

NATIONAL

# FRAME

B U I L D E R

M A G A Z I N E

DEC 2021  
Vol.2 No.3

JANUARY  
**18<sup>TH</sup>-20<sup>TH</sup>**

## NFBA \ FRAME BUILDING EXPO NASHVILLE TENNESSEE

### 2022 NFBA FRAME BUILDING EXPO SCHEDULE PREVIEW

EXPO schedule, registration  
and show information  
pg 10-19

### TECHNOLOGY & RESEARCH

Total Post-Frame Building  
Design

### SAFETY UPDATE

OSHA moves ahead with  
rulemaking under the Biden  
Administration

### BUSINESS MANAGEMENT

Four Qualities of an Excellent  
Manager



# BUILD THE EXCEPTIONAL WITH QUALITY DOORS & WINDOWS

By A.J. Manufacturing



## Designed for the Post Frame Industry

A.J. Manufacturing has been your partner in Products, Service and Innovation for over 50 years. Our dynamic and creative team is dedicated to service and quality. Even though we've brought many solutions to the post frame market, we're not stopping. We're always striving for a better solution to accommodate your business needs.

### Doors:

- 5100/7100 – Steel Frame
- R51SST – Stainless Steel
- R41/R51 – Responder Door
- 3100/3700 – Aluminum Frame
- 21A/21S – Partner Door
- Ceiling Access Door – CAD
- Attic Access Door – AAD

### Windows:

- Harmony Vinyl Windows
- Main Street Vinyl Windows
- EZ-v™ Trim and Flashing System



**Building Ideas**

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# LEGAL SERVICES PLAN

## WHAT IS IT?

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

## HOW DO I USE THE PLAN?

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

## WHAT IF I NEED ADDITIONAL HELP?

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

## WHAT DOES IT COVER?

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

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

**Auman  
Mahan + Furry**  
ATTORNEYS

**Gary Auman**

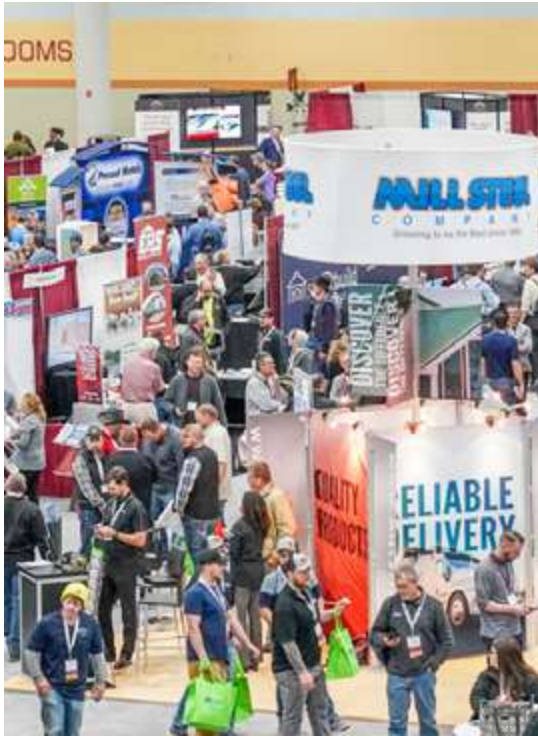
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### 2022 NFBA FRAME BUILDING EXPO SCHEDULE

The NFBA Expo brings the industry to you and it is the only place where all the resources you need are available at the same time. The 2022 Frame Building Expo in Nashville, TN is almost here! Check out this Issue for a detailed schedule and educational opportunities.

## 20-25

### Total Post-Frame Building Design

Analyzing and deciding how to make things as simple as possible can be complex. In Post-Frame construction, consider project requirements such as: choosing the right building products and specifications; building codes and permits; material and labor as they affect total installed cost; establishing building design loads (strength); and quality control in a chaotic and fast-moving environment.



## 36-41

### OSHA moves ahead with rulemaking under the Biden Administration

Two currently hot topics confronting employers as OSHA moves ahead with rulemaking under the Biden Administration – Heat Illness Prevention and COVID.



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### ON THE COVER

Designed and Built by:  
**Tailored Building Systems**  
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2018 NFBA Judge's Award Winner

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**FIND US**







# Hello & Welcome



With the great success of the Des Moines, IA show in 2020 and then the forced cancellation of the 2021 Conference & Expo, the NFBA Board, Committees, and Staff have been working hard to keep up the momentum putting all their efforts into planning a great show for you in 2022. For many of us, this will be our first convention and trade show since prior to the pandemic, so everyone is doing their best to make it NFBA's most memorable show to date.

The NFBA's Annual Conference & Expo is being held this January 18-20, 2022, at the Gaylord Opryland Resort & Convention Center in Nashville, TN and has come to be known as the premier event for building professionals where you will find everything you need to build your business under one roof. In this Issue of the National Frame Building Magazine, you can check out the Schedule of Events as well as details on all this year's new educational sessions.

NFBA's can't miss Keynote Speaker is decorated fighter pilot, New York Times bestselling author, executive coach, and Hall of Fame Speaker, Lt. Col (ret.) Waldo Waldman. He will share tools to overcome obstacles, break performance barriers, and take charge of change during adverse times. You'll discover how to re-commit yourself to excellence and collaborate with your partners, coworkers and customers with trust, courage, and mutual support.

To register, visit [www.nfba.org](http://www.nfba.org) and click on Events. For a small registration fee, you can join us for the entire event, just one day, or, if you are a Building Contractor, you can check out the tradeshow floor for FREE. We will have food, drink, and contests with cash prizes! You can expect to make all the connections necessary to make smarter business decisions, grow your bottom line and enhance credibility for your business.

This year, NFBA is celebrating its 50th Anniversary as an Association and its 54th Annual Conference & Expo. That's right! NFBA was holding Expo's before it was an official Association! Come be a part of the festivities. You won't want to miss it!

NFBA is looking forward to being together again and to a great conference & expo!

**Rachel Pinkus**  
Editor





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NFBA HELPS BUILD YOUR POST-FRAME BUSINESS  
visit [www.nfba.org/index.php/members-landing](http://www.nfba.org/index.php/members-landing)

# A MESSAGE FROM

## MARK BILLSTROM PRESIDENT, NFBA BOARD OF DIRECTORS

In the last issue of National Frame Builder Magazine, I wrote about the wild ride that 2021 might be for those of us in the building industry. That prediction turned out to be accurate. Material prices, lead times and overall material availability have posed difficulties for many. The demand for what we do has remained strong but delivering on promises made has sometimes been a challenge. But let's focus on the positive; there is strong demand for what you sell and build! Let's all finish 2021 strong and continue to grow the popularity of post frame construction.



Your NFBA Board and Staff continue to work diligently on initiatives that will make our Association stronger and your business better. Those initiatives include a training curriculum for construction crew members; fall protection (and other safety) initiatives; and ongoing technical research and articles to name just a few. In an effort to expand our membership and national impact, NFBA is also increasing our visibility in many western states to supplement the active membership that we have in the Midwest and east.

Lastly, this issue of our magazine highlights ALL the reasons YOU should be attending the NFBA Expo in Nashville, TN January 18 - 20, 2022. The planning is going well, and commitments from vendors and sponsors are strong. You can book your reservation now at [www.nfba.org](http://www.nfba.org) or call the NFBA Office at 800-557-6957. We look forward to seeing you there!

If you are one who likes to plan way ahead, you can also mark your calendar for the NFBA Expo in Louisville, KY February 22 - 24, 2023.

Enjoy this issue of National Frame Builder.

A handwritten signature in black ink that reads "Mark". The signature is stylized and written in a cursive-like font.



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## MONDAY, JANUARY 17<sup>TH</sup>

- 4-7 pm** Registration  
**5-7 pm** VIP Reception (Invitation Only)

## TUESDAY, JANUARY 18<sup>TH</sup>

- 6:30 am-5 pm** Registration  
**6:30-8:30 am** Breakfast  
**7:30-8:30 am** Educational Breakout Sessions

### BUSINESS MANAGEMENT

#### The Power of Attitude *Marvin Montgomery*

There are so many times in life that we sit back and wait for good things to come our way. It's inevitable that storms will come into our lives and there is nothing you can do to prevent the majority of them. They could be Health, Finances or Business related. During this motivating presentation you will learn seven ways to maintain and sustain a Positive Attitude even when things are not going your way. Chuck Swindoll believes "Life is 10% what happens to a person and 90% how we react to it" and so do I. That's The Power of Attitude.

