconsin. He is currently serving his 4th term as President of Duluth Builders Exchange. Prior to that, he served one year as Vice President and two years as a board member. Rick has been a member of CISCA for three years. Rick and his wife Cyndi have been married for 38 years. They have two daughters, one married with two children and one that lives in Philadelphia. In addition to golfing and biking, Rick enjoys all that entails with living on a lake; fishing, boating, snowmobiling and cross-country skiing.



**John Medio**  
Manufacturer Director  
ROCKFON LLC

John Medio is ROCKFON's president for the Americas, an industry-leading provider of acoustic stone wool ceiling panels, specialty metal ceiling panels and ceiling suspension systems. He directs the company's steady financial growth and market expansion, including ROCKFON's first North America manufacturing facility currently under construction in Mississippi. Before joining Chicago Metallic, Medio worked at Anderson and Deloitte providing tax and accounting consulting to various small businesses and high net worth individuals, specializing in complex international legal structures and esoteric securities transactions. Medio is a Certified Public Accountant (AICPA) and a Chartered Financial Analyst (CFA Institute). He earned his bachelor's degree in accounting from DePaul University in Chicago. A life-long resident of the Chicago area, Medio lives with his wife and three young children.



**Alan K. Skinner**  
Contractor Director  
Skinner Interior Systems, Inc.

Alan is the president of Skinner Interior Systems, Inc., which is located in Phoenix, Arizona. The company services the entire state of Arizona. Alan founded the company in March 1993. Alan and his team have built

a very well respected medium size company with many long term clients and many loyal employees. Alan started his career as union apprentice carpenter in 1977, and has worked his way up to a journeyman carpenter, field superintendent, project manager and estimator. Before starting SIS, Inc. Alan worked in distribution as an outside salesman for Acoustical Material Services of California. Alan has served on past CISCA Boards of Directors. Alan has been a member of American Society of Professional Estimators for 22+ years. Alan has been very active in the local chapter and has served as president in the past. Alan and his wife Patricia live in Peoria, Arizona and are very involved in their community and family. They have four grandchildren. Alan enjoys golf, skiing, hunting, fishing, boating and traveling.



**Ron Rice**  
Manufacturer Director  
Hunter Douglas Architectural Products

Ron is general manager of Hunter Douglas Architectural Products and vice president of sales and marketing at Hunter Douglas Ceilings in Atlanta, Georgia. Ron has been involved in the ceilings and Division 9 business since 1985 when he started as a sales representative for DONN Corporation, then transitioned into sales management with USG Interiors in Atlanta and Dallas. Ron concluded his USG career as General Manager of the L&W operations in the southeast, before moving into the Division 5 world with a light gauge steel fabricator. Ron then became a sales manager for Steelcase's Division 10 visual display operations. But, the ceilings habit was always with him and in 2005 he was able to join Hunter Douglas and become its general manager for the metal ceilings unit. Ron played football and graduated from Georgia

Tech with a B.S. in management science and earned his M.S. in international studies from University of Texas-Dallas. Ron lives in Duluth, Georgia with his wife, Kristi, and has two daughters, Maggie and Erin. Besides travel with Kristi and daughters Maggie and Erin, Ron's hobbies are Georgia Tech football and researching the crossroads of empires in the 15th-16th Centuries.



**Dave Vanosdall**  
*Independent Rep Director*  
**Lanton Associates, LLC**

Dave is a Partner at Lanton Associates, LLC in Tempe, AZ. Lanton is an Independent Manufacturer's Rep servicing Arizona, Las Vegas, Southern California, and Hawaii. Dave began his construction career with Donn Corporation in 1973, followed by assignments at USG Interiors, CENTRIA, and Fry Reglet. Dave previously served on the CISCA Board from 1991-1993. Dave is a 1972 graduate of Bowling Green State University. He and his wife of 42 years, Sandie, reside in Paradise Valley, Arizona. They have two grown children. Dave enjoys all types of sports, as well as travel and photography.



**Dominic West**  
*Distributor Director*  
**Western Interior Supply Ltd.**

Dominic is the technical sales representative for Western Interior Supply based in Denver, Colorado, where he started

working in 1996. Western Interior Supply also has an office in Colorado Springs and they service primarily the Front Range, specializing in acoustical products for ceilings and walls along with many other specialty finishes. Dominic was born and educated in England, UK, where he ran his own successful building company for 10 years before emigrating to the USA. He moved to Denver in 1992, initially working on DIA for a commercial interior contractor as a foreman/superintendent. Dominic lives in Lakewood, Colorado with his wife of 5 years Sally, a fellow Brit, and his two Golden Retrievers. He has two children: Ben and Harriet. When not working, Dominic enjoys skiing, fly fishing, hunting, construction projects at home and riding his ATV in the Rocky Mountains.



**Eric Mau**  
*Independent Rep Advisor*  
**Mau, Inc.**

Eric is president of Mau, Inc. in Mount Prospect, IL. Eric "Doc" has been in the ceiling and interiors business since 1985. After graduating from the University of Iowa in 1985 he went on to work for USG in their ceiling tile division as a sales representative. He was transferred to Kansas City where he called on several current CISCA members. After moving on from USG in 1988, he went to work for a Chicago distributor, Central Acoustical Supply House. He sold specialty interior products for CASH until 1994 when he started Mau, Inc. He currently has two employees and covers the Chicagoland and Midwest region with several different specialty vendors as an Independent Manufacturers Rep. Eric and his wife Laura have two boys, one who is in college and one who works in the industry. Eric and his family enjoy summers at the lake house, golf, water skiing and traveling.



**Scott Qualls**  
*Manufacturer Advisor*  
**United States Gypsum Company**

Scott is currently director of sales for USG's Ceiling Division. His national sales organization is responsible for architectural sales, strategic accounts and contractor specialties. After graduating from Duke University in 1975, Scott has held regional, national and executive sales and marketing positions with leading manufacturers specializing in the ceilings, interior construction, contract furniture and sports surfacing industries. Along with his wife (Sherry), daughter (Nicole) and son (Brent), Scott enjoys sailing, traveling, home remodeling, scoping out new restaurants as well as enjoying an occasional round of golf, tennis, or cross-country skiing. Scott and Sherry live in Lancaster, PA. ■

