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Inside this issue

4 President’s Letter
6 Executive Director’s Letter
8 People & Companies
10 Forum-Selection Clause: A Ticket to Elsewhere
13 - 17 Huntington Beach Convention
18 - 23 2014 NWCB Outstanding Project of the Year Awards
24 Influence Under Pressure
26 Plaster Assemblies with Continuous Insulation
29 Glass-Mat Sheathing
32 Regional Update
34 Calendar
34 Advertiser Index
President’s Letter

Already we find ourselves in the middle of another beautiful summer in the Pacific Northwest. Hopefully this finds you enjoying some time off with your family and relaxing. At the risk of using a cliché, it seems time goes faster each year; because it does. As we enter the second half of the year, hopefully we are beginning to realize growth in our businesses. The local economy is on the edge of being robust. Good times ahead!

Reflecting on our May 2014 convention in Huntington Beach, CA, I’d like to share a few highlights. The convention was well attended and the accommodations were outstanding. The seminars were on point, educational and worth the time invested. The second annual “United Borders” celebration, hosted by the Oregon and Washington contractors associations, was quite the success. The convention caucuses were very well attended and informative. A groundbreaking labor/management joint caucus was held on Friday. The caucus was co-chaired exceedingly well by Dick Mettler, NWCCA Executive Director, and Bob Susee, Chief Operating Officer of the Pacific Northwest Regional Council of Carpenters. John Nesse, partner at Management Guidance LLP, was the guest speaker and provided a national perspective for both labor and management. There were also many guests from around the country in attendance. Hopefully, this is the first of many labor/management joint caucuses. Congratulations to Steve Henricksen for receiving the NWCB Industry Person of the Year Award. Well deserved!! (And Steve thought he was done with speeches.) All in all, the 2014 Northwest Wall and Ceiling Industries Convention and Trade Show was a great success of which we can build upon and grow our convention. To the NWCB Staff and to those who sponsored and/or contributed to the convention, a warm thank you.

The NWCB Board of Directors has been very active. At this time last year, the board conducted a SWOT analysis (strengths, weaknesses, opportunities and threats). Information was plentiful, yet it has proven difficult for the board to convert the SWOT analysis findings to clear goals and objectives. To expedite this process, a strategic planning committee was formed. Those who volunteered are: Peter Gallagher, Neil O’Connor, Morris Mehrer, Neal Pollock, Steve Henricksen, Mark Eisenmann and Jim Taylor. The committee has been meeting regularly and will report its findings at the fall board meeting. I am confident the committee will provide the NWCB Board of Directors recommendations and goals that can be achieved so that the NWCB will flourish and continue to be the ‘go-to’ organization for the wall and ceiling industry.

Finally, I would like to thank those who volunteer on behalf of the Northwest Wall and Ceiling Bureau. Time is valuable. In particular, I would like to thank each and every board member for their time and commitment to the success of our association. At times, it has been difficult, yet rewarding, to work with such a diverse group committed to a common goal.

Jim Taylor, NWCB President
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The Northwest Wall and Ceiling Convention and Trade Show, held May 1-3, 2014 was an event to remember. The location, accommodations and service were exceptional; we celebrated the Outstanding Project of the Year awards at the opening session and were inspired by the profound words of Dr. Dan Diamond; we had expansive industry exhibits and a variety of educational seminars. In addition, the industry caucus meetings had strong participation; we cheered on the competitors at the Third Annual Top Gun Competition and took in spectacular Huntington Beach at the limited free moments we had. The “United Borders” Happy Hour and Manufacturer & Dealer party provided a fantastic evening. It was probably a good thing that these outdoor events had a time restriction; otherwise the party may have gone all night. I would like to extend an extra thanks to our sponsors and exhibitors for their continued support which makes this 64-year convention tradition possible. I look forward to seeing everyone at next year’s convention April 16-18, 2015, at the Westin Mission Hills Resort & Spa, in Rancho Mirage California.

Over the past year, the NWCB Board of Directors has put a significant amount of time and effort into planning for the future of the Northwest Wall and Ceiling Bureau. In the past year the Directors have performed an in-depth SWOT analysis, an evaluation of our strengths, weaknesses, opportunities and threats. With the data from the SWOT analysis they have developed aggressive yet achievable objectives and prioritized these goals. A special committee has been formed to further evaluate these objectives and develop a path of execution and continued success for the Northwest Wall and Ceiling Bureau.

One of the key elements to the success of the NWCB is the participation of our members. It is this continued support from our members that will keep us at the leading edge of our industry. Please continue to participate in chapter meetings, social events, seminars and the convention. In addition, consider getting involved in a committee or volunteer to assist at an event. The growth, health and continued success of the NWCB depend on the efforts of our members.

The NWCB is assembling a series of seminars and chapter meetings for the 2014-2015 season. The seminars will provide an educational forum along with the opportunity for architects to earn AIA Continuing Education Learning Units. The chapter meetings will also provide educational information together with networking opportunities. Please watch for the upcoming announcements and meeting information.

We will also be hosting a number of industry social events which will be taking place this fall and winter. Please reference the calendar here in the Higher Standard. Save the dates and join us for these fun industry events.

These gatherings provide an excellent opportunity for education and the opportunity to spend time with people in the industry and office colleagues. Keep your eyes open for additional information and visit us at www.nwcb.org. We are looking forward to seeing you!

All the best,

Mark Eisenmann, Executive Director
Northwest Wall and Ceiling Bureau
The University of Washington College of Built Environments has selected the 2014-15 recipients of the Charles F. Clay Memorial Scholarship funded by the NWCB. One of the students selected is Sergio Ortega, who is pursuing a Bachelor of Science degree in construction management and is on track to graduate in June 2015. The other recipient is Mikhail Balasyuk, an undergraduate student pursuing a dual degree in construction management and architecture. Congratulations to both recipients!