### SALES AND MARKETING

#### How to Make Google Love Your Business Website *Chris Nastav*

When people are looking for a service provider of any kind, 90% of those searches happen in Google. How does your company stack up to Google's requirements? What can you do to make your company stand out in Google? In the session you will learn:

- Effective Keyword Research
- Website Content
- Unique Title Tags & Meta Descriptions
- Content Change
- Internet Reach

### SAFETY AND TECHNICAL KNOWLEDGE

#### Best Practices for the Framing Industry *Molly Butz*

This presentation will address a number of issues related to permanent bracing of long span trusses by reviewing recent case studies. It will build off the information presented in the Risk Management & Permanent Bracing of Long Span Trusses program and begin with a brief overview of the purpose of permanent bracing and then move on to review certain challenges that construction industry professionals face when it comes to permanent bracing of long span trusses. The group will go over case studies in detail which outline the challenges and extra procedures necessary for installing trusses 60' or greater in length and provides several tips for the safe and efficient handling and installing of long span trusses.

- 8:30-8:40 am** BREAK  
**8:40-9:40 am** Educational Breakout Sessions

### BUSINESS MANAGEMENT

#### 4 Secrets from Industry Experts on Choosing the Right Technology for Profitability *Giri Addanki*

Contractors want to provide their services to their customers digitally and virtually. However, picking the right technology can be overwhelming. In this session you will learn trade secrets from Industry experts on how they maintain their focus for improving their businesses without sacrificing the bottom line.

### SALES AND MARKETING

#### Why Can't We Just Get Along? The 5 Generations in the Workplace *Ted Janusz*

We will learn the typical characteristics of employees and customers in the generations:

- Matures - born before 1946
- Baby Boomers - born between 1946 and 1964
- Generation X - born between 1965 and 1980
- Generation Y (Millennials)- born between 1981 and 1995
- Generation Z - born since 1996

More importantly, as a group, we will "bust the generational myths," then develop strategies so that all five generations of employees and customers of your frame building company can just get along!

### SAFETY AND TECHNICAL KNOWLEDGE

#### Emergency Action Plan and Pandemic Protection: Whether You are a Builder or a Supplier, You Need Both *Gary Auman*

This presentation will describe the absolute necessity of having a general and site-specific emergency action plan and how they are different. We will cover everything that needs to be included in each. We will also take the attendees through the process of developing both an EAP and a pandemic protection policy.

- 9:40-9:50 am** BREAK  
**9:50-10:50 am** Educational Breakout Sessions







## BUSINESS MANAGEMENT

### Basic Principles of Post-Frame Construction

*Josh Nowlin*

Discover the new post-frame specific training that NFBA is now offering! Geared toward your crews, this education is a great way to quickly and effectively get your new and even experienced team members to achieve their greatest potential. Join us for this exciting session lead by Josh Nowlin of Suburban Building and Chair of the NFBA Membership Committee!

## SALES AND MARKETING

### What is Your Brand and How to Deliver It

*Kuldeep Persaud*

Who is your ideal customer and where do you find them?

Why do they buy from you?

What are their preferred methods of communication?

Do you have a brand promise?

Is your current brand promise strong enough to allow you grow your business profitably?

Do you need to reposition your brand to be more appealing to your target customer?

Is your staff passionate about your uniqueness and committed to deliver excellence?

Do you have a tag line that captures your brand promise?

If the answers to the above questions are "NO ", then you need to attend this workshop to learn how to develop a brand promise that will strategically separate you from the competition and allow you to grow your business profitably. You will also learn how to market your brand, develop a tagline and build your organization to excel on your brand promise

## SAFETY AND TECHNICAL KNOWLEDGE

### Post-Frame Design and Construction: Learn from the Mistakes of Others

*Aaron Halberg, P.E.*

Post-Frame buildings are efficient, affordable, and environmentally friendly due to structural efficiency, but there are many potential issues which may not manifest into a problem until many years after the construction is complete. Aaron will share from his 20 years of Post-Frame Engineering experiences to help you learn from some mistakes he has made and mistakes he has observed others make, which may benefit your future construction projects.

**10:50-11:00 am BREAK**

**11am-12:30 pm**

## GENERAL SESSION WITH KEYNOTE PRESENTATION

### NEVER FLY SOLO!®

### Lead with Courage, Build Trusting Partnerships, and Reach New Heights in Business

*Lt. Col. Waldo Waldman*

In today's highly competitive world of constant change, those who build trust, lead with courage, and collaborate with others will dodge the missiles of adversity and win. During his high energy, interactive keynote, decorated fighter pilot, New York Times bestselling author, executive coach, and Hall of Fame Speaker, Lt Col (ret.) Waldo Waldman will share tools to overcome obstacles, break performance barriers, and take charge of change during adverse times. You'll discover how to re-commit yourself to excellence and collaborate with your partners, coworkers and customers with trust, courage, and mutual support. To learn more about Waldo, visit [www.YourWingman.com](http://www.YourWingman.com)



**WINGMAN**  
LT. COL. WALDO WALDMAN

**12:30-5:30 pm**

**EXPO OPEN**

## EXPO FLOOR ACTIVITIES

**1:00-2:00 pm**

### NFBA Safety Program Template: Why is it So Important?

*Gary Auman*

NFBA offers its members a safety program template, but what does that mean to your company? It means that you now have every reason—and the proper tools—for constructing a solid safety program that will put you in a good position to defend your company in a case with a regulator or a plaintiff. You'll learn the importance of customizing your safety program rather than using an "off-the-shelf" approach and hear about a number of refinements you can make to your safety program so that it serves you and your employees well.

**4:00-5:00 pm**

### Post-Frame Financing Solutions

*TBA*

Need resources for your customers to get financing for their projects? Lending for Post-frame structures can sometimes be a difficult thing for financial institutions to understand. Join us as we discuss reliable financing resources that you can use to provide solutions to your customers.

**5:15-5:30 pm PRIZE DRAWING**

**8pm-12 am**

### Plyco Reception

Enjoy entertainment, food, and beverages, compliments of Plyco Corporation, a leading supplier of products to the post-frame, metal-clad building and commercial construction industries.

**PLYCO**

## WEDNESDAY, JANUARY 19<sup>TH</sup>

- 6:30 am-5 pm** Registration
- 6:30-8:30 am** Breakfast
- 8:00-9:00 am** Educational Breakout Sessions

### BUSINESS MANAGEMENT

#### The Professional Customer Approach

*Marvin Montgomery*

You only have seconds to begin reversing the negative stigma that a potential customer has about you which means the initial approach that you use is crucial. Remember that people buy from people who they know, like and trust. Marvin Montgomery who is an Author, Professional Sales Trainer & Coach will share:

1. The Professional Customer Approach
2. Selfies for Success
3. Needs Analysis (Identified & Unidentified Needs)
4. Practice
5. Complete Personal Action Plan

### SALES AND MARKETING

#### Social Media Strategies for Bottom-Line Results

*Ted Janusz*

- How to find out what Facebook and Google know about you (and your customers and prospects).
- The future of social media is video - how to use YouTube, Facebook Live, Instagram Live, and IGTV.
- How to use Google to promote your frame building business.
- Turn your website into a powerhouse of content.
- Establish yourself as a frame building industry expert - by writing articles on LinkedIn.
- Create a social media policy for your frame building company.
- The 3Fs of reputation management.
- What other frame building companies are doing successfully with their websites and social media presence.

### SAFETY AND TECHNICAL KNOWLEDGE

#### Cost Effective and Code Conforming Wood-Framed Fire-Rated Construction

*Tim Royer*

Fire-rated-resistant walls and partitions are required by the International Building Code (IBC) to be constructed to meet a prescribed hourly rating. Fire-rated wood framed walls are permitted by IBC for 1 and 2 hour rated assemblies. The newly approved post-frame wood wall (UL V304) has been approved for a 3-hour rating and provides a cost-effective alternative to masonry or steel walls. This seminar will look in detail at the requirements of the IBC for fire-rated-resistant construction and review three examples of recently constructed projects.