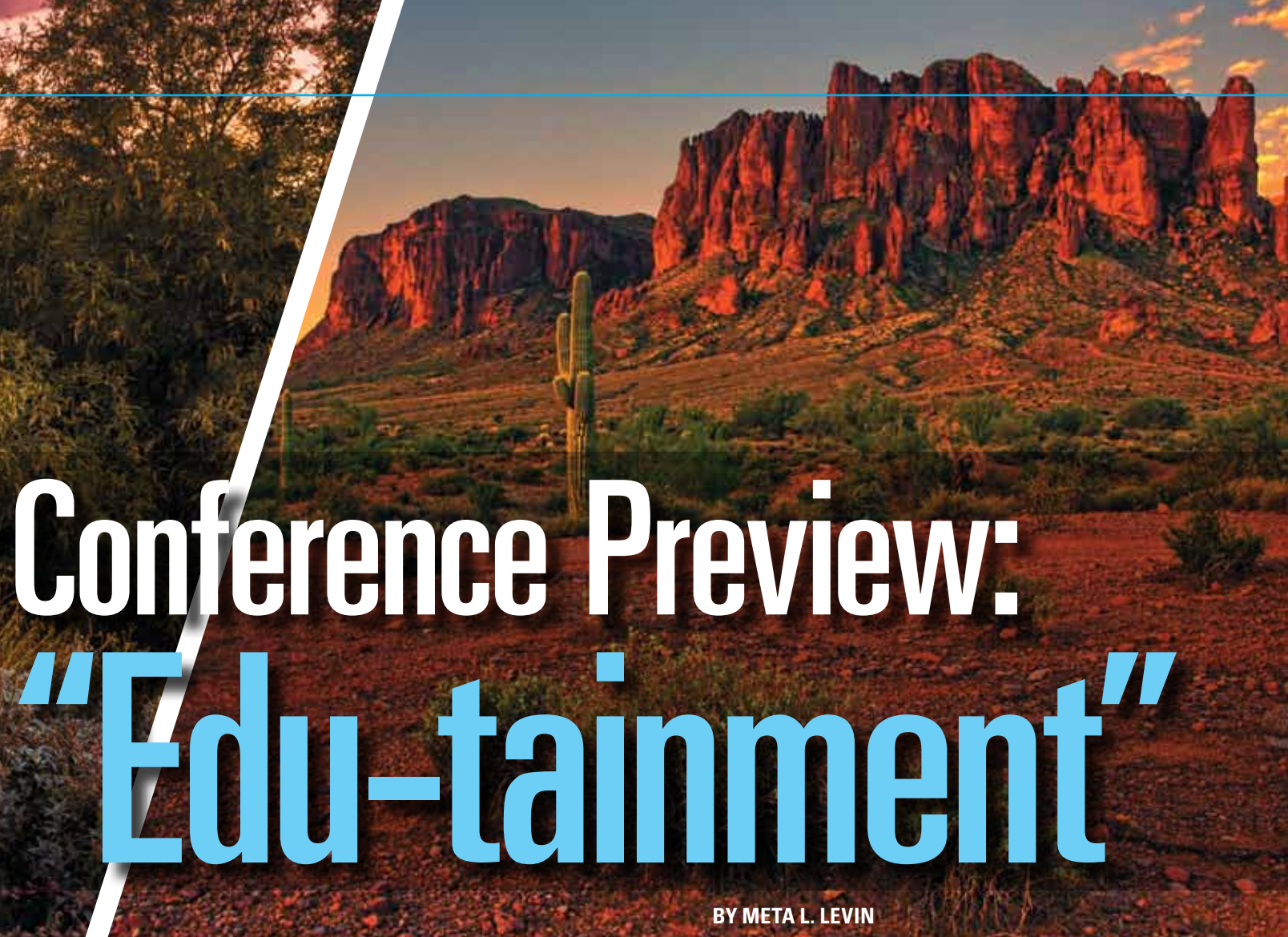




# CISCA 2016 Leadership Networking, Training &







# Conference Preview: “Edu-tainment”

BY META L. LEVIN



**It's not going to happen the first or second time, but as trust grows, there is a freer exchange of ideas.**

**J**im Walaszek admits that he wasn't sure what to expect the first time he attended CISCA's annual Leadership Conference nearly seven years ago.

He found opportunities to build relationships with a number of colleagues from around the country through his participation, as well as leadership education. But, he cautions, building the kinds of valuable connections he has, takes time and effort. "It's not going to happen the first or second time, but as trust grows, there is a freer exchange of ideas," says Walaszek.

And that is what CISCA's annual Leadership Conference is all about. Scheduled for October 5-7, 2016 at the Talking Stick Resort in Scottsdale, Ariz., the event will feature lectures, seminars and workshops led by Beth Bednar, a speaker, trainer, author and former television personality. There also will be plenty of opportunity for golf and even horseback riding excursions.

"It will focus on leadership training and fun," says Brad Sampson, education chair for the conference. The Talking Stick Resort features two outdoor pools, a full service spa, a golf course, casino and a nightclub.





## FEATURE

While CISCA does mount a yearly convention, Sampson and Walaszek emphasize that there is little time for intensive relationship building at the same level as the Leadership Conference. Whenever he goes to the convention, Sampson finds that there is so much going on and a lot more people, so that it is difficult to develop the kind of relationships and trust that he can at the Leadership Conference.

It's the intimacy of the Leadership Conference that makes it so valuable, says Matt Cline of E&K, Kansas City (an emerging leader), who attended for the first time last year. "There was a lot of camaraderie," he says.

For this year's conference, Bednar will focus on emotional intelligence. Studies have shown that consistently top performers understand how to control their emotions, how to gain respect, how to gain concessions with the team and make sure everyone is on

the same page, says Sampson. "Emotional influence is both positive and negative," he says. "There has to be a happy medium in order to get the most out of people."

Bednar is uniquely qualified to talk about this subject. She has a varied background, from 20 years in the television industry, to a white and blue collar business owner and manager. Now she is a speaker, an author and does international mission and humanitarian work. Her programs include what she refers to as "edu-tainment" – a combination of education and entertainment.

Last year Cline was particularly pleased that he was able to bring his wife and infant son and is happy that they are welcome again this year. "Attendees are encouraged to bring spouses and families," he says. "They encourage a family atmosphere."

However, the biggest take away is the value of developing relationships in the industry and the opportunity to do so. ■







Talking Stick Resort is a luxurious Four-Diamond Scottsdale resort, with a 300,000 square foot casino, one of the largest in Arizona.

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**Join us for the 2016 Leadership Conference  
October 5-7 in Scottsdale!**





# Hidden Risk:



BY MARK J. TROXELL AND SHANE RICCIO

**A**s many of you can attest, the economic recovery has continued to keep backlogs flush, but that has only heightened the need to find and retain skilled workers. The construction industry has some unique challenges in finding and retaining enough qualified candidates to fill all available positions. If you're fortunate to find a skilled candidate, the process cannot stop there. After hiring, it is important that you have a structured onboarding process to train new people on safe work practices for the types of hazards they will encounter on the project and to properly acclimate





**A company with a structured, well-executed onboarding program conveys it is well-run, values its employees, and expects its employees to work safely as a condition of employment.**



# Employee Recruitment and Retention

them to the desired safety culture. This is the only way to keep a safety culture intact.

A new hire's first impression of a company can set the stage for the rest of their employment. A company with a structured, well-executed onboarding program conveys it is well-run, values its employees, and expects its employees to work safely as a condition of employment. A company that lacks or has a poorly structured onboarding program conveys it is disorganized and indifferent to employee safety.

As backlogs boom, maintaining a successful onboarding process is increasingly critical to not only efficiently complete projects, but also manage risk. The most effective programs will:



### HIRE THE RIGHT PEOPLE

It is often said that people are our greatest asset. Let's take that a step further because it is more than just hiring people. It is about hiring and retaining the *right* people that are physically capable of performing tasks on a continuous basis, placing those people in the proper position within your organization, training them to perform assigned tasks safely, and motivating them to be successful.

The Construction Industry Institute (CII) reports that "contractors with employee retention rates of 80 percent or higher realize increased job profits, complete more projects on time or ahead of schedule, and have better project safety performance."

### ESTABLISH GOALS & EXPECTATIONS

It is important to discuss company values and goals with each new hire to establish expectations for continued employment. Our most successful clients have safety as a core value. When you review core values, emphasize the company's commitment to a safe work environment and expectations regarding safety — this sends a powerful message to any new hire.

Managers should take the time to meet weekly with new employees during their probationary period to answer questions and show interest in the new hire's employment.

### REVIEW POLICIES & PROCEDURES

Spend the time to thoroughly review your organization's policies and procedures. Employees must know company requirements and expectations regarding substance abuse, work hours, appearance, workplace discrimination, treatment of others, employment accountability, etc. Include client expectations in the discussion if a new employee is reporting directly to a jobsite.

An employee handbook is helpful to a new hire.

It provides workplace guidelines and the employee can refer back to it as a resource document. Have the employee sign a document that acknowledges company policies and procedures have been explained to them.

### PROVIDE WORKPLACE SAFETY TRAINING

The safety orientation process is the company's first opportunity to review safety expectations and procedures in detail. The orientation should take place prior to a new employee working on site. The safety orientation should not be rushed; you need to detail behavior expectations, workplace safety requirements, and emergency procedures.

The safety orientation should not be the end of a new hire's safety training. Employees should receive hazard-specific safety training prior to being asked to perform a task. The hazard safety training must meet OSHA's requirements, but it is important that the training include safe work procedures established by the company. The safe work procedures may exceed minimum OSHA requirements.

### ASSIGN A MENTOR

It is beneficial to utilize one of your high-performing employees as a mentor. The mentor can help the new hire become comfortable on the job and answer questions. We also recommend that new hires be identified by the color of their hard hats. If a company has a specific color or logo on their hard hat, the new hire has to earn the hard hat with the logo by showing their commitment to safety. We suggest letting the mentor and the manager on site be the judge of the new hire's commitment to safety.

### ESTABLISH A PROBATIONARY PERIOD

If permitted, establish a probationary period. A 90-day probationary period gives both you and the new hire time to see whether or not you're truly a good fit for each other. Of course, some new hires may not make it through the probationary period. Do not be afraid to terminate employment for cause if you feel the employee is going to injure themselves or others by using unsafe work practices or not showing up to work.



### DEVELOP AN ONBOARDING CHECKLIST

Create and maintain a file of a simple checklist to make sure that no steps were missed in the onboarding process.

### BENEFIT FROM LOWER PREMIUMS

Hiring the right workers for the right positions at the right times requires consistent attention to all of the above tactics. But it's a smart investment because by following these protocols, you can cultivate a more skilled workforce that upholds a commitment to safety. As a result, you will reduce the frequency and severity of claims over time and that will ultimately reduce insurance premiums. ■

*Mark J. Troxell, ARM is vice president of safety services at The Graham Company, a member of multiple AGC chapters. With over 28 years of safety and loss control experience, Mark is responsible for overall direction of the firm's Safety Division and providing safety consultation to construction and maritime clients. He can be reached at [atmtroxell@grahamco.com](mailto:atmtroxell@grahamco.com). Follow Graham on Twitter @TheGrahamCo or follow the firm's Risk Matters blog for the latest insights.*

*Shane Riccio is a producer at The Graham Company. As a producer, Riccio focuses on business development for the firm's Construction Division. He specializes in creating risk management programs for large privately held companies with complex operations and demanding insurance needs. He can be reached at [sriccio@grahamco.com](mailto:sriccio@grahamco.com). Follow Graham on Twitter @TheGrahamCo or follow the firm's Risk Matters blog for the latest insights.*



Nothing drives home the value of

# speech privacy

like finding a space to discuss ceiling solutions for



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**Should Users Use**

# **Social Media for Work Collaboration?**

**BY SUMIT PASUPALAK**







**S**ocial media is a powerful communication tool to share information and build relationships, as individuals and brands. It can also be a significant distraction in the workplace, where people use social media to attend to personal matters rather than focus on work responsibilities. Despite this possibility, companies are now considering how to turn social media into a valuable work resource.