Intercorp, an importer and master distributor of construction fasteners under the Strong-Point® brand, has received an evaluation report (ESR #3528) from ICC Evaluation Service (ICC-ES), certifying that their Strong-Point products meet International Building Code (IBC) and International Residential Code (IRC) requirements.

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For additional information about Senergy, visit the website www.senergy.basf.com.

Parex USA is pleased to announce that Larry Millspsaug has been named as the Technical Representative for the PNW Territories and Northern CA. Larry will provide technical support for Parex EIFS and Stucco as well as Merkrete, Variance and all Parex USA Brands for the region that includes Alaska, Idaho, Montana, Northern CA, Oregon, Utah and Washington. Larry can be contacted by phone, 206.234.3866, and by email at larry.millspsaug@parexusa.com.

Stan Martinkus, President and CEO of Western Materials, is pleased to announce that Western Materials of Oregon, LLC, has a new location in Portland at 6650 N. Basin Ave., Bldg 4, Ste. L/M, Portland, OR 97217. The branch manager is Mike Cobb. You can reach him at 971.219.9797.

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Forum-Selection Clause: A Ticket to Elsewhere

James Yand, Miller Nash LLP

Large businesses operating in multiple states recently received the green light from the United States Supreme Court to litigate their civil disputes in their home jurisdiction regardless of where the construction project is located. This represents a big change from past practice and should be a wake-up call for local businesses dealing with national contractors. This decision could also serve as a serious threat to subcontractors that provide most of the labor and materials for a project but typically lack any negotiating leverage to reject an unfavorable forum-selection clause. Many state laws prohibit the practice of choosing remote or foreign jurisdictions to resolve construction disputes as contrary to public policy. The purpose of these laws is to protect local businesses from having to travel across the country to resolve a dispute in their contract. It might be difficult, however, to undo the damage imposed by the Supreme Court in holding that the freedom of contract to choose where disputes should be resolved trumps most all other considerations. In short, if it is in the contract voluntarily signed by both sides, state law prohibiting the practice does not prevent its enforcement.

By way of background, Atlantic Marine Construction was a large multistate contractor located in Virginia and entered into a contract with J Crew Management, a subcontractor that called Texas home. Contrary to Texas law, the contract stated that all disputes had to be resolved in the state or federal court in Norfolk, Virginia, rather than Texas, where the project was being built. Figuring that the law was in its favor, J Crew filed a lawsuit against Atlantic Marine in federal court in Texas to recover unpaid sums due—a very common problem for many contractors. Atlantic Marine cited its clause requiring disputes to be resolved in Virginia and sought to dismiss or transfer the case under 28 U.S.C. Section 1406(a), or else to transfer under Section 1404(a). The district court refused to allow the transfer, concluding that Section 1406(a) did not apply because venue in Texas was proper despite the forum-selection clause, and that the balance of public and private interests weighed against a discretionary transfer under Section 1404(a). The Fifth Circuit Court of Appeals refused to interfere and denied Atlantic Marine’s petition for a writ of mandamus to consider the issue.

Questions Presented

The Supreme Court decided to resolve, once and for all, whether forum-selection clauses should be rigorously enforced like most other types of contract clauses, such as arbitration clauses, or whether federal courts should balance certain factors in deciding whether to enforce a forum-selection clause under the circumstances (and if so, which factors should be considered).

The answers to these questions would have a particularly profound impact on the construction industry because most contracts follow the traditional notion that construction
claims should be resolved where the project is being built. The parties did not argue, or at least the Supreme Court did not seek to address, the realities of the construction industry regarding illusory equal bargaining power in the bidding process.

**Legal Decision**

Justice Alito wrote the decision for a surprisingly unanimous Supreme Court. In most all respects, it came down strongly on the general contractors’ side of the argument: Forum-selection clauses must be given full force and effect in all but the most exceptional circumstances. One small glimmer of hope for the subcontractor remained if it could prove that public interests under state law could override the parties’ choice of forum. On the merits, the Supreme Court opined that “no public-interest factors that might support the denial of Atlantic Marine’s motion to transfer are apparent,” but nonetheless remanded the case to the lower courts to resolve that question.

In a nutshell, the Supreme Court held that the lower courts had correctly identified Section 1404(a) as the appropriate procedural mechanism, but that they had applied the incorrect standard as to how Section 1404(a) motions should be evaluated. In other words, Atlantic Marine likely would have prevailed on its transfer motion if the district court had applied the correct standard under Section 1404(a).

**Lessons Learned**

The *Atlantic Marine* decision brings some clarity to the enforceability of forum-selection clauses, yet numerous important issues still remain.

The *Atlantic Marine* decision applies only in federal courts. What happens if the subcontractor files its lawsuit in state court first? State courts might view their state law much more favorably than the balance struck in the federal courts. Thus, for those subcontractors determined to ignore a forum-selection clause, they can be expected to file suit in state court rather than federal court and block the effort to remove the case to federal court through artful pleading. On the other hand, if the lawsuit concerns a payment dispute on a federal project, the subcontractor or supplier could be placed in the difficult position of forgoing its Miller Act payment-bond claim. On the flip side, general contractors can be expected to attempt to remove those state lawsuits to federal court if possible under federal law.