**9:00-9:10 am** BREAK

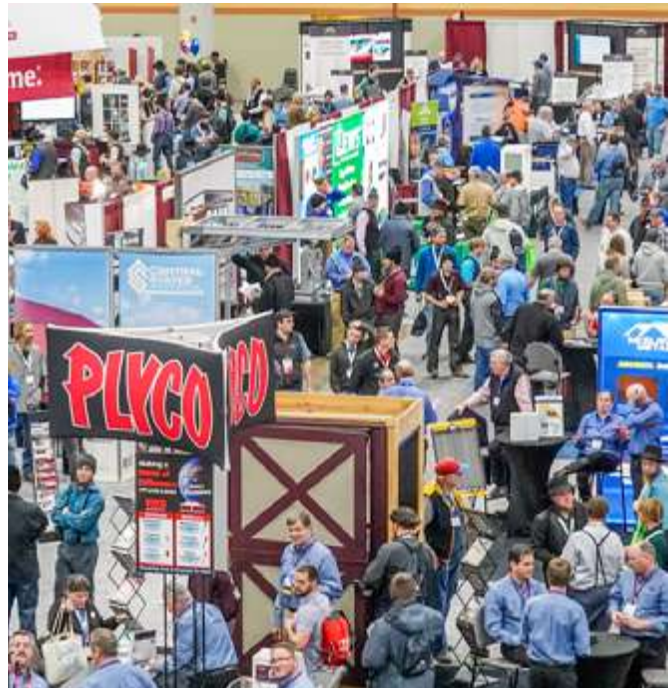
**9:10-10:10 am** Educational Breakout Sessions

### BUSINESS MANAGEMENT

#### What Exceptional Leaders Do to Become Exceptional

*Randy Goruk*

As a leader, do you ever wonder if you're spending your time on the



right activities? Do you ever wonder what other business leaders spend their time on? Do you think you may have developed a few bad habits that rob your organization of the best possible leadership? This presentation will highlight what exceptional leaders do every day and why these 'best practices' make them exceptional.

### SALES AND MARKETING

#### Striving for Excellence... The Key to Superior Customer Service

*Thomas Hudgin*

Here today, here tomorrow is everyone's dream for long term business success. To achieve this goal, you must be superb and passionate in beating your competition and becoming the best in customer service. This is critical not only to survive in today's challenging economy but to be on top. This presentation describes effective techniques in developing a superior customer service image at little or no cost. Topics include five ground rules for a superior customer service team, ways to exceed customer expectations, fixing problems two ways, asking for constant feedback from customers, determining what your customers value most, getting rid of your telephone menu system, figuring out why customers go to your competition.

### SAFETY AND TECHNICAL KNOWLEDGE

#### Site Safety

*Gary Auman*

This presentation will cover ALL the critical components of site safety. We will begin with safety considerations when bidding the project, move on to initial site inspection, and setting up for safety. We will discuss the development of your site-specific plans and site-specific safety rules. We will cover some of the frequently overlooked site safety considerations and OSHA standards. Finally, we will address safety training, safety audits, and safety enforcement.

**10:10-10:20 am**

**10:20-11:20 am**

**BREAK**

**Educational Breakout Sessions**



## BUSINESS MANAGEMENT

### Exit Planning: A Guide to the Process

*Dyanne Ross-Hanson*

Every business owner will leave his/her company at some point, voluntarily or otherwise. Most are so consumed working "in" their businesses they forget the need to work "on" their business's Exit/Succession Plan. Transitioning ownership is generally the most significant financial event in a business owner's life. And it takes years to prepare.

This program will help educate owners on a proven process used to develop a written Exit Plan and highlight common mistakes to avoid.

## SALES AND MARKETING

### Selling Value Not Price

*Marvin Montgomery*

We will focus on Professional Selling Techniques that will enable participants to become more effective at selling the value of their services instead of discounting the price. A combination of Preparation and Practice will be utilized to ensure maximum learning and retention so that the transition is made to selling value and not price. Each participant will receive training materials for review and follow-up. A Personal Action Plan will be completed after the training that should be shared with their manager to hold participants accountable.

## SAFETY AND TECHNICAL KNOWLEDGE

### How to Design and Build Post-Frame Building Assets and not Liabilities

*Aaron Halberg, P.E.*

Each successful post-frame project requires an early and accurate discussion about the desired loads to be used later in engineering, design, permitting, and the construction process. Successful builders know how to facilitate conversations about design loads with building owners and other stakeholders to ensure wind, snow, earthquake, and other environmental loads considered in the right way at the right time. You will leave this presentation with an understanding of how to facilitate conversations that result in building assets and not building liabilities.

**11:20-11:45 am**

**BREAK**

**11:45-1:15 pm**

**Awards Luncheon**

**1:30-5:30 pm**

**EXPO OPEN**

## EXPO FLOOR ACTIVITIES

**2-3 pm**

### NFBA Membership Benefits

*Morgan Arwood*

NFBA Membership Director, Morgan Arwood, will give a brief overview of the benefits of being a Member of the National Frame Building Association and will be able to answer any questions you may have about your membership, or how to join if your company is not already a Member of NFBA. Some of the many NFBA Member Benefits include: educational opportunities; networking opportunities; Frame Building Expo discounts; business referrals from customers who want to "Find a Builder," "Find a Supplier," or "Find a Designer" through NFBA's online lead generation program; advocacy benefits through your directory listing on the NFBA Website; use of the NFBA logo to establish increased prestige and confidence among customers; access to the NFBA Accredited Post-Frame Builder Program to demonstrate your industry knowledge and business integrity to your customers; and access to technical and legal experts that can provide free technical, legal and safety advice.

**3:00-4:00 pm**

### Firewalls and Installation

*Tim Royer P.E.*

As NFBA members' commercial business grew, so did the demand for expansion of post-frame fire-rated wall systems. Larger commercial buildings with larger areas and multiple occupancies required fire walls, fire barriers and fire partitions (which require fire ratings from both sides). Other recent code changes (2009 IBC, Table 602, and 2009 IBC 705.5) requiring an exterior fire-rated wall from both sides at separation distances of 10 feet or less (versus the former 5 feet) also added to the need for economical post-frame fire-resistant walls. With these circumstances, NFBA took on the challenge of pursuing efforts to obtain certification of a tested 3-hour load-bearing post-frame wall with fire protection from both sides that could be used for fire walls, fire barriers or fire partitions. After a successful 3-hour rating was obtained, the outlook for additional certifications was promising. Tim will have a mock-up of a 3-hour firewall on-hand for demonstration to attendees.

**4:00-5:00 pm**

### Basic Principles of Post-Frame Construction

*Josh Nowlin*

Discover the new post-frame specific training that NFBA is now offering! Geared toward your crews, this education is a great way to quickly and effectively get your new and even experienced team members to achieve their greatest potential. Join us for this exciting session lead by Josh Nowlin of Suburban Building and Chair of the NFBA Membership Committee!

**5:15-5:30 pm**

### PRIZE DRAWING

**5:30-7:30 pm**

### Christians in Construction

Reception sponsored by:



**8:00-11:00 pm**

### Expo Social

Join us for an evening of entertainment, food and beverages. Bring your colleagues, friends and family members or entertain your customers and make new acquaintances. Let's come together, celebrate our industry and make some good memories!

## THURSDAY, JANUARY 20<sup>TH</sup>

**7:30-10:30 am**

**Registration**

**7:30-9:30 am**

**Breakfast**

**7:30-9:00 am**

**Small Builder Breakfast**

(Invitation Only)

**8:30am - 12:30 pm**

**EXPO OPEN**

## EXPO FLOOR ACTIVITIES

**10-10:45 am**



**Screw-Driving Competition**

**11-11:45 am**



**Nail-Pounding Competition**

**12 pm**

**Grand Prize Drawing**

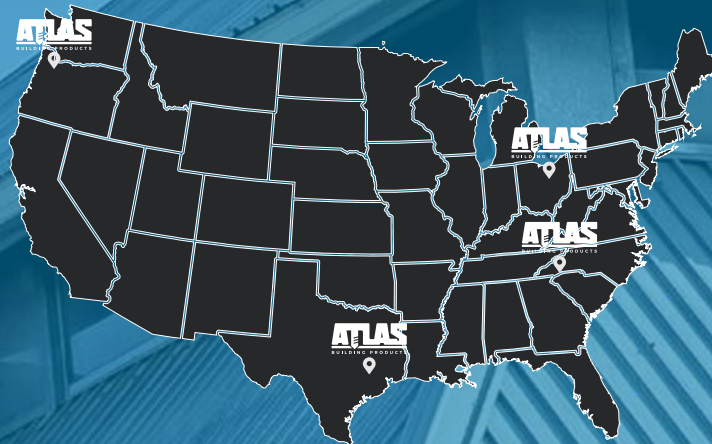
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# SCHEDULE AT A GLANCE

EXPO SCHEDULE

The **Business Management** Track of Education is for business owners, presidents, CEOs, operations managers, safety compliance managers, code officials, and industry professionals interested in education on leadership, business operations, and business development strategy.

The **Sales & Marketing** Track of Education is for salespeople and marketers, website designers, administrators, and managers interested in learning new strategies and techniques and increasing their overall sales and marketing knowledge relevant to the post-frame industry.

The **Technical & Safety** Track of Education is for builders and crew members, site supervisors, designers, architects, engineers, suppliers, building-material dealers, trade students, code officials, and industry professionals interested in learning the latest technical and safety information on building practices and applications.

The **EXPO Floor Education** will take place on the tradeshow floor and is for all attendees wishing to gain in-depth knowledge on various topics related to the post-frame industry.