Salary.com's "2014 Wasting Time at Work" survey revealed that 4 percent of total work time (online and offline) wasted was on social media. Looking at online activities, employees spent 23 percent of their online time on Facebook, 1 percent on Pinterest and 1 percent on Twitter. This may pose a challenge to business productivity.

Enterprise social media is on the rise, as organizations seek means to improve internal communications across departments. Better communication translates into higher levels of employee engagement, motivation and performance. The opportunity to utilize a technology at work that people use every day to connect with their loved ones could be what boosts collaboration in the office and breaks down barriers across departments.

Microsoft created a Whitepaper called The Rise of Enterprise Social Networks, using various survey data reported some interesting statistics on employee engagement and the impact of social networks on business:

- 73 percent of employees are disengaged (Isaac Getz/ESCP Europe School of Business)

- Employees are 4X more likely to be engaged at companies with enterprise social networks (PulsePoint Group/Economist Intelligence Unit)
  - 60 percent of employees believe that social media promotes creativity and innovation (Microsoft)
  - 61 percent of employees believe that enterprise social media improves communication and collaboration (Microsoft)
- These statistics are eye opening, yet somewhat troubling. What is happening in the office that makes so many workers not interested in their employer? Certainly, company culture plays a significant role. If leadership is too rigid and fragmented, then employees will shut down. If leadership is interested in their employees' level

**Salary.com's "2014 Wasting Time at Work" survey revealed that 4 percent of total work time (online and offline) wasted was on social media.**

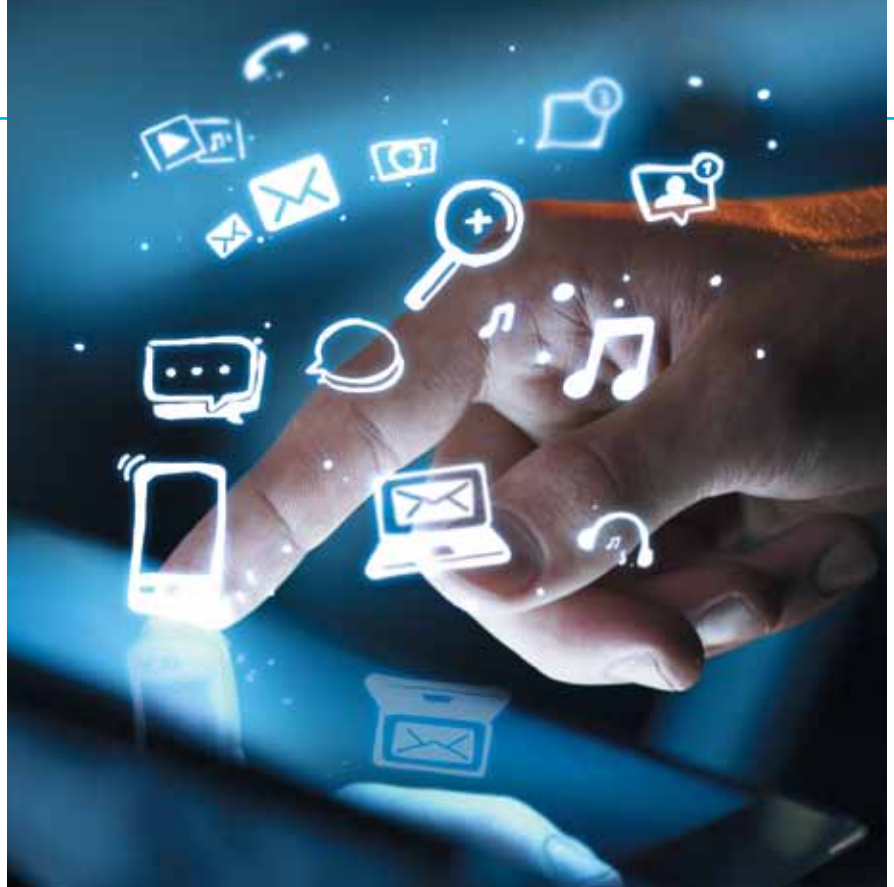
of satisfaction, then they need to make them feel a part of the business and be active in it.

Social media has truly changed the way many of us conduct business from sales to IT. Telecommunication firms, like Verizon and Optimum, have turned to tools like Twitter for help desk support. These businesses are becoming models for how IT can work within the corporate intranet and have begun to spark interest in tools like IT ticketing systems. We've seen project management go this route too, using tools like Slack, Trello and Basecamp as a means to collaborate and communicate.

Those individual tools work great, but often those are limited in transparency. If the intent is to break down silos, enterprise social media tools like Yammer and SocialCast are connecting people to interact beyond assigned projects. They are allowing employees to get to know each other by learning and sharing. Companies are creating roles for internal community management and social media management to encourage communication, idea exchange and collaboration.

While enterprise social media can be a wonderful thing, it really comes down to how the company supports it. Here are some things to consider when deciding to implement an enterprise social network at your company:

1. **Company Policy:** Leadership should have internal and external communication policies in place. If not, it's time to draft one! Your company should provide guidelines on the types of information and interactions that should take place on the network, noting what will be permitted and what will be moderated. Your policy should set structure without being a barrier.
2. **Human Resources:** To make enterprise social media work for your business, you will need to build a team to support and manage it. Community and social media managers should be empowered to encourage engagement and collaboration by setting examples, moderating activity and supporting employee usage.
3. **IT Infrastructure:** When implementing new technology, your current systems



need to be evaluated to support it. You also need to have a team that is knowledgeable on how these networks function. If you have a unified communication system in place, the enterprise social network should be a part of it and not a standalone communication tool. It needs to be accessible, yet secure.

4. **Company Culture:** Not only will leadership need to buy into the idea of an enterprise social network, your employees will too. Communication is key in any sort of change, big or small. Therefore, there needs to be interest and excitement built by demonstrating the operations and the benefits to business. Once you have

adoption, you may begin to see a change in your company's culture to promote a sharing environment.

Will enterprise social media work for your business? Simply having a network isn't enough. You as a leader need to be a part of it. Your employees will let you know by how engaged and motivated they are; social media is only as powerful as those using it. ■

*Sumit Pasupalak is the founder of Ubiq, allowing anyone to walk into a meeting room and start a wireless presentation in less than 1 second. Sumit is on a mission to make meetings wireless, collaborative and productive.*



## A Guide on the Four Categories for Acoustics Criteria in

# Building Standards and Guidelines

BY GARY MADARAS

**T**he acoustics section in a building standard or guideline could leave anyone but acousticians confused. Most acoustics criteria fall into one of four categories. Knowing about all of the categories can help CISCA members quickly find the relevant information.

### 1. PREVENT EXCESSIVE REVERBERATION AND LOUDNESS INSIDE OCCUPIED SPACES.

Provide the appropriate amount of sound-absorbing surface materials inside occupied rooms on the ceilings, walls or floors.

*Key sound absorption metrics in the standards and guidelines:*

- NRC (Noise Reduction Coefficient) – Percent of the noise absorbed by the material
- T60 (Reverberation Time) – Time required for the sound level to decrease 60 decibels

When NRC values are specified in the standards and guidelines, they generally apply to ceilings in conference rooms and open offices, and are in the mid to high range of 0.80 to 0.90. T60 is the more common criterion and values of 0.60 seconds or shorter are typical.

The main acoustic purpose and strength of suspended ceilings is sound absorption. Additional absorption on the walls and floor may only be required if the ceiling does not provide enough sound absorption; for example, when the NRC is less than 0.70, or when parts of the ceiling are intentionally left sound reflective to project sound.

The equation below can be used to convert T60 into ceiling NRC. This equation may be conservative if other absorption on the floor or walls is present.

$$NRC = \frac{0.05 * \text{Room Volume}}{T60 * \text{Ceiling Area}}$$

## Guidelines

FOR DESIGN AND CONSTRUCTION OF

## Hospitals and Outpatient Facilities

The Facility Guidelines Institute

2014 edition



Includes ANSI/ASHRAE/ASHE  
Standard 170-2013:  
Ventilation of  
Health Care Facilities



## 2. LIMIT OCCUPANT NOISE TRANSMISSION BETWEEN INTERIOR ROOMS.

Construct rooms, including slabs, walls, windows, doors and penetrations so that they limit the amount of occupant noise that transmits between rooms.