It is also interesting to note that two prominent business interests filed opposite briefs before oral argument. The U.S. Chamber of Commerce filed an amicus brief emphasizing the importance of upholding businesses’ contractual expectations, while the American Subcontractors Association (“ASA”) argued that construction subcontracts are not necessarily freely negotiated instruments entered into among parties with equal bargaining power. The Supreme Court never even acknowledged ASA’s arguments, yet it expressly relied on the Chamber’s position. As a result, an argument urging a federal court to treat a construction contract differently from other types of contracts might fall on deaf ears. Stay tuned for further updates.

It is also important to note that the role of state public policy was not at issue before the Supreme Court. The district court had dismissed J Crew’s public-policy argument, and J Crew did not appeal that aspect of the district court’s order. Furthermore, the Supreme Court left the door open for future courts to potentially consider state public policy. Namely, district courts must consider the “[p]ublic-interest factors” in deciding whether to refuse transfer, one of which is “the local interest in having localized controversies decided at home.” Atl. Marine, slip op. at 12 n.6 (quoting *Piper Aircraft Co. v. Reyno*, 454 U.S. 235, 241 n.6 (1981) (internal quotation marks and citation in Piper Aircraft omitted)). This is the potential hook on which to hang a state public-policy argument.

These are some of the many issues to consider in light of the *Atlantic Marine* decision. From a big-picture perspective, if subcontractors wish to reverse this fundamental shift in favor of general contractors, their hope lies with Congress, not the state legislatures. They should start a conversation with their industry associations on the type of federal legislation that has already been successful at the state level.

For subcontractors, suppliers and manufacturers, this case serves as a reminder to take another look at your own forum-selection clauses in your standard contracts, and give closer scrutiny to any forum-selection clauses in future contracts that you are asked to sign. And if your business does not regularly use a forum-selection clause, ask yourself whether you need one in light of the uncertainty that could otherwise result. In either case, asking a knowledgeable construction attorney to assess these concerns in your business contracts is great way to address these issues before the next dispute arises.

(This article originally appeared on the Miller Nash LLP land use, real estate, construction & environmental law blog, “From the Ground Up.” Visit the blog at www.fromthegrounduplaw.com)

--James Yand is a partner of Miller Nash LLP and a member of the firm’s litigation practice team. Jim has more than 20 years of experience resolving disputes for business owners and individuals in construction law, products liability, e-discovery, and franchise and commercial law. He can be reached at james.yand@millernash.com or 206.622.8484.
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Huntington Beach Convention

Tiina Freeman, CAE
NWCB Director of Communications & Events

The 2014 Wall and Ceiling Industries Annual Convention and Trade Show took place April 18-20 at the Hyatt Regency Huntington Beach Resort & Spa in Huntington Beach, California. With a significant increase in attendance, this year’s event marked a positive turn for our industry.

The event featured a trade show, educational events, industry meetings, a golf tournament and fun social events bringing the members together in a relaxed setting of beach resort. The convention and trade show gave the attendees many opportunities to exchange information and to network with their industry colleagues, which continue to be the top reasons people attend our event year after year.

The convention events had been built around a daily exhibit period in the trade show hall. Several new exhibitors were among the companies showing their offerings, including Chad Pearson, Business Developer for Plexxis Group, who said, “After just our first day at the show, we knew we’d be back to next year’s event.”

“From a business perspective, the show had a very unique, intimate, and relaxed culture that enabled us to spend the most high quality time possible with industry trendsetters and leaders,” Peterson said. “From a social perspective, the events, the dinners, and the evenings out were an absolute blast. It was the perfect balance of work and letting loose.”

The Top Gun competition took place in the exhibit hall as well. This competition brings to stage the fastest screw gun users in our industry to determine who can drive the greatest number of drywall screws into gypsum wallboard in 15 seconds.

The winner of the 2014 Top Gun title was Rudolfo Guzman, of Longview, Wash. Luis Octavio Duran from Auburn, Wash., placed second; and Cody Martin from Springfield, Ore., placed third. All of them came to compete through the regional trials held in the months prior to the convention.

continued on next page
Convention attendees from the show floor tried challenging them, but in the end, the regional winners, representing the top talent in the wall and ceiling industry, took the first three places.

The Industry Person of the Year Award was presented during the closing banquet to Steve Henricksen, President of D. L. Henricksen Company, Inc., located in Tacoma, Wash. He is the immediate past president of the NWCB and a board member with many years of distinguished service to the association.

The Hyatt Regency Huntington Beach Resort & Spa and the beach setting provided a fantastic backdrop to fun and memorable social events, including the “United Borders” reception and the Manufacturer & Dealer Party, which allowed the attendees to mingle with friends, enjoy entertainment and fabulous food and drink. The popularity of the venue was evident in the results of the convention survey and the many suggestions we have received to return to this beautiful venue in the future. We appreciate your feedback and will be looking at booking another convention in Huntington Beach.

Preparations are underway for our event next year, when we return to the desert and convene at the Westin Mission Hills Resort & Spa in Rancho Mirage on April 16-18. (See back cover of this issue for more details.) It is not too early to start planning. Exhibit space can be reserved by contacting the NWCB office at 206.524.4243. Guestroom reservations are available by calling 1.877.253.0041. We look forward to seeing you in Rancho Mirage!

**Industry Person of the Year Award**

Steve Henricksen, President of D. L. Henricksen Company, Inc. (second from right) was honored with the Industry Person of the Year. He is shown here with (l to r): NWCB Executive Director Mark Eisenmann, Chris Burrows and on far right, Jim Taylor.
**Top Gun Award**

Rudolfo Guzman, of Longview, Wash. (center) won the Top Gun competition.

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**Best Booth Award**

The Best Booth award was presented to Hilti for their colorful, visually interesting and interactive booth.