**Monday, January 17**

4:00 PM - 7:00 PM  
Registration Open

REGISTRATION OPEN

**Tuesday, January 18**

6:30 AM - 5:00 PM  
Registration Open

REGISTRATION OPEN

	BUSINESS MANAGEMENT	SALES & MARKETING	TECHNICAL & SAFETY	HANDS-ON TRAINING & EXPO FLOOR
<b>7:30 AM - 8:30 AM</b> Breakout Sessions	Marvin Montgomery The Power of Attitude	Chris Nastav How To Make Google Love Your Business Website	Molly Butz, SBCA Managing Director Best Practices for the Framing Industry	
<b>8:40 AM - 9:40 AM</b> Breakout Sessions	Giri Addanki 4 Secrets from Industry Experts on Choosing the Right Technology for Profitability	Ted Janusz Why Can't We Just Get Along? The 5 Generations in the Workplace.	Gary Auman Emergency Action Plan/ Pandemic Protection and Response Policies- Whether a Builder or Supplier, You Need Both	
<b>9:50 AM - 10:50 AM</b> Breakout Sessions	Josh Nowlin Basic Principles of Post-Frame Construction.	Kuldeep Persaud What is your Brand and How to Deliver It	Aaron Halberg Post-Frame Design and Construction: Learn from the Mistakes of OTHERS	

11:00 AM - 12:30 PM  
General Session & Keynote Lt. Col. Waldo Waldman

KEYNOTE

12:30 PM - 5:30 PM  
EXPO OPEN

EXPO OPEN

1:00 PM - 2:00 PM				Gary Auman - travel NFBA Safety Program Template-Why is this SO IMPORTANT
2:30 PM - 3:30 PM				TBD
4:00 PM - 5:00 PM				IP Committee: Post-Frame Financing Solutions
5:15 PM - 5:30 PM				Prize Drawing in Hall





**8:00 PM - 12:00 AM**  
Plyco Reception

## PLYCO RECEPTION

**Wednesday, January 19**

**6:30 AM - 5:00 PM**  
Registration Open

## REGISTRATION OPEN

	BUSINESS MANAGEMENT	SALES & MARKETING	TECHNICAL & SAFETY	EXPO FLOOR
<b>8:00 AM - 9:00 AM</b>	Marvin Montgomery The Professional Customer Approach	Ted Janusz Social Media Strategies for Bottom-Line Results	Tim Royer Cost Effective and Code Conforming Wood-Framed Fire-Rated Construction	
<b>9:10 AM - 10:10 AM</b>	Randy Goruk What Exceptional Leaders Do to Become Exceptional	Thomas Hudgin Striving For Excellence....The Key To Superior Customer Service	Gary Auman - Site Safety	
<b>10:20 AM - 11:20 AM</b>	Dyanne Ross-Hanson Exit Planning: A Guide to the Process	Marvin Montgomery Selling Value not Price	Aaron Halberg - How to Design and Build Post-Frame Building Assets and not Liabilities	

**11:45 AM - 1:15 PM**  
Awards Luncheon

## AWARDS LUNCHEON

**1:30 PM - 5:30 PM**  
EXPO OPEN

## EXPO OPEN

<b>2:00 PM - 3:00 PM</b>				Morgan Arwood NFBA Membership Benefits
<b>4:00 PM - 5:00 PM</b>				Josh Nowlin Basic Principles of Post-Frame Construction.
<b>5:15 PM - 5:30 PM</b>				Prize Drawing in Hall

**5:30 PM - 7:30 PM**  
Christians in Construction Reception

## CHRISTIANS IN CONSTRUCTION RECEPTION

**8:00 PM - 11:00 PM**  
EXPO Social

## EXPO SOCIAL

**Thursday, January 20**

**7:30 AM - 10:30 AM**  
Registration Open

## REGISTRATION OPEN

**8:30 AM - 12:30 PM**  
EXPO OPEN

## EXPO OPEN

<b>10:00 AM - 10:45 AM</b>				Screw-Driving Competition
<b>11:00 AM - 11:45 AM</b>				Nail-Pounding Competition
<b>12:00 PM</b>				Grand Prize Drawing



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 Date \_\_\_\_\_

Please print clearly. Use a separate form for each registrant. Duplicate as necessary.

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 Mailing address (  home  work ) \_\_\_\_\_  
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 Work phone \_\_\_\_\_ Cell phone \_\_\_\_\_ E-mail address (required\*) \_\_\_\_\_

\*Confirmation of your registration will be sent only via e-mail to the e-mail address you provide here.

This is my first Expo.  I have special needs. Please contact me.  I will need vegetarian meals.  I do not wish to be listed in the printed registration list.

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**Builder Community** A

*Builders, students, design professionals, specifiers, and others engaged in the construction of post-frame or wood-column buildings must register under "Builder Community." Registration includes admission to educational sessions and the trade show. An additional fee is required to attend optional ticketed events and workshops in Box D.*

**Full Conference Registration**  
 (includes educational sessions and trade show)

	On or before 12/10/21	After 12/10/21
Member	<input type="checkbox"/> \$80	<input type="checkbox"/> \$120
Nonmember	<input type="checkbox"/> \$205	<input type="checkbox"/> \$290
Student (ID required)	<input type="checkbox"/> Free	<input type="checkbox"/> Free

**1-Day Conference Registration**  
 (includes educational sessions and trade show for 1 day only—choice of Tues., Wed., or Thurs.)

	On or before 12/10/21	After 12/10/21
Member	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65
Nonmember	<input type="checkbox"/> \$90	<input type="checkbox"/> \$150
Student (ID required)	<input type="checkbox"/> Free	<input type="checkbox"/> Free

Check the day you will attend.  Tuesday  Wednesday  Thursday

**Subtotal A \$** \_\_\_\_\_

**Spouse/Guest Name Badges** C

*Spouses, non-industry-related guests, and children under age 16 are free to attend the trade show **only** and will not be admitted into educational sessions. An additional fee is required to attend optional ticketed events. List the name(s) of guest(s) below.*

Name(s) \_\_\_\_\_  
 Name(s) \_\_\_\_\_  
 Name(s) \_\_\_\_\_

**Optional Ticketed Events (Expo Registration Required)** D

**Awards Luncheon (LUNCH), Wednesday, January 19th 11:45 am–1:15 pm**  
 Member tickets at \$55 ea = \$ \_\_\_\_\_.  Nonmember tickets at \$65 ea = \$ \_\_\_\_\_.  
**Christians in Construction Reception (REC), Wednesday, January 19th 5:30–7:30 pm**  
 (Free) # of tickets \_\_\_\_\_

**Subtotal D \$** \_\_\_\_\_

**Non-Exhibiting Supplier/Dealer Community** B

*Non-exhibiting suppliers or dealers engaged in the manufacturing or sale of materials, equipment, machinery, or services to the post-frame construction industry must register under "Non-Exhibiting Supplier/Dealer Community." Registration includes admission to educational sessions and the trade show. An additional fee is required to attend optional ticketed events and workshops in Box D.*

	On or before 12/10/21	After 12/10/21
Member	<input type="checkbox"/> \$320	<input type="checkbox"/> \$420
Nonmember	<input type="checkbox"/> \$800	<input type="checkbox"/> \$930

**Subtotal B \$** \_\_\_\_\_

**Attendee Information** E

<b>Primary Business Activity (Check one.)</b>	<b>What is your role? (Check one.)</b>
<input type="checkbox"/> Post-Frame Builder	<input type="checkbox"/> Manufacturer/Supplier
<input type="checkbox"/> Metal Frame Builder	<input type="checkbox"/> Architect/Engineer
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<input type="checkbox"/> Lumberyard/Distributor	<input type="checkbox"/> Student
	<input type="checkbox"/> Owner/President/Sr. Mgr.
	<input type="checkbox"/> Crew Leader
	<input type="checkbox"/> Crew Member
	<input type="checkbox"/> Sales/Marketing
	<input type="checkbox"/> Technical
	<input type="checkbox"/> Other

**Total Amount Due** F

**(A or B) + D = \$** \_\_\_\_\_

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The 54th Annual NFBA Post Frame Expo will be held at the Gaylord Opryland Resort & Convention Center.

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<https://book.passkey.com/gt/218147811?gtid=9ec4d171ab7f26101975cbf13edfadf0>

Room Reservation Cut-Off Date: December 27, 2021

Check-in time is 4:00 p.m. local time. Check-out time is 11:00 a.m. local time.

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### **Program Changes and Cancellations:**

NFBA reserves the right to substitute speakers or to cancel and reschedule events due to any unforeseen circumstances. If NFBA must cancel a show, registrants will receive a full credit or refund of their paid registration fee. No refunds will be made for lodging, airfare, or any other related expenses.