*Key interior sound blocking metrics in the standards and guidelines:*

- STC (Sound Transmission Class) – The sound blocking capacity of a wall or other assembly.
- NIC (Noise Isolation Class) – The total sound blocking capacity between two rooms as measured in the field after construction is complete.

Most standards and guidelines require sound isolation levels of STC/NIC 40, 45 or 50+.

The use of STC indicates that demising walls extend vertically from slab to slab and all penetrations are sealed airtight. Relying on a modular acoustic ceiling alone – for example, when the wall stops at the ceiling and does not completely block off the plenum – cannot provide the levels of isolation required by the standards and guidelines. A modular, acoustic ceiling does not have enough mass to block sound. The lights, air devices and other elements also result in noise leaks, worsening performance. For these reasons, CAC (Ceiling Attenuation Class) is not a part of most standards and guidelines.

Glass wall systems and windows should be limited in size and insulated and/or laminated to increase their sound blocking capacity. Doors should swing, not slide, and have full perimeter seals.

## 3. LIMIT EXTERIOR ENVIRONMENTAL NOISE TRANSMISSION INTO THE BUILDING.

Construct the building's envelope, including the roof, façade, windows and doors, so that they limit the amount of exterior environmental noise that transmits into occupied rooms.

*Key exterior sound blocking metrics in the standards and guidelines:*

OITC (Outdoor Indoor Transmission Class) – The sound blocking capacity of a roof, window, building façade or façade component.

OITC values required for the building shall vary greatly based on the use of the building and the noise levels on and around the site. OITC values range from 35-40 for a relatively quiet site up to 60 for a very noisy site.

## ACOUSTIC PERFORMANCE METRICS IN BUILDING STANDARDS AND GUIDELINES

Standard/Guideline	Room Type	Absorption	Blocking (Interior) <sup>1</sup>	Blocking (Exterior)	Background Noise
WELL Building Standard	Open Office	NRC 0.90 <sup>2</sup> T60 0.50	Not Applicable	50 dBA inside	NC 40
	Closed Office	-	NIC 40	50 dBA inside	NC 35
	Conference	NRC 0.80 <sup>2</sup> T60 0.60	NIC 53	50 dBA inside	NC 30
LEED (version 4)	Open Office	T60 <0.80	Not Applicable	-	-
	Closed Office	T60 0.60	STC 45-50	-	-
	Conference	T60 0.60	STC 50	-	-
The Facility Guidelines Institute (FGI) <sup>3</sup>	Healthcare - Patient Room	Room Average NRC <sup>4</sup> 0.15	STC 45	OITC 25-40	NC 40 or 45 dBA
ANSI/ASA S12.60	Schools - Classrooms	T60 0.60-0.70	STC 50	OITC 36-56	35 dBA 55 dBC
Collaborative for High Performance Schools (CHPS) (US-CHPS Criteria) <sup>5</sup>	Schools - Classrooms	T60 0.60-0.70	STC 45	40 dBA inside 60 dBC inside	35 dBA 55 dBC
<b>Most Common Metric</b>		<b>T60 0.60</b>	<b>STC 45-50</b>	<b>OITC<sup>6</sup> 35-40</b>	<b>NC 30-40 35-45 dBA</b>

1. Having an STC rating for wall construction typically indicates that the wall is full height from slab to slab. Note that CAC (Ceiling Attenuation Class), a measure of a ceiling panel's blocking capacity is not typically in acoustic standards and guidelines. Using a suspended, modular, acoustic ceiling alone to block sound does not meet the expected level of sound privacy performance between rooms.
2. Values are for ceilings and are minimums. Additional absorption on walls also may be required.
3. Guidelines for Design and Construction of Hospitals and Outpatient Facilities, 2014 edition.
4. NRCs of all surfaces are used to calculate a minimum room average absorption coefficient.
5. Core CHPS metrics. Regional versions of the CHPS criteria, e.g. NE-CHPS v3, may be more stringent.
6. Assumes a relatively quiet project site.





In open spaces, where sound blocking between rooms is not important, using ceiling panels with a NRC rating of 0.90 or higher can lead to compliance with maximum mechanical system and exterior noise levels by absorbing noise that has already entered the room.



Using high-performance ceiling panels with NRC ratings of at least 0.90 can lead to compliance with the required maximum reverberation times even when there is no other sound-absorbing surfaces in the room.



Using modular, acoustic ceilings alone to block sound does not comply with isolation requirements. To comply with both sound absorption and sound blocking requirements, use full height walls or plenum barriers in combination with high NRC ceiling panels.

Higher OITC values can result from more massive exterior wall and roof construction and selecting acoustically rated window or curtainwall systems.

#### 4. LIMIT NOISE LEVELS GENERATED BY BUILDING MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS INSIDE OCCUPIED ROOMS.

Design the building systems appropriately, select quiet equipment and include noise and vibration control measures to limit the background noise levels.

*Key system noise control metrics in the standards and guidelines:*

- NC (Noise Criterion) – Building system background noise level classification.
- dBA or dBC (weighted decibels) – broadband sound level that is either A-weighted or C-weighted to better represent how people hear sound.

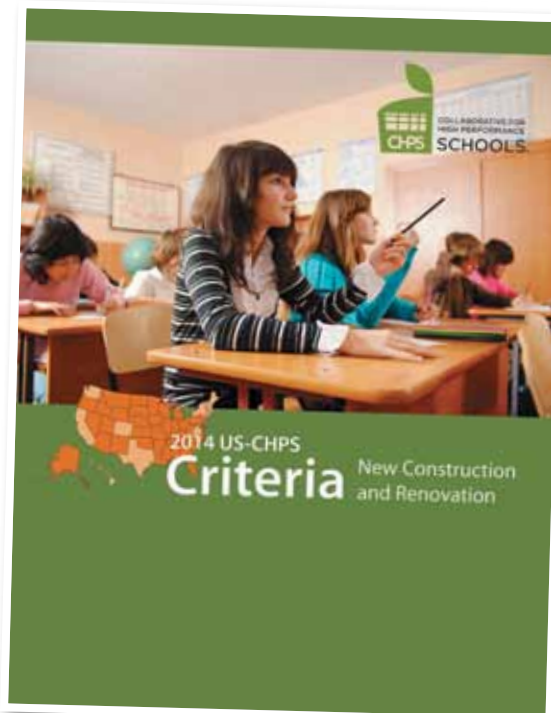
NC values for most rooms vary between NC-25 (quiet) to NC-35 (normal). Some open

offices, corridors, waiting rooms and lobbies may have higher values (NC-40).

Complying with the background noise levels in the standards and guidelines relates mostly to the design of the building system themselves. However, having sound absorption inside occupied rooms can help to decrease perceived background noise.

The summary table on the opposite page should assist with understanding these four categories for acoustics criteria in building standards and guidelines. ■

*Gary Madaras, PhD, Assoc. AIA, leads Optimized Acoustics™ at ROCKFON and represents the company as a CISCA member. He also is a full member of the Acoustical Society of America and chairs the society's Healthcare Acoustics Subcommittee; a member of the Institute of Noise Control Engineering and a member of the Canadian Acoustics Association. Learn more at [www.OptimizedAcoustics.com](http://www.OptimizedAcoustics.com).*





# Gold Award Winner Spotlight:

## ROCKFON's James Michael Flaherty Building

BY META L. LEVIN



# W

hen visitors enter the James Michael Flaherty Building, the warmth of the faux wood ceilings contrasts with the clean look and lines of the metal panels, which lends a welcoming, impressive feel to the entrance and lobby areas. And that is in large part thanks to ROCKFON, a provider of acoustic stone wool and metal ceiling solutions, who worked with the architect, owner and contractor on the project.

ROCKFON's participation in the \$250 million James Michael Flaherty Building was not only crucial in creating the look and saving on the cost of the three-story main entrance, two-story lobby on one end and a split level lobby at the other, but also to the area's acoustics, sustainability and

seismic reliability. It was ROCKFON's ability to navigate the challenges inherent in the success of the project that earned them a Cisca Gold Award, acoustical solutions, central region.

"It was a high-profile project for all involved, being a government building,"





says Pete Rudd, ROCKFON's project manager on the job. "We were able to take our standard product and use it in unique ways."