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2014

NW WALL & CEILING BUREAU

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British Columbia
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Master Stucco Ltd

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Manufacturers
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Wall & Ceiling Contractor
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Manufacturers
Bailey Metal Products Ltd.
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British Columbia
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British Columbia
INTERIOR - COMMERCIAL

Wall & Ceiling Contractor
Master Stucco Ltd

Suppliers
Pacific West Systems Supply Ltd.

Manufacturers
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Commercial Construction Supply Ltd.

Wall & Ceiling Contractor
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Wall & Ceiling Contractor
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**Oregon**

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**Oregon**

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**Manufacturers**
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SCAFCO Steel Stud Company

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**Oregon**

**EXTERIOR COMMERCIAL**

**Sage Center Port of Morrow**
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Generation Plastering LLC

**Architectural Firm**
Terrence L. Thomhill, Architect

**Supplier**
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**Manufacturer**
Parex USA
of the Year Awards

**Oregon**

**RENOVATION**

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- **Architectural Firm**: MBH Architects
- **Supplier**: GTS Interior Supply
- **Manufacturers**: HILTI, SCAFCO Steel Stud Company, USG Building Systems

**Oregon**

**SUSPENDED CEILING**

**Salesforce.com – Portland**
- **Wall & Ceiling Contractor**: Performance Contracting, Inc.
- **Architectural Firm**: Gensler
- **Suppliers**: GTS Interior Supply, Knez Building Materials, Spears Construction Supply
- **Manufacturers**: Georgia-Pacific, Hamilton Drywall Products, HILTI, SCAFCO Steel Stud Company, USG Building Systems

**Oregon**

**LIGHT-GAUGE STEEL FRAMING**

**Collaborative Life Sciences Building**
- **Wall & Ceiling Contractor**: Western Partitions, Inc.
- **Architectural Firm**: SERA
- **Suppliers**: Building Specialties Inc., Spears Construction Supply
- **Manufacturers**: Georgia-Pacific, SCAFCO Steel Stud Company

**Washington**

**INTERIOR RESIDENTIAL**

**University of Washington Mercer Court Apartments**
- **Wall & Ceiling Contractor**: Northwest Partitions, Inc.
- **Architectural Firm**: Ankrom Moisan Architects
- **Supplier**: Kent Gypsum Supply Inc.
- **Manufacturers**: Armstrong World Industries, CEMCO, Fry Reglet Corporation, Georgia-Pacific, Grabber Construction Products, Hamilton Drywall Products, HILTI, Plastic Components, Inc., Sherwin-Williams, USG Building Systems
Washington
LIGHT-GAUGE STEEL FRAMING
Seattle Children's Hospital – Phase 1 Expansion
Wall & Ceiling Contractor:
Performance Contracting, Inc.
Architectural Firm:
ZGF Architects
Suppliers:
GTS Interior Supply
The Supply Guy
Manufacturers:
 CertainTeed Gypsum
Hamilton Drywall Products
HILTI
SCAFCO Steel Stud Company

Washington
EXTERIOR COMMERCIAL
University of Washington - Husky Stadium Renovation
Wall & Ceiling Contractor:
Western Partitions, Inc.
Architectural Firm:
360 Architects
Suppliers:
Drywall Distributors Inc.
Evergreen Building Products, LLC
Spears Construction Supply
Manufacturers:
Armstrong World Industries
BlazeFrame Industries
CEMCO
Georgia-Pacific
HILTI
SCAFCO Steel Stud Company

Washington
INTERIOR COMMERCIAL
Valley View Middle School
Wall & Ceiling Contractor:
Western Partitions, Inc.
Architectural Firm:
Dykeman
Suppliers:
Building Specialties Inc.
Drywall Distributors Inc.
Spears Construction Supply
The Supply Guy
Manufacturers:
BlazeFrame Industries
CEMCO
Georgia-Pacific
SCAFCO Steel Stud Company
USG Building Systems

Washington
RESTORATION
Madison Elementary School
Wall & Ceiling Contractor:
Miller & Sons, Inc.
Architectural Firm:
BCRA
Suppliers:
Commencement Bay Construction Products
The Supply Guy
Manufacturers:
AMICO
BASF Wall Systems
Owens Corning
VaproShield
of the Year Awards

Washington

RENOVATION

Natural Resource Building Envelope Repair
Wall & Ceiling Contractor
Western Partitions, Inc.

Architectural Firm
S.M. Stemper Architects

Manufacturer
Dryvit Systems, Inc.

Supplier
Building Specialties Inc.

Washington

EXTERIOR RESIDENTIAL

Private Residence, Medina
Wall & Ceiling Contractor
Phampena Inc.

Architectural Firm
Olson Kundig

Supplier
Evergreen Building Products, LLC

Manufacturer
Sto Corp.

Washington

HISTORICAL PRESERVATION

King Street Station - Rehabilitation Phase - 2B
Wall & Ceiling Contractor
Performance Contracting, Inc.

Architectural Firms
ZGF Architects, LLP

Manufacturers
CEMCO
Georgia Pacific
USG Building Systems

Suppliers
Salmon Bay Sand & Gravel
Drywall Distributors Inc.

Washington

SUSPENDED CEILING

University of Washington - Odegaard Undergraduate Library
Wall & Ceiling Contractor
Performance Contracting, Inc.

Architectural Firm
Miller Hull Partnership, LLP

Supplier
GTS Interior Supply

Manufacturers
9Wood
Armstrong World Industries

www.nwcb.org 23
Dan Diamond, MD

We all want to make a difference with our lives. Not surprisingly, our employers would like for all of us to make a difference as well. Unfortunately, it is way too easy to get stuck or become complacent based on who we think we are and how we fit in. Will Rogers once said, “The road to success is dotted with many tempting parking spaces.” Looking around, it appears that many people have already pulled in, set the brake and turned off the car. It doesn’t have to be this way.