**Deductibility of Expenses:** Consult your tax advisor for information regarding the deductibility of registration and membership expenses.





Photo: H&D Quality Builders Roanoke, IL



# TOTAL POST-FRAME BUILDING DESIGN

Aaron Halberg, P.E.  
Professional Engineer and NFBA Editorial  
Committee Chair



**“Things should be made as simple as possible, but not simpler.” - Albert Einstein**

Analyzing and deciding how to make things as simple as possible can be complex. In Post-Frame construction, consider project requirements such as: choosing the right building products and specifications; building codes and permits; material and labor as they affect total installed cost; establishing building design loads (strength); and quality control in a chaotic and fast-moving environment.

Post-frame construction dates to the 1930s yet is still not well understood in many applications where it could be the ideal candidate for new construction. As an introduction to the uninitiate and as an introduction to more advanced topics for designers and engineers, I present three distinctive features of post-frame construction in this article, what benefits they offer and what challenges must be faced in these three areas so that this economical construction method is not over-simplified in the process of trying to keep things as simple as possible.

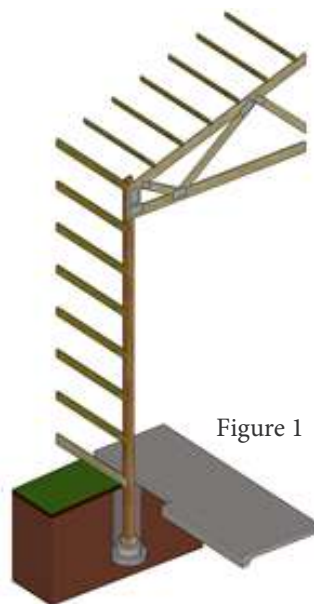
## How is Post-Frame Construction Different?

Post-frame construction is characterized by structural posts acting as vertical columns spaced at least 4 feet apart. The posts provide the primary framing for the walls which support the roof system which often (but not always) consists of Metal Plate Connected (MPC) trusses. The posts transfer the vertical loads (such as snow, dead, and occupancy/live loads) from the roof and interior floor systems to the foundation, while also assisting in resisting horizontal loads (from wind, seismic, and/or bulk storage sources).

Post-frame columns typically consist of dimensional lumber material that is assembled into a larger member (per ASABE / ANSI EP559.1) with fasteners (usually nails, sometimes screws, possibly bolts or other methods). Alternatively, dimensional lumber is often glued together in a quality-controlled manufacturing setting with the resulting columns identified as a GluLams. Other options exist, including solid sawn posts (such as 6x6 or 8x8), structural steel members (HSS or W-shapes), precast concrete columns or other innovative materials.

## Feature 1—Embedded Posts

The first distinctive feature of post-frame construction is that vertical posts or columns are often embedded in the ground. Vertical structural elements which are continuous in their load carrying capacity from the footing up to the roof system offers economical and effective distribution of building loads down into the foundation. See cutaway view of a Post-Frame portion in *Figure 1*.



*Figure 1* – Cutaway view of a partial post-frame building (Source: Halberg Engineering)

Embedding the vertical columns into the soil is a common practice that is well-suited to post-frame buildings and offers many benefits, including: lower lateral forces transmitted into the roof and wall diaphragm systems, less excavation / site work, less cast-in-place (CIP) concrete required in the foundation (sometimes eliminating all CIP), more flexibility in construction sequence, and improved speed of construction.

Some challenges or keys to successfully embedding columns include proper preservative-treatment for wood in the embedded region (extending from the base to at least 16" above finished grade), using a properly sized footing to resist the bearing forces, establishing a reliable method to resist uplift forces, and performing proper backfilling procedures around the embedded posts once it is in position. Structural analysis may be challenging for designers to resist the combination of horizontal, vertical, and uplift loads on a particular design. These capabilities vary depending on soil conditions at the site, geometry of the building, size of the post being used and the magnitude of loads that each post within the building must resist. See *Figures 2 and 3 and Photo 1* for illustration of bearing and uplift forces transmitted into the foundation.

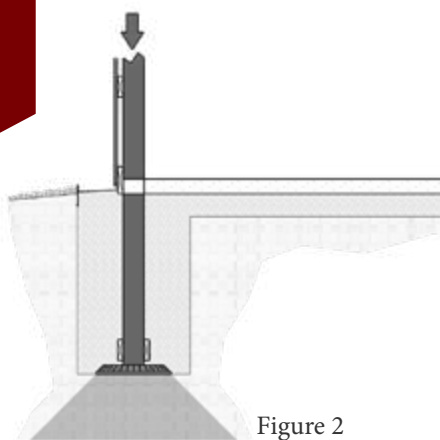


Figure 2



Photo 1

*Figure 2* – Embedded column showing vertical forces transmitted to footing and soil (Source: AG-CO Products / Halberg Engineering)

*Photo 1* - Photo Credit - FootingPad by AG-CO.

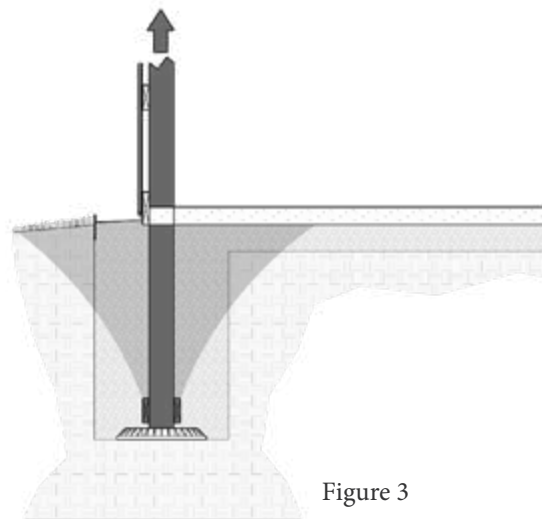


Figure 3

*Figure 3* – Embedded column showing uplift forces resisted by soil above uplift blocks. (Source: AG-CO Products / Halberg Engineering)

Indispensable information regarding the proper use of embedded columns can be found in the Post Frame Building Design Manual available from NFBA ([nfba.org](http://nfba.org)) and the Engineering Practice published by the American Society of Agricultural and Biological Engineers (available at [elibrary.asabe.org](http://elibrary.asabe.org)): EP486 Shallow Post and Pier Foundation Design.

## Feature 2—Trusses Used at Intervals Greater Than 2 Feet

Although what is considered “typical” varies by region, post-frame trusses are usually spaced at least 4 feet on center. In direct bearing roof systems, truss spacing will match the normal post spacing and is usually at least 6 feet and often 8 feet, or even 10 to 12 feet in certain applications.

The flexibility in truss spacing and spanning large areas has been made possible by the advancement in design and manufacturing of metal plate connected wood trusses over the last several decades. The roof trusses should be one of the first structural components designed for a post-frame project to confirm the desired roof geometry is possible. This roof design is then supported by necessary columns, beams, and other structural elements, including the connections to make sure the structural load path is continuous and reliable.

Truss designers and manufacturers have an efficient system of generating Truss Design Drawings (TDD) to confirm that the desired solution can be served by intended MPC trusses along with an estimate of the cost. Once the acceptability of the design is confirmed by the building designer and/or the builder and owner, the TDDs will be reviewed by the manufacturer's engineer and certified with an engineering seal, but this certification ONLY relates to the truss to resist the requested loads and assumes the MPC trusses will be installed and braced properly. Also, that they will be installed as part of a complete building system which is properly designed, braced, and constructed to support the trusses. The truss designer who certifies the truss design will explicitly NOT take any responsibility for the building design.

Some owners, and maybe even some builders, may see the engineer's certification on the TDD and conclude that this is now a complete engineered building system, but an engineered truss component does not make an engineered building and should never be represented as such. Total post-frame building design requires all structural members to be designed, not just the roof trusses.

Benefits of using trusses at spacing greater than 2 feet is a significant reduction in the total amount of material required and the time to erect the building. Also, the increased spans between trusses require purlins to support the roof cladding and these purlins running perpendicular to the trusses serve as the ideal supporting system for through-fastened steel roofing panels, which is common for post-frame construction. The system of secondary framing perpendicular to the primary framing is suitable for cladding attachment on the roof and for the walls by framing secondary girt members to the primary column members.

Challenges using trusses at larger spacing include the importance of confirming that truss design assumptions reflect the intended building to be constructed. Also, truss bracing requirements and

connections to the building must be designed by the qualified BUILDING designer (although many people incorrectly believe the TRUSS designer takes care of bracing and truss connections before sealing the TDDs). The Building Component Safety Information (BCSI) guidelines include one topic intended specifically for trusses used in post-frame buildings, "B10-Post Frame Truss Installation & Temporary Restraint/Bracing." Only by properly installing these engineered trusses into a well-designed building system and connecting them properly can it be ensured they will support the loads for which they were designed.