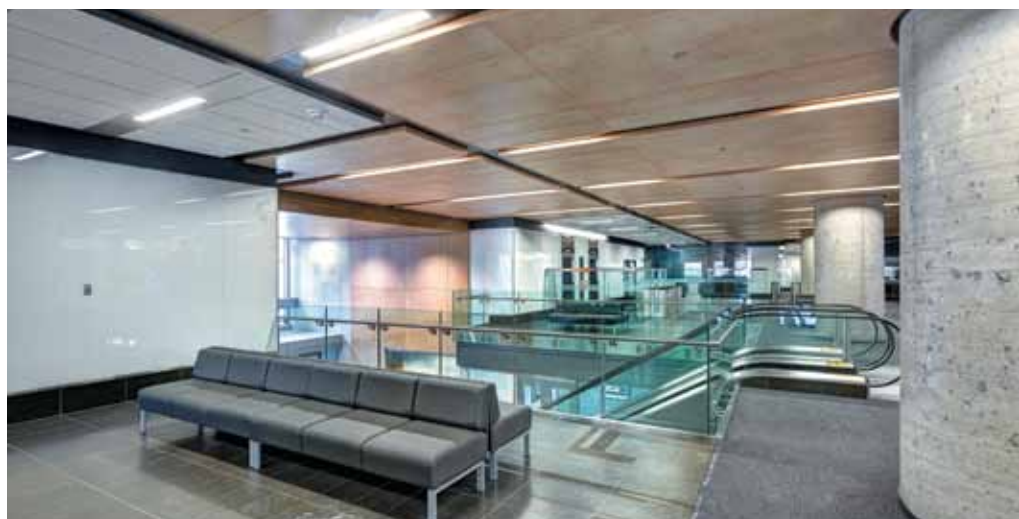
Named after Canada's federal minister of finance from 2006 to 2014, the 17-story building is one of the largest new construction projects in Ottawa, Canada, and has qualified for LEED Gold status.

Initially, the architects specified granite, metal and wood ceilings, but when the cost came in significantly over budget, the subcontractor, Advanced Drywall, brought in Ottawa-based Morin Brothers Building Supplies, Inc., who suggested ROCKFON as an alternate. Working with the architect, the owner, Advanced Drywall and the trades, as well as ROCKFON representatives, it became clear that using ROCKFON's metal and aluminum ceiling panels and matching custom trim could achieve the desired look and effect. "The perimeter trim defines the ceiling panels with a neat, clean edge," says Isabelle Champagne, ROCKFON architectural sales manager.

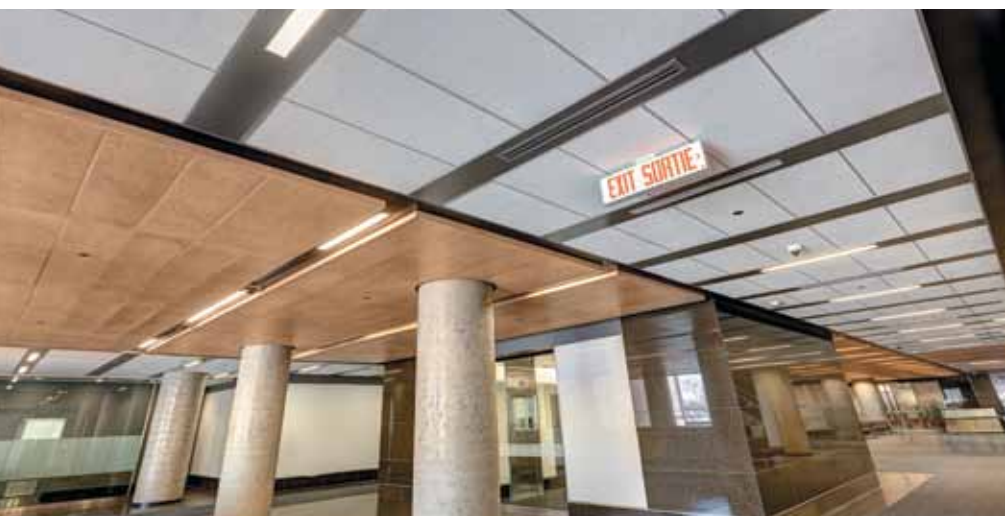
Dave Jahn from ROCKFON met with the architect and Advanced Drywall to review and come up with details and solutions.

ROCKFON provided five different ceilings in all throughout the lobby and entrance areas:

1. ROCKFON SpanAir® hook-on, square edge, 10-foot metal ceiling panels finished in WoodScenes™ Lazy Maple, with custom trim and Infinity perimeter trim around the columns. It had a 0.70 NRC.





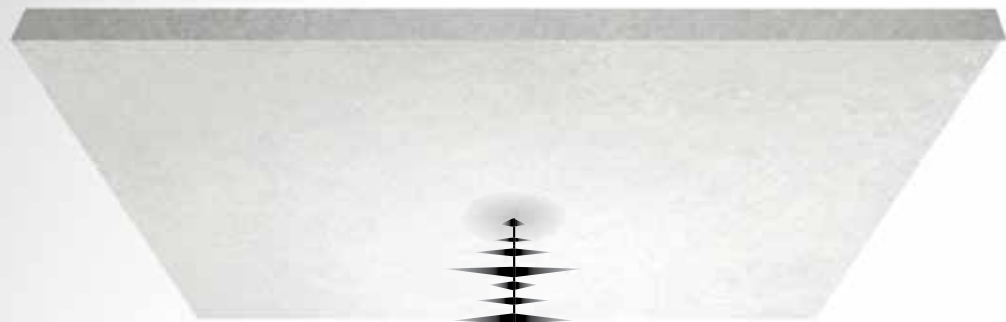


2. Floating 5-foot by 5-foot module with Chicago Metallic® 4600 Ultraline™ suspension system and ROCKFON Planostile™ lay-in, reveal edge, 12-inch solid metal ceiling panels finished with Silver Satin and Infinity™ perimeter trim. This had a 0.70 NRC.
3. Recessed reveal made of ROCKFON Planostile™ lay-in, metal ceiling panels finished in black and fastened to the suspension system. The lights and the diffuser were installed in the recessed reveals and the panels were made to fit flush.
4. The pods were made of Chicago Metallic®'s 4600 Ultraline™ suspension system finished in Silver Satin and ROCKFON Planostile™ lay-in, perforated metal ceiling panels with an acoustical backer. They also used Infinity™ Z Razor Edge perimeter trim. The NRC is 0.90.
5. Planar® MacroPlus™ 8-inch wide, square edge, open reveal, linear metal panels finished in Satin Silver with integrated lights.

The WoodScenes™ Lazy Maple is one of ROCKFON's premium color offerings. Others used – Silver Satin, white and black – are standard colors, says Rudd.

There were 5,300 square feet of aluminum ceiling panels suspended at several planes in the main lobby. To make it all work, ROCKFON created a new attachment for its hook-on system, in addition to special wall channels, column rings and connectors. This included careful work to allow the ceiling grid system and panels to fit around support columns.

*Continued on Page 46*



The Coffee Gulper

The Apple Cruncher

The Ear-Splitting Cackler

The Constant Gabber

The Loud Talker

The Door Slammer

The Weighty Walker

The Heavy Sigher

## There's a lot of noise out there.

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# The App-Driven World:



## Why Companies Should Learn, Integrate and Refine the Use of Apps

BY CHAD PEARSON

**M**obile apps have created a digital disruption in the industry that is rewriting the rules of competition and establishing a new normal for performance and service in the industry.

Contractors of all sizes now have an incredible opportunity to outperform competitors by adopting an effective mobile platform. The question then is – “what makes a mobile platform effective?”

Before we answer that question, it may help to know why the industry’s highest performers are making mobile apps a top priority.

1. The expectations of general contractors continue to rise, and mobile apps are becoming critical to meeting those expectations. Some generals are even making certain mobile apps a requirement on their jobs.
2. Today’s profit margins and schedules do not tolerate inefficiency, and a strong mobile platform eliminates many inefficiencies.
3. Within the next four years over half of the workforce will be millennials who live app driven lives. Companies need to replace excel and handwritten forms with mobile apps to help recruit young talent.

What makes a mobile platform effective?

Kyle Glines, director of operations at Nevell Group Inc. in California, invested countless hours testing mobile applications. His experience can shed light on what makes mobile apps effective.

“Most important to us is exceeding our customer’s expectations,” says Kyle. “Part of our strategy is to maximize the time we can keep our eyes on the job while staying far ahead of administrative tasks. The most effective way to do this is to automate as many tasks in the field as possible through mobile apps.”

The first major app Nevell Group implemented was a timecard app. Careful consideration and test runs were conducted to ensure the app had the right features, and most importantly, responsiveness. Keys to success for the timecard app include:

- A direct integration with the back office so the app auto-populates with job specific sections, employee information and cost codes
- Making completed timecards instantly available to supervisors for approval and digital signature
- Elimination of data entry for payroll

- Enabling foreman to see hours entered by other foremen when employees work on multiple jobs

- Online/offline modes so foremen can enter data without an Internet connection

Next, extra work orders in the field were taking too much time to manage, so digitizing EWOs became a high priority. Functions to look for in an EWO app include:

- Direct connection to the items database and budgeted materials so material selection can be completed quickly with no typing
- Direct connection to equipment database







Plexxis will be presenting a session on their platform during CISCA's 2017 annual convention at the Mandalay Bay Resort & Casino in Las Vegas, Nevada, scheduled for March 26-30, 2017. Be on the lookout for registration details and session information!