There are four tiers of employees, each with a different focus and level of influence. Learning how to advance up the tiers will determine the value you deliver to your organization. Employees and employers alike are facing tremendous pressures in the workplace today. For corporations, how their employees respond under pressure is critical. For us, as the pressure in our society increases, those that influence, overcome and leave a legacy will be the most highly valued and rewarded.

Tier 1 Employees:

LOYAL

The greatest number of people are found in Tier 1. They are loyal and consistent. Focused on assigned tasks, they are reliable and they get their work done. The best Tier 1 employees can handle whatever is thrown at them because they have the ability to do a wide variety of tasks. Tier 1 Employees, however, have the least amount of influence because they wait for tasks to be assigned. Therefore, rather than making an impact on others, they are influenced by those that assign the tasks. Under pressure they look to others to direct them how to adapt.

Tier 2 Employees:

ENGAGED

In addition to being loyal, Tier 2 Employees are also engaged. Their wider field of view helps them to see opportunities because they focus not just on Tier 1 tasks but on the needs of the team. Because they see opportunity, others may see them as having valuable insight. They are well liked by the team and have the reputation of “looking out” for others or “having their backs.” When pressure comes, they may become discouraged and defeated by the attitudes of others. In fact, because they feel powerless, they may even disengage and fall back to a Tier 1 strategy if they perceive that their team is not being treated well.
Tier 3 Employees:

**EMPOWERED**

There are fewer Tier 3 Employees. Not only are they loyal and engaged but they are the ones who see themselves as being empowered to make a difference. These folks have, what Julian Rotter termed, an Internal Locus of Control. Power is internal to them, and they see themselves as able to make a difference. They believe, like Holocaust survivor Viktor Frankl said, “The one thing you can’t take away from me is the way I choose to respond to what you do to me.” They are confident that they have the ability to impact their world . . . no matter what. With this foundational belief, they become more influential and move into more significant leadership roles because they are willing to initiate change and they focus on outcomes. Tier 3 employees are great to have on the team because, under pressure, they know how to put together a plan and make things happen.

Tier 4 Employees:

**PURPOSED**

Tier 4 employees are in shortest demand. They are loyal, engaged, empowered and purpose driven. They have a mindset for success. Not only are they empowered with an Internal Locus of Control but they also are purpose driven. They see beyond themselves and they have become “givers.” Their focus is on contributing to the lives of others and leaving a legacy. Not only do they see opportunities and initiate solutions, but they continue to press on until they overcome obstacles. Unshakeable, with their laser focus on legacy, they have tremendous influence because they invest in the lives of others.

You’re Not Making Soup

Looking at this tier structure raises the question: Is it possible to have too many leaders? Is the old saying “Too many cooks spoil the broth” true? It may be true if you are making soup, but in the business world, having an abundance of people with Tier 4 leadership skills is a strong advantage. When my team is responding to the front lines of international disasters, I would much rather have a team of Tier 4 leaders. They respect and value the need for organizational structure. They are tremendously valuable because they see opportunity and can anticipate needs. Because they are purpose driven, Tier 4 folks contribute rather than drain. They are powerful givers. I’ll take a team of people like that into the heart of a disaster any day.

—as an award winning educator, physician and disaster professional, Dr. Dan Diamond brings extensive expertise in the area of performance psychology, problem solving and teamwork. Dr. Diamond helps organizations equip their people with skills to increase their influence and perform under pressure through exceptional training programs, including keynotes, workshops and coaching tailored to meet the specific needs of each organization. Find out more at www.dandiamondmd.com.
Energy code regulations are requiring a more prevalent use of continuous insulation (CI). CI designs are intended to prevent or minimize thermal transference also known as thermal bridging. In our plastering industry, thermal bridging is related to the natural thermal conductivity of steel used in light-gauge framing and directly affects our current energy usage levels. Wood framing can also be attributed to thermal bridging but to a lesser degree than steel. The plastering industry has always been proactive with energy issues and has, for many years, been applying stucco over foam boards. In this article, we'll look at various three-coat stucco assemblies over CI.

Although EIFS was the first exterior cladding meeting the definition of a true continuous insulation cladding and offering a continuous insulation “system,” stucco over CI also performs very well and really only loses minimal amounts of energy via transference (thermal bridging) from the fasteners and, in some assemblies, the trims.

Back in my plastering days, we did a fair amount of stucco over foam. We had to have custom trims bent to make our weep screeds and casing beads for the three-coat assemblies. The control joints were wired to the wire lath on the surface of the foam, and we had to pay close attention to the fasteners to make sure they nested properly. It took a little longer than a conventional stucco assembly, but after a short learning curve, it became second nature. Back in those days, there weren’t a lot of three-coat assemblies applied over foam; mostly, we did one-coat over foam, and it was on residential structures. Nevertheless, stucco has been applied over foam successfully for many years.

A few years ago, the Western Conference of the Wall and Ceiling Institutes created a brochure to illustrate EIFS, one-coat stucco and three-coat stucco assemblies. The three-coat assemblies are those that are common, time-proven and compliant to the new energy codes. The Western Conference is made up of industry technical experts from the Technical Services Information Bureau, the Northwest Wall and Ceiling Bureau and the Wall and Ceiling Alliance, which, based on their combined experiences, collaborated to illustrate these assemblies. The three-coat stucco assemblies illustrated represent the most commonly used and are only representative of the plastering industry. The assemblies are called PWA 104 (Figure 1), PWA 105 (Figure 2) and PWA 106 (Figure 3). The brochure also contains calculation tables that provide guidelines for selection of foam board thickness and cavity insulation R-values used to achieve the desired thermal resistance for a given wall assembly.