Suggested resources for additional information about properly using trusses in post-frame buildings include the previously mentioned PFBDM and two publications by the Truss Plate Institute (TPI). *ANSI/TPI 1: National Design Standard for Metal Plate Connected Wood Truss Construction.* Also: *TPI/SBCA Building Component Safety Information (BCSI).*



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### Feature 3—Metal-Clad Wood-Frame Diaphragms

Metal-clad, wood-framed diaphragms are created when light-gauge, roll-formed steel or aluminum panels are fastened with nails or screws to the wood framing (purlins in the roof and girts in the walls) and are historically the most common exterior material utilized in post-frame buildings but are certainly not required. Studying and documenting the strength and stiffness characteristics of MCWF diaphragms was one of the major areas of research efforts in the second half of the last century as post-frame construction moved from its agricultural origins into commercial and residential applications.

The steel panels used in post-frame buildings are often used in lighter gauges (thinner base metal thicknesses, such as 26, 28 or 29) than other types of construction. But because of the large area of these panels in the roof and walls, these thin steel panels fastened to the framing in a repetitive and regular manner creates a structural system capable of resisting significant in-plane forces.

Chapter 6 in the *PFBDM* is devoted to Diaphragm Design and Chapter 7 to Metal-Clad Wood-Frame Diaphragm Properties. Also, two additional ASABE Engineering Practice documents will be helpful for the designer looking for technical information on the topic: *EP484.2 Diaphragm Design of Metal-Clad, Wood-Frame Rectangular Buildings*, which is adopted in the International Building Code, and *EP558.1 Load Tests for Metal-Clad Wood-Frame Diaphragms*.

#### Interdependence

Understanding these three distinctive features of post frame should help you distinguish it from other building systems and—more importantly—make you keenly aware of the importance of having the entire building system designed to form an integral building system.

Post-frame buildings are so efficient because they are highly interdependent structures in which the

individual systems function together to become more than the sum of the parts. Think of the embedded posts being laterally supported by an MCWF diaphragm in the roof, supported by properly braced long-span trusses, a design that transmits loads into the walls of the building and down through the MCWF shearwalls of the building and into the foundation (again, this could be an embedded post load path). The benefit of the building system efficiency comes at the cost of understanding and taking care of these interdependent relationships throughout the process of conceiving, designing, procuring, constructing, and maintaining these buildings, but I believe this care is well worth the cost—for each individual building and for the entire post-frame industry.

Because of the interdependent nature of the post-frame features, especially when the sizes get large or whenever embedded columns are utilized, it has proven difficult to create a prescriptive post-frame design solution that is adequately flexible and usable without being overly conservative. Maybe that day is coming, but the ideal post-frame prescriptive requirements would need to balance at least three factors: be as simple as possible (Einstein again!), structural reliability (safety) and an efficient, cost-effective result (economical).

These three factors are not easily resolved to the point where everyone would be satisfied with the results for their building situations, which leads to the current situation where post-frame builders may benefit from hiring a structural engineer directly or establish a relationship with an engineer that does such work as a consultant. Consider the “Find a Provider” feature at the NFBA website ([nfba.org](http://nfba.org)) and choose from Supplier, Builder, and Designer when choosing what to look for.

Alternatively, for post-frame projects that “wing it” with a designed roof truss (only) and some rules of thumb for the building based on other structures which have not collapsed (yet), you really cannot

predict the reliability of such a building when it faces high winds, heavy snows or ice, earthquake loads, its own weight, or the combination of two or more of these loads at the same time. Hence, I believe a total building design approach is more important for post-frame construction than most people currently appreciate.

*Aaron Halberg, PE, is owner of Halberg Engineering LLC in Hayward, Wisconsin. He is licensed in 12 states and specializes in post-frame engineering services.*

### References

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# INSIDE THE FRAME

## DWAYNE BORKHOLDER

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

BY Rachel Pinkus  
National Frame Builder Editor



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NFBA Board Member, Dwayne Borkholder, was fortunate enough to grow up in his family's business. "My father, Freemon Borkholder, one of the five founders of the NFBA, was my teacher and hero growing up. I was in high spirits if I could substitute mowing lawn/pasture for a day in the car driving around with my father, flying in the Cessna prop plane to a jobsite farther away, going to meetings or to jobsites, then stopping for lunch and getting my usual - Cheeseburger and chocolate milk. Instead

of accompanying him in the meeting, I chatted with and entertained the secretary until it was time to go. Being around the lumberyard and building company, I learned to love the activities and the people involved in making it happen and understanding the various functions that were involved. Early on, I helped where I could- whether in the yard unloading the insulation shipment, sweeping out buildings, or helping with a delivery."

However, in high school Dwayne was challenged by his father to learn computer programming and then was given the task of converting their material listing spreadsheets into a pricing program for their sales team. "That programming was done in "BASIC" language on a Radio Shack TRS80. The structure of that program became the backbone of several generations of iterations and add-ons that became a simple and fast pricing tool that still exist today for our dealer network and internal sales team. One thing that my father did well was to "farm" me out to different managers to experience the various areas of responsibility to prepare me for leading the company later on. I follow that same pattern with my sons who now work in the business (all 5 of them)."

Another great trait his father had was being involved in missions and ministries and using the skill he was given and the building company to further their goals. "I learned the importance of seeing that the business was a tool that could be used to help others and be a tremendous blessing to them. One of my top priorities has been to create affordable housing solutions and to develop innovative methods to promote the industry by highlighting the benefits of post frame technology and leveraging those strengths to create a better outcome in the affordable space. That has led me to areas like Ukraine, Moldova, Belarus, Haiti, Bahamas, China, and Ireland to show them a different method of high quality yet simple construction. Our mission is to change the way the world builds."

When Dwayne was 28, his father was hurt and was paralyzed from the mid back on down. After several interviews by their corporate attorney and Local CPA, Dwayne was asked to lead the company.

Dwayne has a wonderful wife Jolene and has been blessed with 7 children and 8 grandchildren. He and his family enjoy camping, traveling, and spending a day on the lake. "I take my title as "Grandpa" very seriously and make sure they get enough candy, ice cream, and smores in their diet."

It seems that Borkholder has always had someone in the company involved on the NFBA Board or Committee level. "It was why some years ago I decided it was time for me to give back to those who had done the same for me. If we say our value system includes passing on the gift we've been given, then we will at some point get involved and contribute as well." Dwayne has learned over the years that when you contribute to a team effort, it always creates lasting friendships that somehow connect him to a future blessing. "Making connections is really a must in business and the wider our web, the opportunities are possible. We simply don't lose anything by giving back to the industry through NFBA involvement."

INSIDE THE FRAME







OUR THANKS GOES OUT TO THOSE WHO HAVE CONTRIBUTED!

\*CONTRIBUTORS AS OF NOVEMBER 29, 2021

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- \$12,500       \$1,000
- \$10,000       \$500 (\*Gold Contributor level)
- \$5,000       \$Other \_\_\_\_\_

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- ◆ Recognized as a supporter on nfba.org
- ◆ Recognized with signage at the Annual Conference and Expo
- ◆ \*Gold Contributors will receive an enhanced listing on nfba.org that includes the Gold Contributor emblem
- ◆ \*\*Platinum Contributors will receive Gold Contributor Level benefits with Platinum Contributor emblem, will be recognized in the Conference and Expo *program and on Expo signage*, **AND** they will receive either a half-page ad in the NFBA National Frame Builder Magazine or 2 complimentary full registrations to the 2022 NFBA Conference and Expo!

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Return completed form to NFBA:    mmiller@nfba.org    937-278-0317  
 NFBA 7250 Poe Ave. Suite 410 Dayton, OH 45414



# FOUR QUALITIES OF AN EXCELLENT MANAGER

by Ted Janusz



**D**o you do a great job managing your people? Bet you do! It has been my experience that managers having outstanding technical knowledge and skill often mistakenly believe they are also gifted at guiding and motivating their employees. These managers forgo the possibility of new ideas. At the same time, they wonder why their organization is plagued with a high turnover of both employees and customers.

So, instead, as a superior manager, identify how many of these four qualities you possess.

The best managers ...

## 1. Make their employees feel important

The number one desire of most people is the need to feel that their lives matter and that the world is a different and better place because they are in it. How often do you remind your employees that each of them is valuable to you and to your organization?

As an example, our family had just moved to town and our oldest daughter, Allison, was just

starting high school. The school was both new to us and new to the town. To become involved in the community, and because I have a face for radio, I had volunteered to be the public address announcer for the high school football games.