- Job specific sections and cost codes should be pulled in to simplify labor budget
- Picture taking, picture attachment and annotation that help with communication and supplementary documentation
- Auto-pricing of changes and digital storage of documentation and communications within job's file

Nevell Group also recognized that if they digitized the growing number of forms and reports required in the field they would free up significant time while improving the quality of the information. Dozens of forms were converted into apps including:

- Forman daily reports
- Safety forms
- Impact statements
- Job Applications
- Workplace Inspections

Two specific things make the form app effective. The first is having the forms directly connected to HR data and job information so known information can be auto-filled for foremen.

The second function that made the form app effective was

having a voice-to-text feature in every text field. Voice to text enables the foreman to complete forms with no typing.

Kyle adds, "Every small feature that saves time is worth considering, even if the feature only saves minutes. You need to be careful of feature creep, though. If you allow too many features and functions foremen may start spending more time on tablets than the job."


Another significant challenge is making sure foremen have anytime access to critical information. Most apps pull data from accounting systems that push data far too old to be useful. Nevell Group's Job Info App is directly connected to live job information, budgets including pending and approved change orders and timecard data. This gives foreman visibility into live material breakouts in quantities, labor breakouts in man hours per cost code and purchase order details.

Currently, Kyle is experimenting with a purchase order requisition app that connects directly budgeted materials and items database, enabling foreman to quickly generate requisitions for project managers to approve.

Also on the agenda is having the ability to manage and collaborate on the latest drawings from a tablet. There are many apps that provide effective drawing management and collaboration, so the goal for Nevell Group now is to have their plan management app aggregate all relevant data from all departments. Once implemented, this app will give foremen instant access to digitized drawings, complete with takeoff properties, while allowing them to collaborate with project managers and estimators directly from their tablets.

In today's app-driven world, where there are so many apps for just as many tasks, it can be difficult to figure out which ones to invest in. Regardless of how daunting this investment may seem, the fact remains that it has quickly become the most important move to make. ■

*Chad Pearson is the business developer for Plexxis, a software that is connecting the field and the office to exchange time card data, labor breakouts, material breakouts, purchase order requests, material delivery information, drawings with take-off properties, daily reports, extra work orders and job progress data.*



**Contractors of all sizes now have an incredible opportunity to outperform competitors by adopting an effective mobile platform.**

# Are You Managing Your Online Reputation?

BY DONALD W. DUNPHY



**Y**ou are a manager for a large company. You have a vested interest in the perception of your employees as safe, reliable, and trustworthy. You pride yourself on managing a safe, reliable and efficient company. You are an asset to your organization.

But that's not what it says on the Internet. On an open-forum business ranking site, you and your company's good name can get dragged through serious mud. And unlike what you might have been taught as a child, your ability to manage your online reputation depends upon responding to your detractors.

"Your reputation is something you carry with you," explains Gary Hagins, Chief Operating Officer for the company Reputation Management Consultants. "Word-of-mouth is important, and it often

gets carried online. If you're not proactively managing your reputation online, you could be doing yourself harm both personally and professionally."

The Internet allows for a wide variety of behaviors and attitudes; some good, some not so good, and others downright libelous. What was once relegated to small talk and hearsay years ago can now be a memo that is broadcast worldwide. As a professional, it is your responsibility to highlight your best aspects while knocking down anything that is untrue. But how do you go about doing that?

A good online reputation and a bad one can all start with a single person: you. Like a whisper over a megaphone, it is extremely easy to forget that the Internet's assumed anonymity is a myth. Things said in the heat of the moment, or late at night, as well as at times of compromised judgment are being broadcasted. Many social networking sites like Facebook require users to register their own identities (a requirement that is sometimes subverted). Embarrassing conversations can be cut, pasted, repurposed, and retransmitted. Legitimate customer concerns can be left to languish on comments boards; the lack of response and silence make a bad situation much worse through inaction. Therefore, the first, most important gatekeeper of personal information is you.

### PROOF OF EXISTENCE

Not all negative information is spread with malice. In fact, some of it gets out because "somebody found it funny," and that somebody could be the people closest to you – your very own family and friends. Experts agree that it's necessary to have an understanding with them of what is appropriate in a social context and what may not be appropriate for mass consumption, like embarrassing photographs or other situations where a person might be in a compromised state.

Yet there are many instances where one might not actually know this information has been put out there. Almost everyone has a cell phone these days, and the most popular models take pictures, record audio and video, and can instantly upload the files to the World Wide Web. It is enough

to make someone a little paranoid and should also provoke a cautious attitude.

Reputation Management Consultants' Hagins said that in order to know how to deal with bad information, you must first know that the bad info exists. "I strongly encourage people, whether they're going to be our clients or not, to set up Google Alerts for themselves."

### THE USER COMMENTARY FACTOR

As more and more websites are created around the idea of user-provided commentary, the chance for negative posts about you increase. Sometimes the issue is not about an error of judgment or of tone-deafness, but of willful negative behavior. Take the website Yelp for example. Yelp provides a forum for social networking, a local search engine, and a user review feature, which is the primary function of the site. Users of Yelp can offer personal reviews of businesses and services in their community and across the country, but this democratic atmosphere can also invite bad actors who abuse the site.

"Yelp-jacking" is the process by which users of Yelp add unwarranted negative reviews for a variety of reasons. Some use it as a form for digital prank phone call, posting false information simply because they can. Others might have personal axes to grind. Perhaps the most sinister of reasons is that of businesses who write false reviews as an act of sabotage against competitors.

"Yelp is also more likely to post negative reviews coming from new accounts than positive ones," Hagins said, further stating that there's an element of human nature involved. "People are more likely to complain than to compliment in general. They're less likely to take the time to write something positive than they are when they've got a full head of steam over something."

There are solutions and they tend to, once again, rely on a proactive mindset and an understanding of the numbers. If a person's company is being taken to task frequently on Yelp, the details don't reflect realities the business person knows to be true, and there is a suspicion of Yelp-jacking taking place. Hagins said people can request that Yelp review the entries to find if there are connections between the bad ones. A pattern of negative reviews all coming from one source, or from unaddressed comments, can be an indicator of foul play after which Yelp can take action.

Yelp was not designed to be a site strictly for venting negative experiences, yet there are other venues on the Web where such occurs. Hagins cited iRipOff.com and ComplaintsBoard.com as two such destinations, with the proviso that both sites



**As a professional, it is your responsibility to highlight your best aspects while knocking down anything that is untrue.**





were originally intended for the fair and honest usage by people looking to air their grievances. Intentions and actual usage, nonetheless, can be very separate things.

For whatever reason, the desire to post negative comments is genuinely greater than the desire to post positive comments. That's human nature. And it can get pretty nasty out there.

Google Alerts logs whenever an article (a review, blog post, story piece) is added to the Google search engine, creates a digest of the posts featuring the topics the user designates, and then sends that digest as an email alert to the participant. For example, if someone puts "rental car" as an alert, they will receive a daily digest of links pertaining to new Internet postings referencing rental cars. Hagins said that a person needs to create several alerts, not just for their business name and their own, but for all of the various spelling variations (especially common spelling mistakes) that could also be used.

Another front that is growing more and more crucial to business is the social media front. This particular field tends to move very fast, with an individual or a company sparking lengthy conversations that cannot be controlled. Joshua March is the Co-Founder and CEO of Conversocial, a solution that is linked to social media platforms and can provide real-time monitoring of them. March said that time, along with swift concern and the appropriate tone-of-voice represent three spheres a company needs to control their modern communications.

"Companies have gone into places like Facebook and Twitter mainly as a marketing channel, building up fans, getting followers, and putting up content and promotions to get sales," March said. "But actual customers, actual users of a service, are starting to use the same channels for real customer service issues – not

just someone complaining, saying, 'I hate whatever company...' This is the kind of thing they might have phoned in or emailed about before."

The upshot is that not only is the often-valid complaint out in the open, but the company that is unaware of the complaint, or one that responds with indifference or silence, makes the situation worse by appearing unconcerned in this public forum. "When another customer goes to look at the Facebook or Twitter pages, they see all these customers being ignored. It's really important that the company is actively responding," March said. "If you're going to be there, you've got to be willing to expect that people will speak back to you and you can't control what they're going to be saying."