PWA 104 – Figure 1

This is the assembly I applied back in the day. It is the most straightforward assembly—a conventional three-coat stucco and finish over sheathing with an insulation layer of foam placed between the water-resistive barrier (WRB) and the three-coat stucco assembly. The proper location of the WRB is between the sheathing and the foam. In this location, the WRB can be fastened flat to the sheathing and won’t become torn as it would if it were on top of the foam with fasteners going through it. As with any exterior cladding that has foam, all of the foam insulation must be completely encapsulated by either a metal trim or a stucco layer. The stucco assembly is applied over the foam in compliance with ASTM C-926. With this PWA assembly, it is recommended that a lamina layer (polymer-enhanced cement and mesh) be applied over the brown coat to minimize cracking. Cement or acrylic finish coats may be applied to this assembly. Ensure that the finish material is compatible with the lamina layer products.

PWA 105 – Figure 2

This is not an EIF system. In this assembly, the scratch and brown coats are applied like in any other three-coat assembly, per ASTM C-926, and should be hydrated properly. There are exceptions though: you don’t need to float or finish the brown coat; and it is not recommended to apply a lamina layer over the brown coat either. EPS foam board is then adhered to the brown coat, a 4-6 ounce fiberglass mesh is embedded into a coat of polymer-enriched cement, and then an acrylic finish coat is applied. I would recommend that you use the components manufactured by an established EIFS manufacturer for the CI layer. This assembly is excellent for retrofitting existing structures to meet the newer energy code requirements.

PWA 106 – Figure 3

This assembly utilizes a minimum 18 ga. “Z” furring member (maximum 2 inches depth) attached to a sheathed wall assembly along the framing members. Foam board is then placed between the Z members, and a layer of sheathing is attached to the outer face of the Z members. The Z members can act as a thermal bridge in this assembly; however, the gypsum panels on each side of the Z member act as a moderate...
thermal break. To complete the thermal break, a minimum 3/16-inch thick foam tape shall be added to the outer face of the Z member. The three-coat stucco assembly is then applied to this assembly per ASTM C-926. In this assembly, a lamina layer over the brown coat is recommended when framing is spaced 24 inches o.c.

Unlike the old days, when we ordered special stucco accessories, there are new stucco accessories that are very well thought out and specifically designed for the thickness increase of a CI stucco assembly. I know of a couple and am sure there are many others being invented. AMICO makes innovative trim pieces and utilizes the common screws-as-fasteners method to assemble a CI stucco cladding. Brand X Metals is a new company that makes specially configured trims and utilizes both screw fasteners and the time-proven method of wire-tying. Both are innovative and readily available.

OK, let’s address the 500 pound gorilla here. Won’t the weight of the three-coat stucco shear off the fasteners since the cladding is cantilevered off the framing members? Our logical minds paint a mental picture of a catastrophic occurrence of stucco falling off the building and crashing to the ground, right? Rest your mind, testing has already been done. The Foam Sheathing Coalition (FSC) published a technical document titled “Guide to Attaching Exterior Wall Coverings through Foam Sheathing to Wood or Steel Framing” (http://www.nationalgypsum.com/ng/file/FSCdoc.pdf). This FSC “Tech Matters” document gives a step-by-step approach for the design process when assembling claddings over foam board insulation. There are charts that guide one through component selection, fastener spacing and foam thickness maximums. The criterion is irrespective of the type of cladding choice, and all one needs to know is the weight of the cladding. (Note: these results didn’t even take into account that stucco adheres readily to foam sheathing, a plus.) So, working from the chart and keeping in mind that three-coat stucco weighs approximately 10-12 lbs/sq ft, let me give you an example: if a wall assembly uses 33 mil steel studs, 16” o.c., and the lath is attached every 6 inches vertically with #8 screws to the framing members, then the maximum foam thickness could be 3 inches. (4 inches if you use #10 screws and 43 mil steel)

Sustainable design is not a fad—it isn’t going to lose popularity. In fact, it is the way we will be building into the future. The time and expense of building new power-generating facilities is almost prohibitive. Our easiest path to stemming the demand is to reduce the demand through energy efficient design. Our codes are adopting more stringent thermal performance requirements and are increasingly becoming the force behind our sustainable design and application decisions. The continuous insulation cladding solutions specific to the plastering trades are time-proven systems and assemblies. EIFS is a lightweight, first-choice and true CI system; and stucco is a timeless classic assembly. They both provide code-compliant, insulating claddings, utilizing simple and familiar detailing.

—Albert Carrillo, Arizona Manager for the Western Wall & Ceiling Contractors Association and the Technical Services Information Bureau. Albert has spent many years in the stucco and EIFS industry as an applicator, contractor and EIFS representative.
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The gypsum industry’s current lines of glass-mat exterior sheathings provide superior performance and have many advantages over wood-based sheathings. Glass-mat sheathings can be exposed to UV rays, rain, wind, ice and snow for up to six months without damage. They are non-combustible products that can be used to achieve hourly ratings in fire-resistive construction. The glass-mat sheathings are paperless and do not contain starches and sugars, making them extremely resistant to mold and mildew growth. All of these features have made the glass-mat sheathings the most popular sheathing on large commercial projects. The other features of these products that often go overlooked are that they are easy to handle and install, durable (embedded with glass fibers) and dimensionally stable. Dimensional stability means that when you install these sheathing products, they are not going to warp, twist, swell or buckle, which many of us may take for granted. However, the stucco applicators that have a choice of whether to apply their finishes over glass-mat sheathing or wood sheathing will invariably choose gypsum-based, glass-mat sheathings.