This particular evening I was wandering down the school's hallway during the meet-the-teachers night when suddenly I heard a voice ring out from behind me, "Ted Janusz!"

I thought to myself, who would know me in our new town, let alone at the new high school?

I turned around to see someone who was smiling from ear-to-ear. He extended his hand to me and said, "Ted Janusz, Voice of the Hilliard Darby Panthers, how in the heck are you?"

He then introduced himself as Jeff, the principal of the new school. Stunned, I shook his hand.

That encounter lasted twenty seconds and occurred over twenty years ago. But each time I recall it, I can easily remember my emotion. In that moment, as a

parent in a new town and in a new school, Jeff made me feel as tall as the Empire State Building!

I later learned that Jeff took the time to personally get to know as many people in the school community as he could. When he transferred from his old school to our new school, most of his staff came along with him. Why? Because he uniquely made people feel important.

More recently, early this past Sunday morning, I was out for my daily run. My iPhone rang. I wondered who would be calling me from a different time zone so early in the morning. I didn't recognize the phone number and so I let the call roll over to voicemail.

I had recently published a book and had quoted a famous speaker in the book, so I sent him a copy of my book.

It was this speaker who was calling and who left a message. He told me that, in a moment of reflection, he was wondering if anyone were listening to the words he was saying and if his words were making any kind of an impact. He went on to say that, today,

by reading his words in my book, he had received that assurance.

You would think that a speaker who flies only first class would know that his words were important. But that exchange convinced me that we all sometimes need to be reminded.

## 2. Make their employees feel appreciated

In taking worker satisfaction surveys over the last 75 years, employees' number one complaint is neither wages nor benefits, but a lack of appreciation.

In my last corporate position, I had a co-worker, Amy, who always did a good job. But one particular time Amy went above and beyond what she needed to do. I wanted to recognize Amy's efforts but times were tough and I wasn't in a position to give her a raise or promotion. Instead, I went to the Hallmark store and designed a postcard that said at the top, "The Top 10 Reasons Why You Are Marvelous" and I then filled it in.

When I gave the postcard to her, Amy looked at the card, then looked up at me. There were tears in Amy's

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eyes. Apparently no one had ever shown appreciation like that for Amy.

Average managers say, “My employees are getting paid. That should be enough!” Excellent managers regularly demonstrate how glad they are to have their employees on the team.

### 3. Get to know their employees as people

Vince Lombardi, the legendary coach of the Green Bay Packers said, “Nothing is more unequal than the equal treatment of unequals.”

Translating the coach-speak: Even though your employees may be equal, to motivate them properly, you can't treat them all the same way.

For instance:

- One of your employees is interested in taking on additional responsibilities so they can be promoted into management.
- Another employee desires to buy a house, so they want an opportunity to make more money.
- Yet another employee treasures time off, so they can spend that time with children or grandchildren.

The key to successful motivation is to reward your people the way that they want to be rewarded, not necessarily the way that you or I would like to be rewarded.

Unlike my daughter Allison, who is a loud, aggressive go-getter, my youngest daughter, Heidi, is quiet, shy and sensitive. As a middle schooler, Heidi was about to get her first experience on a competitive sports team. With the wrong kind of coach (one that would primarily bark or yell at her), Heidi might last only days or even hours on the softball team.

I watched from the stands as Heidi's coach, instead, worked his magic like a skilled craftsman. He learned exactly what to do to individually motivate each girl on the team.

The coach understood when a girl misplayed a ball, for example, whether she would need a verbal kick in the pants or a literal pat on the back to get her back in the game. He also knew exactly how to motivate Heidi, who as a result went on to become an outstanding catcher on the high school team.

Realize that Bob or Alice, who works for you, is more than “just” a bookkeeper. He or she has a family and

has plans and dreams just as you do. How much do you know about Bob or Alice? Their favorite sports team? Where they like to go out to eat? What they like to do in their free time?

Get to know your employees as people, and not just as “cogs in your machine.” Realize that people don't work for companies; they work for (or leave) their bosses.

### 4. Are role models for the organization

My daughter Allison once said to me, “What you and Mom do speaks so loudly, I can't hear what you say.”

I recently took the car through the local car wash. The operator, as he took my money said, “You are driving your wife's car today. And you are not riding your bike like you always do today, either.”

I had no idea who this person was.

People are watching you!

As a speaker, I watch others in my industry. It makes me feel good when my role models act appropriately and it disappoints me when they don't.

Similarly, whether you realize it or not, your employees are constantly watching you. They want to be sure that:

- You don't play favorites among your employees.
- You enforce the rules fairly.
- You have technical knowledge - they know they can always come to you to help solve a complex issue.
- You have emotional intelligence and people skills – they know that you will help them through a challenge they may have with a customer or even with a fellow employee.
- No matter what happens, you will always have their back.
- You maintain an even keel, no matter how the economy or other external forces impact the business.
- Most importantly, you are in charge, and that knowledge frees them to do their jobs.

Your employees want to belong to something that is bigger than themselves. They want to look forward to coming to their job every day, to enjoy working with you and their fellow employees. Your employees want to feel proud when they tell people in the community that they work at your organization. As an excellent manager, you realize that you make all of that possible.





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# National Frame Building Association Membership Application

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

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

## Additional Company Contacts

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

## A. Membership Level

### Builder Membership

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

- 0-1 \$475       1+ to 3 \$700       3+ to 6 \$1,280  
 6+ to 10 \$2,000       10+ \$3,300

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

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

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

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

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

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

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

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

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

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

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

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

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

Please indicate below which services you offer:

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

Please indicate the types of structures you can work on:

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

**Academic Membership**       \$100

**Associate Membership**       \$325

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

## B. Unified Chapter Dues (Mandatory)

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

- Atlantic Northeast (CT, MA, ME, NH, NJ, NY, PA, RI, VT)**       \$25  
**Mid Atlantic (DE, MD, NC, SC, VA, WV)**       \$25  
**Heartland (AR, KS, LA, MO, OK, TX)**       \$25

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

## C. Statewide Listing (Optional)

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

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

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

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

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

Signature \_\_\_\_\_

Date \_\_\_\_\_

Payment Information (select one):

- Check enclosed     Visa     MasterCard     AMEX     Discover

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

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

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

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

Signature \_\_\_\_\_

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

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

### Education

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

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

### Growth

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

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

### Advocacy

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

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

## NFBA Membership Categories

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

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

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

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

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

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

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

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

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

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

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

### • ACADEMIC MEMBERSHIP (\$100)

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

### • ASSOCIATE MEMBERSHIP (\$325)

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

### • STATEWIDE LISTINGS (\$100 each)

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





## OSHA'S EMERGENCY TEMPORARY STANDARD ON VACCINATION AND TESTING



Employers with 100+ employees will be required to **ensure all workers are fully vaccinated** unless the employer requires unvaccinated employees to undergo weekly testing and wear a face covering.

[osha.gov/vaxETS](https://www.osha.gov/vaxETS)

OSHA did issue an ETS mandating COVID vaccinations and/or weekly testing of unvaccinated employees for employers with one hundred or more employees on Friday, November 5th

# OSHA MOVES AHEAD WITH RULEMAKING UNDER THE BIDEN ADMINISTRATION

In this issue I am going to update you on two currently hot topics confronting employers as OSHA moves ahead with rulemaking under the Biden Administration – Heat Illness Prevention and COVID.

BY Gary Auman  
Auman, Mahan, & Furry



## COVID

As I write this article on October 31st, I feel that many employers feel they are being tricked rather than treated on this Halloween. On or about September 9th the President directed OSHA to promulgate an Emergency Temporary Standard (ETS) to mandate COVID vaccines for every employer that employs 100 or more people. From what I have read, a draft of the ETS was delivered to the White House several weeks ago. It has rested there since then. What concerns me is the fact that OSHA and the Administration has this ETS under a cloak of secrecy. It appears that it is being protected more closely than our most sensitive defense measures. What is so secret about this ETS? What does the Administration not want you to know about? As I write this article, I cannot report on the status of this ETS, but I can tell you that several states (I have heard as many as 24) have indicated that they intend to challenge any mandatory vaccination standard in court. Several governors have stated that they will file for a temporary injunction to stop the enforcement of any mandatory vaccination standard issued by OSHA. Some governors have directed their state agencies to not comply with any federal vaccination mandate.

So, at this point all we can do is speculate and that

is not something I like to do. All we know is what we have seen in the president's direction to OSHA and that is to develop an ETS that will require companies with one hundred or more employees to require all employees to be vaccinated or to test weekly each employee not vaccinated for COVID. The implication is that companies will have to pay for the testing as well as for the time an employee will have to be away from work to be tested. Beyond this I feel we are in a wait and see mode. We will review and synopsise any ETS when it is issued and get an analysis out to our members as soon as possible. Until we see the ETS you need to comply with existing guidance, which we have discussed in previous articles and webinars.