## HOLDING BACK THE NEGATIVES

"Many feel it's all about search engine optimization (SEO), but that's not entirely correct," Hagins said. Google ranking depends on a numbers-game: the more clicks a post gets, the more readers see that post, and the higher it will rise on the Google results. SEO can contribute to the "hits" but may not specifically drive them. Fortunately, Hagins said, the window of visibility for negative posts is a brief one regarding Google positions. "On search engines, sixty percent of users don't get past the first page of results. Eighty to ninety percent don't get past the second page, and the farther in you go without finding negative postings, then the less likely it is that others will have the urge to push on as well."

Personal blogs can often be a source of negative commentary and the most difficult to combat because the only editorial process that occurs on such sites resides with the owners/writers themselves. If a blog writer complains about a person or business, it's in the individual's best interest to contact them. Blogs often have some form of contact information, either an email address or a comments section at the bottom of a post. Hagins said that those who feel they've been unjustly singled out should, in a diplomatic fashion,



make contact and sort out why the writer felt such a post was justified.

Conversocial's March agreed that interaction is a necessity, but how that occurs is as important as the effort itself. "In social media, corporate-speak doesn't really work. People expect a friendlier, more relaxed tone-of-voice. Getting that balance of avoiding being too corporate, while also avoiding being too informal, can be difficult, especially if you've got a number of staff members." March said that several companies have developed protocol and policies to meet this need. By setting expectations on the corporate level, the standard-operating-procedure can be carried out organization-wide with the knowledge that it is how management expects staff to conduct business.

Context is tricky. Getting the proper response out fast is important, but being concise and not too harsh is equally important. "You reply in Twitter with a 140-character response, and someone else may repost or retweet that response without looking at the rest of the conversation," March said. That snippet of a conversation, without the benefit of supporting argument or facts, can be as damaging as a calculated lie, and it can inadvertently come directly from the source: the company or individual seeking to protect themselves.

TweetDeck is a social media application that allows users to monitor and manage their Twitter and Facebook accounts. In a sense, TweetDeck compartmentalizes social media feeds so that monitoring is more intuitive and the user can track these communications. By maintaining



such oversight, legitimate concerns can be approached quickly. No surprise then that TweetDeck is Twitter's most popular application.

### PREVIOUS JOBS

These days, moving on from a job no longer means putting it behind you. Your name and anything associated with that position remains on the Web. While the initial story may not be harmful to your career, user comments on the page may be.

Just imagine the comments that could spring up from an ex-employee holding a grudge and using the veil of anonymity to fire complaints at you. Don't be surprised if confidential information finds its way leaked on to the Web.

Hagins suggests that the best defense against bad press is good press, and in large numbers. "The things that push negative content on the Web are the same that pushes positive content. Let your customers know that you appreciate and encourage them to post their experiences with you and promote this through your advertising, your website, and your storefront if that's the case." If the approach of fighting uncontrolled commentary by asking for more of it sounds odd, consider this: A good customer's word-of-mouth advertising is always a valuable commodity, and protecting that business relationship on both sides of the exchange means that the customer might be more inclined to praise than punish. When good commentary outnumbers bad commentary, the reader is more likely to side with the positives.

Many managers overlook positive public relations opportunities that can pay dividends for their online reputation. If you win an award – any award – let your local newspapers know about it. Send your information to CISCA – every mention that gets online helps build a positive portfolio to combat negatives from the past.



**Context is tricky. Getting the proper response out fast is important, but being concise and not too harsh is equally important.**

### FIGHTING FIRES

The business of protecting an online reputation has become a growth industry, and as the world creeps closer and closer to the physical/digital median, many companies have sprung up to assist. It remains the responsibility of the company, organization, and individual to stand behind the material they put out to the world via the Internet, and to not remain passive or procrastinate when false information gets out.

At the same time, the individual is their most effective editor provided they're looking at things with an objective eye. By thinking about how a posting could affect future relationships with potential clients or employers, the involved can stop bad information by never putting it out for the world to see. It is not the easiest thing to do.

As issues of identity theft become more prevalent, securing your company or your own name makes sense. Sites like NameChk.com allow the individual to see if domain names have been co-opted by unrelated parties. Knowing if outside sources are posting material under your personal or corporate identity is crucial.

Establish a "two-worlds" mindset, clearly defining your business life and your personal life. Some might balk at such a self-imposed schism, feeling that if there is nothing you wouldn't share with your family, there is nothing that could potentially be

embarrassing. A nice thought, but there are always photos, conversations, and reactions that might run counter to a carefully constructed professional identity. Separate the personal world from the business world by keeping family and friends on a personal Facebook account and your business contacts on your LinkedIn account. While information crossover is still possible, you are not directly handing over potentially disruptive items with this firewall in place.

Guard your personal communication streams. A good idea is to always remain mindful of the very public nature of these transmissions and to never fall into the trap of believing your conversations are strictly one-to-one. During 2011, U.S. politics was rocked again and again by officials who thought their tweets, emailed photographs, and postings were secure. You may never abuse your tools in such a manner, but their miscalculations should serve as a powerful reminder. If you wouldn't say or do it in public, you shouldn't engage in it digitally.

Monitor your feeds and stay on top of what is being said about you. Be prepared to ask family and friends to take down images of you. While that photo-op might have seemed like a good idea at the summertime picnic, it might not resonate as clearly at your next business meeting. *On the Internet, private is public.* ■

*This article was originally published in FLEETSolutions, the official publication of NAFA Fleet Management Association ([www.nafa.org](http://www.nafa.org)).*



How  
Business  
Owners Can  
Prepare  
for the

# NEW Overtime Pay Rule

BY CHAD HALVORSON



# T

he U.S. Department of Labor recently announced new regulations that will double the salary threshold for overtime pay from **\$23,660 to \$47,476**. The new rule, which takes effect on **December 1, 2016**, will create overtime pay eligibility for **4.2 million** more workers across the United States.

For business owners, the regulations create new challenges that require immediate attention. In order to comply by December, businesses employing both hourly and full-time workers will need to make significant changes in terms of how they manage workers, track time, and pay wages.

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[www.wheniwork.com/blog/](http://www.wheniwork.com/blog/) and  
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# QUICK FACTS

## About New Overtime Rules

Before making any changes to your business, it's important that you take some time to understand the facts surrounding the new overtime rules. Here's a quick summary of the most relevant information:

- Historically, the percentage of the U.S. workforce who qualify for overtime has fallen from **62% in 1975** to **7% today**. The new regulations presented by the Department of Labor will now bring that number up to 35%, according to this report from USA Today.

**62%**  
in 1975

**7% today**

**\$913**  
week

**\$455**  
week

- The new rules will raise the salary threshold indicating eligibility from **\$455/week** to **\$913 (\$47,476 per year)**, offering new protections to 4.2 million additional workers.

- The salary threshold will be updated every three years based on wage growth over time, with the first update coming on January 1, 2020 when the threshold will be raised to **\$51,000**.



- The final rule will, as stated in this report from the Department of Labor, "allow up to 10 percent of the salary threshold for non-HCE (Highly Compensated Employee) employees to be met by non-discretionary bonuses, incentive pay, or commissions, provided these payments are made on at least a quarterly basis."



- No changes will be made to the "duties test" that determines whether white collar salaried workers earning more than the salary threshold are ineligible for overtime pay.
- For a more detailed summary of the final ruling, go to <https://www.dol.gov/featured/overtime/> to access this resource compiled by the DOL.

**The final rule will become effective on December 1, 2016.**



# HOW TO COMPLY

## 4 RECOMMENDED OPTIONS

When it comes to developing a plan for your business that meets the expectation of the new rules set by the Department of Labor, you have a few options:



**1** You could pay overtime in addition to the employee's current salary when necessary. If your employees are being paid a salary and they only work overtime on rare, sporadic, or predictable occasions, you could continue to pay your newly-eligible employees the same salary and pay them overtime wages as needed. This option would work best for a business that can predict or plan for occasional spikes throughout the year in which employees tend to work more than usual and in turn can budget accordingly.



### Example offered by the DOL:

*Alexa, a manager at an advertising agency, earns a fixed salary of \$41,600 per year (\$800 per week) for a 40 hour workweek. Because her salary is for 40 hours per week, Alexa's regular rate is \$20 per hour. If Alexa works 45 hours one particular week, the employer would pay time and one-half (overtime premium) for five hours at a rate of \$30 per hour. Thus, for that week, Alexa should be paid \$950, consisting of her \$800 per week salary and \$150 overtime compensation.*

**4** You could adjust wages to account for overtime. For example, you could adjust earnings to reallocate it between regular wages and overtime so that the total amount paid to the employee remains largely the same.

### Example offered by the DOL:

*Assume a supervisor at a private gym who satisfies the duties test for the executive exemption earns \$37,000 per year (\$711.54 per week). The supervisor regularly works 45 hours per week. The employer may choose to instead pay the employee an hourly rate of \$15 and pay time and one-half for the 5 overtime hours worked each week.*

**2** You could raise salaries to the new threshold and keep your employees exempt from overtime. If your employees are being paid a salary close to the new threshold, they regularly work overtime, and they meet the duties tests, you could simply raise their salaries to above the new threshold. This would make them exempt from overtime and allow you to better predict and manage your budget for paying wages.