Although gypsum glass-mat sheathing is the most common product to be specified for multistory commercial projects, wood-panel sheathing is still common on the majority of one- and two-family dwellings and some multifamily dwellings under five stories. However, wood sheathing panels that are exposed to moisture for long periods of time or that are not installed correctly, can lead to some very serious problems. Manufacturers of wood panel sheathings recommend that a gap of 1/8-inch be maintained between the edges of the panels. All too many times, these recommendations are not followed or prove to be inadequate. High moisture content or prolonged exposure may cause plywood and OSB sheathings to expand, causing buckling, ridging, warping and twisting. Although the manufacturers of OSB sheathings coat the edges of the panels to limit moisture absorption, this proves to be inadequate if the structure is exposed for long periods of time before the installation of weather-resistive barrier. In addition, if the weather-resistive barrier is installed over damp or wet OSB, trapped moisture will have a tendency to magnify the swelling and buckling conditions. Ridging at the joints of OSB panels is caused by swelling of the edges of the panels and an insufficient gap to allow for the dimensional changes. Buckling of OSB panels results when the edge swelling is so extreme that it causes the OSB to pop or push away from the framing members. When OSB edges swell or the panels buckle away from the framing members, the wood or composite sidings will have a wavy or undulating appearance.

When the exterior cladding is a brittle material, such as stucco, the surface will crack at the buckle and/or ridging locations. These cracks will normally have a somewhat straight appearance that follows the panel joint line or buckling location. Oftentimes, the cracks at the buckle will be within two feet of the panel joint and may appear to follow the same path.

continued on page 30
This can vary depending on the nailing pattern and moisture conditions. However, when you see two parallel lines of horizontal cracking, the chances are very good that the wood sheathing has ridged to such an extent that the panels have also buckled.

When you are contracted to install wood sheathing panels, you must ensure that you install them per the specifications and/or manufacturer’s recommendations, which should include a minimum gap of 1/8-inch around the entire perimeter of the panels. Pay close attention to any backing requirements and the fastening methods recommended or specified. Before installing the weather-resistant barrier over wood sheathing, ensure that the panel moisture content is within the stable range as noted by the manufacturer.

If you are a stucco applicator, you may face extreme consequences for improperly installed wood sheathings. When cracks show up on stucco finishes, the applicator is the first and foremost person to be blamed. Cracks from OSB swelling and buckling can occur shortly after the stucco application, or they may not surface for months and then may continue to occur for many more months.

If your stucco project has been sheathed with OSB, make sure that there is a minimum of 1/8-inch gap around the entire perimeter of the sheathing. If it takes a special trip to the project well before your work is scheduled to verify that the gap is there, it is time well spent. If there is no gap, insist that the general contractor or homeowner cut a gap between all edges of the panels with a circular saw. If the owner refuses to cut a gap, you cannot realistically warranty your product. As with all installations, follow precisely all of the details for flashings around doors, windows and other penetrations. Pay close attention to the interface of stucco and fascia boards or other dissimilar materials. Moisture that gets behind the cladding has the very real potential of causing the OSB to swell and/or buckle.

Dimensional stability is only one of the many attributes of gypsum-based, glass-mat sheathings. Granted, they cannot be immersed in or subjected to continuous violent flows of water, but under typical construction exposure conditions, the glass-mat sheathing panels perform extremely well and, unlike wood sheathing, remain dimensionally stable.

—Terry Kastner is Technical Consultant for Northwest Wall and Ceiling Bureau.
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Project Name: SAGE Center - Boardman, OR
Project Size: 28,000 ft²
Architect: Terry Thornhill Architects
Distributor: Standard Paint & Flooring
Applicator: Generation Plastering
Colors: AquaSol™ - Custom Colors
Metallic Coating - Silver, 3 Custom Colors

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It is amazing how fast a switch can be flicked—in recent weeks the number one concern I have heard from contractors has spun from not enough work to now not enough workforce here in the Oregon market. We knew this was coming. It was only a matter of time. But how does one prepare for this change? Construction contractors can’t very well start recruiting and offering jobs for work that may or may not come. So now, we are faced with a push to find qualified and quality employees both in the field and the office.

We have to begin, in earnest, to find those employees, and it won’t be easy. Oregon State University Construction Management seniors are a few weeks away from graduation but are reportedly already at 98 percent hired placement. So, if you are hoping for help from someone with a fresh education, you may need to offer the job or a paid internship to an underclassman. And if you do, you will have to recognize that it is a hopeful bit of investment in the future.

Or maybe you want to dig deeper? Can you afford to offer internships to some savvy high school students? In the office, that could help but in the field, take caution. A wide variety of state work rules could trip you up there. And keep in mind that once sports and school starts, their availability virtually disappears.

How about someone with some work experience maybe from outside the industry? Someone who has bounced around jobs since school and now they are in their mid-20’s. But how do you find them? Word of mouth networking! Studies have shown that 90 percent of construction workers and construction managers found out about the job opportunities in this field through friends, family, neighbors and personal contacts, not through advertisements.

How do you do it? There are two great ways: the social media way and the good old-fashioned way. If you are on Facebook or Linked-In, directly let your friends and links know that there is a job opening and describe it. Ask them to share the job and describe the type of candidate skills or experience level you are seeking. Social media is awesome for sharing job openings. (Tip: Particularly in social media, make the job openings sound like you are looking to do someone else a favor. A job is an offer to help them make a living.)