Update as of November 29, 2021 – While the information provided above is still correct a few actions have occurred since October 31st that I will pass on to you. OSHA did issue an ETS mandating COVID vaccinations and/or weekly testing of unvaccinated employees for employers with one hundred or more employees on Friday, November 5th. A multitude of states filed appeals of the ETS in several (almost all the federal appellate) courts immediately. The Fifth Circuit issued a temporary stay of enforcement of the ETS on November 12th. In its stay order the Court ordered OSHA to take no further steps to implement or enforce the ETS “until further court order.” The Court

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made that temporary stay permanent a few days later. Following the temporary stay, all the appellate courts that had received appeals conducted a lottery (standard procedure) to determine which would hear and decide the appeals on their merits. The Sixth Circuit Court of Appeals, which is based in Cincinnati, Ohio won the lottery and will now hear the appeals and decide whether the appeals shall be granted or denied. Meanwhile, the stay issued by the Fifth Circuit remains in effect. And in light of the stay, OSHA has officially suspended all further action of the implementation of the ETS. The ETS was published on November 5th, so the six-month longevity of an ETS began to run on that date. Whether that timeline could be extended as OSHA has suspended implantation of the ETS remains to be seen. Since these actions have occurred, there have been a myriad of articles advising employers to do everything necessary to have their vaccination programs in place by January 4, 2022, but to take no action until a decision is issued by the Sixth Circuit. How you should react if you would be covered by the ETS is a decision only you can make. I will be providing updates as this issue develops and I will be covering this topic in my presentation on Site

Safety at the Expo in January.

### HEAT ILLNESS PREVENTION

Just a few days after the President directed OSHA to promulgate a COVID ETS he directed OSHA to develop a standard to cover heat illness prevention. It appears that this will follow usual standard development protocols. OSHA recently requested input from labor and management on such a standard. The date to submit comments is December 27th. OSHA may hold public hearings after it receives those comments, or it might just take the information received and proceed to develop a draft standard. My feeling is that OSHA will use the NIOSH Criteria Document (which is about ten years old) as the starting point to develop the standard. We have to remember that Mr. Parker, who was just recently confirmed as the head of OSHA, comes to that job from his former position as head of Cal OSHA. Cal OSHA has a very broad and very strict heat illness prevention standard. While OSHA is notorious for the length of time it takes to promulgate a new standard, I do feel that the heat illness prevention standard will be on a fast track.

While OSHA goes about the rule making process, you need to remember that it has been (in most part) successfully enforcing heat illness prevention under the General Duty Clause. That Clause (Section 5(a)(1) of the OSH Act) requires all employers to provide their employees with a place of employment free of recognized hazards causing or likely to cause death or serious physical harm. Heat illness meets that criteria. In a decision in 2012, Judge Patrick Augustine of the Occupational Safety and Health Review Commission (OSHRC) listed five parts of the criteria document that he felt were feasible steps for employers to take to prevent heat illness. I am aware that this article is coming out as many of you enter a part of the year with cooler and colder temperatures, but those in the south may be confronted with heat illness issues year-round.

As I review applications for the NFBA Safety

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continued from page: 38

Recognition Awards I seldom see a heat illness prevention program that I am able to consider adequate to prevent heat illness or to meet the feasible steps discussed by Judge Augustine. The five steps begin with acclimatization and proceed through training. Remember, your heat illness prevention program is based on the heat index, not on temperature alone. I strongly suggest that you have your site supervisors download the OSHA Heat App on their smart phones. This will provide them the heat index on their jobsite as well as reminders of actions they should take to prevent heat illness with that heat index.

**Step One – Acclimatization** You need to identify employees who are reporting to the high heat index environment for the first time or are returning to the high heat index environment after having been away from it for one or two weeks. You need to set a schedule for the gradual indoctrination of those employees to the heat index on the jobsite over a period of one to two weeks. I suggest that on this step as well as on other steps you might consult with your company doctor for guidance of the best approach for your employees.



OSHA-NIOSH Heat Safety Tool App -CDC

**Step Two – Establish a Work/Rest Regimen.** This will vary depending on the heat index. For a low heat index, you might start with shorter rest periods with longer work periods between. As the heat index increases you will need to increase the length and frequency of rest periods. Again, guidance can be obtained on the OSHA Heat App and/or from your company doctor.

**Step Three – Hydration** You need to be sure you have adequate cool water on the job site. There should be sufficient water to provide up to a quart



of water for each employee each hour. You need to establish a hydration schedule at the start of the day and be prepared to modify it as the heat index increases. A “rule of thumb” here is a cup of water every 15-20m minutes in a moderate heat index. Again, consult the OSHA Heat App and/or your company doctor for advice and ideas.

**Step Four – Cooling Off Areas** You should establish cooling off areas in close proximity to the job site. These should be available for use by employees during rest breaks, especially as the heat index climbs during the day. They should also be available to employees anytime they begin to feel the symptoms of any heat illness. An employee who needs to use a cooling off area should never be permitted to find their own way to the area. Ideally, the cooling off area should have an ambient temperature of 75 degrees Fahrenheit.

**Prevent Heat Illness at Work**  
 Outdoor and indoor heat exposure can be dangerous.

**Ways to Protect Yourself and Others**

Nearly 3 out of 4 fatalities from heat illness happen during the first week of work.

<p><b>Ease into Work</b> New and returning workers need to build tolerance to heat (acclimatize) and take frequent breaks. Follow the 20% Rule. On the first day, work no more than 20% of the job's duration at full intensity in the heat. Increase the duration of time at full intensity by no more than 20% a day until workers are used to working in the heat.</p> <p><b>Drink Cool Water</b> Drink cool water even if you are not thirsty – at least 1 cup every 20 minutes.</p> <p><b>Take Rest Breaks</b> Take enough time to recover from heat given the temperature, humidity and conditions.</p> <p><b>Find Shade or a Cool Area</b> Take breaks in a designated shady or cool location.</p>	<p><b>Dress for the Heat</b> Wear a hat and light colored, loose-fitting, and breathable clothing if possible.</p> <p><b>Watch Out for Each Other</b> Monitor yourself and others for signs of heat illness.</p> <p><b>If Wearing a Face Covering</b> Change your face covering if it gets wet or soiled. Verify check on others frequently.</p>
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**Step Five – Training** You should (shall) train your employees on the different types of heat illnesses, the symptoms of each, and how to recognize those symptoms in themselves and others. They should also be trained on the first aid steps to take whenever they see those symptoms in themselves or others. This training should also include such things as



staying away from caffeinated beverages and energy drinks. You should also warn employees that anyone with underlying medical issues such as heart disease, diabetes, high blood pressure and/or a history of prior episodes of heat illness is more susceptible to heat illness than other employees. There are other matters that you can discuss with your employees such as appropriate clothing for a high heat index environment. As you can see, training employees on this topic cannot be accomplished in a five-to-ten-minute toolbox talk.

You need to document all training as well as the steps taken each day to protect your employees in a high heat index environment. Finally, this program must be supervisor driven. You must ensure that supervisors know that this is not something to only tell their employees one time and then leave it up to each employee to comply or not. The site supervisor **MUST UNDERSTAND THAT HE/SHE is 100%**

responsible to ENSURE that employees working for him/her fully comply with each part of each of the steps I have listed. Start now with developing and implementing your heat illness prevention program. When OSHA does finalize a heat illness prevention standard you should see specific steps you will need to take to be in compliance. Until then you need to follow the above steps to meet the requirements of the General Duty Clause.

*About the author:* Gary Auman is a Partner in the law firm of Auman, Mahan & Furry in Dayton, Ohio ([www.amfdayton.com](http://www.amfdayton.com)) and has over forty years of experience in OSHA compliance and litigation matters. Gary serves as General Counsel for many State, Regional and National Associations. He can be reached at [gwa@amfdayton.com](mailto:gwa@amfdayton.com).



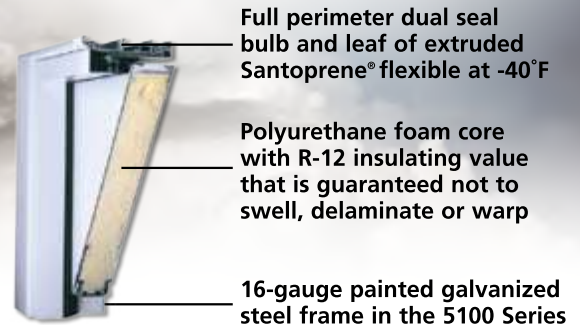
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