### Example offered by the DOL:

*An operations manager at an international corporation is paid a salary of \$45,000 a year. Her job duties qualify her for the administrative exemption. The manager's job requires regularly working overtime to direct business operations in multiple time zones. The employer may choose to raise the manager's salary to at or above \$47,476 a year to maintain the manager's administrative exemption, salary and \$150 overtime compensation.*

**In the example above, the new adjustments would work out like this:**

**\$600.00**

(40 hours × \$15 / hour + \$112.50 (5 OT hours × \$15 × 1.5))

**= \$712.50**  
per week



**3** You could evaluate and realign hours and staff workload. If you want to prevent your employees from working too many overtime shifts, you can use employee scheduling software and time tracking software to monitor schedules and attendance more diligently. This will allow you to realign employee hours when needed, or encourage you to hire more employees to redistribute the workload each week.

### Example offered by the DOL:

*John, a manager for a local hardware store who satisfies the duties test for the executive exemption, currently begins work at 9 a.m. Monday—Friday. Under the Final Rule's new salary level, he would be newly entitled to overtime compensation. Among other duties, John works until the store closes at 7 p.m. The store may wish to adjust John's schedule such that he doesn't need to begin work until 10 a.m., thus limiting the number of overtime hours he works.*

The option you ultimately choose will depend largely on the work habits of your employees, your budget, and the flexibility of your team.

## THE EASIEST WAY TO MANAGE & TRACK EMPLOYEE HOURS

Under the Fair Labor Standards Act (FLSA), employers must consistently keep track of the hours that non-exempt employee hours work in order to ensure they are being paid fairly (i.e. above the minimum wage and for overtime hours).

The FLSA does not specify the tools or require certain methods that employers must use to track employee time — they simply require you to keep accurate records.

### RESOURCES FOR OVERTIME RULE

- General Info: [www.dol.gov/featured/overtime/](http://www.dol.gov/featured/overtime/)
- Frequently Asked Questions: [www.dol.gov/whd/overtime/final2016/faq.htm](http://www.dol.gov/whd/overtime/final2016/faq.htm)
- Guidance for Private Employers: [www.dol.gov/whd/overtime/final2016/general-guidance.pdf](http://www.dol.gov/whd/overtime/final2016/general-guidance.pdf) ■

*Chad Halvorson is founder and CEO of When I Work, an employee scheduling app that more than 50,000 businesses and over half a million people rely on for employee scheduling, time clock and communication. It utilizes the web, mobile apps, text messaging, social media, and email to make teams more efficient, more accountable, and better prepared. [www.wheniwork.com](http://www.wheniwork.com).*



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CONTRACTORS

# The Dangers of Misclassification

## The Legal Consequences of Misclassifying an Employee as an Independent Contractor

BY LAURYN E. PARKS, ATTORNEY, MOMKUS MCCLUSKEY, LLC  
CISCA'S ATTORNEY

**R**ecently, a spate of class-action lawsuits brought by Uber drivers against the ride-sharing company has brought the potential dangers of misclassifying an employee as an independent contractor into the spotlight.<sup>1</sup> Now, more than ever, a business must carefully analyze whether its workers are properly classified as employees or independent contractors in order to avoid costly litigation and penalties.

Generally defined, an independent contractor provides goods or services to a business, often under an agreement that dictates the *outcome* of the work, but which allows the contractor to retain control over *how* the services are provided.

Unfortunately, the line between employee and independent contractor is often blurred. There are a myriad of overlapping Federal, state, and local statutes, regulations and tests regulating who qualifies as an

"independent contractor" in various segments of the economy. Entering into an independent contractor agreement with a worker will not resolve this issue. Both governmental agencies and the courts will look at the conditions of the work in making a determination as to whether a worker qualifies as an independent contractor, rather than relying on labels.

Moreover, there are considerable penalties attached to misclassification. If it is determined, whether as a result of a governmental audit or litigation, that a worker has been improperly classified as an independent contractor, the business may owe missing minimum wage payments, overtime, withholding taxes, unemployment contributions, and potentially, penalties.

This article will focus on the "economic realities" test prescribed by the Department of Labor. There are many tests – some governing discrete geographic areas or

industries, and many of the tests overlap. However, a common thread running through the majority of tests concerns control – control in the sense that the independent contractor is free from the direction and control of the business in providing his or her services, and control in the sense that the independent contractor is economically independent from the business.

In making its determination as to whether the worker is an employee or an independent contractor, the Department of Labor looks at six factors, none of which are determinative.<sup>2</sup>

1. The nature and degree of the business' control over the manner in which the work is performed. This factor examines whether the worker or the business sets work hours, and who determines how the work is to be performed. Is training provided by the business? Does the business review and approve the work? Can the worker hire other workers to



perform the work on his or her behalf?  
Is the worker free to work for other businesses?

2. Does the worker exercise "managerial skills" that affect his or her opportunity for profit or loss?
3. Does the worker make an investment in, and bear some of the risk for loss for, equipment or material required for work?

Simply buying the tools that are needed to perform the job does not demonstrate that the worker is an independent contractor. The investment must also include a potential for loss. Typically, purchases of equipment or materials that are proportionately large in relationship to the overall business indicate an investment that bears a risk of loss. For example, when a worker purchases and maintains his or her own trucks and tractor trailers, this expensive equipment may indicate that the worker is an independent contractor. However, buying a few small hand tools would not.

4. The worker uses skills that demonstrate he or she exercises independent business judgment.
5. The duration and permanency of the worker's relationship with the business. Does the worker work for more than just one business? Is it anticipated that the working relationship will be long term, or is it a short-term contract?
6. The extent to which the services performed is an integral part of the business. Work is integral if it is part of the production process or a service that the employer is in the business to provide.

The legal distinction between an employee and independent contractor is often unclear and may vary from state to state or industry to industry. If a business has any doubt as to the status of its worker, it is important to discuss this issue with legal counsel or a human resources professional. ■

1. Erik Sherman, Uber Faces New Class Action Suit By Drivers, May 4, 2016, Forbes at <http://www.forbes.com/sites/eriksherman/2016/05/04/will-a-new-class-action-suit-change-uber-or-cause-drivers-to-permanently-lose/#3439a916277a>
2. <https://www.dol.gov/whd/regs/compliance/whdfs13.htm>

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Continued from Page 32

Dave Jahn from ROCKFON worked with the team to envision the type of clip needed for the grid system and was able to modify the clip so that it would work. All of the panels had to be accessible. ROCKFON designed the system so that anyone who needed access to the plenum could remove the panels one at a time, instead of in a linear pattern.

The Elgin Street lobby is eight stories high and the others are four stories. In an effort to demonstrate that the ROCKFON products would meet all of the requirements, a full-scale mock-up of the area was built, which convinced the architect and owner it would work.

The mock-up served to present the final color scheme for approval, as well as demonstrate that the ceilings would integrate with each other, the lights, air diffusers and other systems, says Champagne.

All of the lights and the diffusers were pre-purchased, so that the ceiling system had to be designed to accommodate them. ROCKFON modified its clips to put the lights and the diffusers into the panel, with the lights flush to the bottom with no molding around the joints.

Each light fixture had to be hung from the grid system and even with the black and Silver Satin panels. ROCKFON precisely pre-cut the openings after the contractor provided the measurements. There were more than 200 holes and two different sizes to accommodate the lights and the diffusers.

The panels had to line up with the curtain wall mullions, elevator shafts and structural columns. It was the elevator shafts and particularly the structural columns that necessitated some extra cuts to trim slight amounts so that they fit exactly.

Requirements called for a 0.70 NRC throughout the lobby and entrance area and the models showed that acoustics could be a problem. Some felt that extreme reverberation caused by the hard surfaces might make it hard to hear any announcements over the public address system. ROCKFON's acoustic ceiling panels and the design work addressed that.

"Acoustics always were a part of the specifications we had to meet," says Rudd. There was some concern that any announcements through the public address system would not be clearly understood if there were too many reverberations in the irregularly shaped area, but the mock-up served to underscore the importance of good design and the right materials. All of the ROCKFON products had the standard perforations and acoustic backing, Rudd says. In the right configuration, they worked.

The height of the ceilings, as well as the necessity of working above the escalators in some areas, meant that the installing contractor, Advanced Drywall, used scaffolding provided by the design/build and used by all of the trades.

Communication between the contractor, other trades and ROCKFON was essential throughout the job, says Rudd. "We had a good line of communication between the contractor and ROCKFON," he says. "We kept working together to get it right."

The project was challenging, but satisfying for those involved. "It was difficult during the process, but the end result turned out better than expected," says Rudd. "These are the kind of projects I look forward to working on." ■



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