The good old fashioned way works amazingly well too. Get out your rolodex or contacts list and make some calls. Send some emails to people you consider “hubs.” A “hub” is someone that seems to always have their ear to the ground. They talk to lots of people from a wide variety of social niches regularly. You should also tell your kids, your cousins and anyone else you talk with what you are looking for and what a good opportunity it is. Ask them to pass it on and generally they will. And believe it or not, they themselves might even be interested. (Tip: If your contact shows unwanted interested in the job, let them know right up front it would be a poor fit. Don’t let that linger.)

Before finishing this article, I have to put a word of caution in the air. While this summer promises to be a busy one with plenty of work to go around, we cannot rest. The reverse of the market switch is sure to come as well and we all must continue looking ahead, gaining what ground we can in this positive market period. It may just be months; or if we are lucky, it could be years before the cycle turns again.

As the wall and ceiling community, we need to continue to support efforts in marketing our products and services, and each contractor needs to continue their own marketing efforts. We mustn’t lose ground to alternative product systems like glass and cement or to low quality, trunk-slamming discount contractors. This is why the bureau’s efforts are so important. As you all know, the bureau’s mission is to provide marketing to the design and owner communities through technical services. Items like the stucco manual, other technical documents and technical reviews are critical to continuing market growth. This has worked well and we need to continue the effort.

In closing, I hope everyone is having a profitable and productive year.
The BC Wall and Ceiling Association has had an exciting year so far having just participated for the first time in the Skills Canada BC competition at the Tradex in Abbotsford. The goal of Skills Canada BC is to encourage students to explore areas of interest in the trades and technology fields. Over 50 competitions, 500 competitors, countless volunteers and over 5,000 spectators were present. A first for the wall & ceiling industry in BC, we were able to showcase our trade to students from all over our province both with a “Try-A-Trade” area for hands-on use of the tools of our trade as well as a spectator area to watch our two apprentice competition teams construct their mock-ups. A huge thank you to our generous sponsors and volunteers who made this event such a success!

Our local chapters are busy organizing their 2014 social events as members take time out of their busy schedules to unwind and socialize with their industry peers. All three chapters of the BCWCA (Lower Mainland, Southern Interior and Vancouver Island) have their 2014 Golf Tournaments coming up—with summer just around the corner, members are looking forward to some networking and some fun on the course.

The BC Government recently released their “BC’s Skills for Jobs Blueprint: Re-engineering Education and Training,” which will move education funding to a data-driven system where training programs and funding will be based on trades in demand. A great deal more responsibility now lies on wall and ceiling contractors to recruit, sponsor, and support apprentices—otherwise current funding for our trade will be reallocated to trades which currently have waiting lists for their apprenticeship programs. With only so many dollars for training, it will be very difficult to regain any lost funding. A number of major projects in BC are slated for 2014/2015, and skilled labour will be highly sought after. It’s imperative that we think and act for the future and ensure we have the skilled trades ready to meet the demand that is anticipated.

I look forward to working with our members over the months ahead and encourage everyone to visit the BCWCA website www.bcwca.org for up-to-date information about our news and events. Being a member of the BCWCA has many benefits, and I encourage all our members to take an on an active interest and role in their Association. Committee members are needed for many initiatives on the table so contact us today to see where you can make a difference.

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Druids Glen Golf Club in Kent

**Wednesday, October 15**
Northwest Chapter Seminar:
“Understanding Steel Stud Framing Products”
Washington State Convention Center
Seattle, Washington

**Wednesday, November 19**
Northwest Chapter Seminar:
“Changes in How Buildings Are Being Built”
Washington State Convention Center
Seattle, Washington

**Saturday, December 13**
Northwest Chapter Holiday Party
Bell Harbor Conference Center
Seattle, Washington

**Wednesday, December 17**
NWCB Open House & Toys for Tots Toy Drive
NWCB Office
Seattle, Washington

For more information on the events of the NWCB Northwest Chapter, please visit www.nwcb.org or call 206.524.4243.

## BCWCA - LOWER MAINLAND

**Wednesday, September 10**
LMWCA 2014 Golf Tournament
Newlands Golf and Country Club

**Wednesday, October 1**
LMWCA Dinner Meeting
Cascade Casino
Langley, BC

**Saturday, November 22**
LMWCA Christmas Dinner and Dance
Cascade Casino
Langley, BC

## BCWCA - SOUTHERN INTERIOR

**SIWCA Dinner Meetings**
to be announced, please check our website at www.bcwca.org for more details

**SIWCA Christmas Dinner and Dance**
to be announced

## BCWCA - VANCOUVER ISLAND

**VIWCA Dinner Meetings**
to be announced, please check our website at www.bcwca.org for more details

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**2015 NORTHWEST WALL & CEILING INDUSTRIES CONVENTION & TRADE SHOW**

**APRIL 16-18**
**RANCHO MIRAGE**
**CALIFORNIA**

**Save the Date!**
Mark your calendar now and start planning your visit to Rancho Mirage.
Call 1.877.253.0041 to make your hotel reservations early!

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## AD INDEX

<table>
<thead>
<tr>
<th>Advertizer</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEMCO</td>
<td>9</td>
</tr>
<tr>
<td>Intercorp</td>
<td>28</td>
</tr>
<tr>
<td>Kent Gypsum Supply, Inc.</td>
<td>7</td>
</tr>
<tr>
<td>New West Gypsum Recycling</td>
<td>8</td>
</tr>
<tr>
<td>On Center Software</td>
<td>7</td>
</tr>
<tr>
<td>Pacific Northwest Regional Council of Carpenters</td>
<td>35</td>
</tr>
<tr>
<td>Parex USA</td>
<td>12, 31</td>
</tr>
<tr>
<td>Plastic Components</td>
<td>2</td>
</tr>
<tr>
<td>Plexxis Software</td>
<td>6</td>
</tr>
<tr>
<td>Spec Mix</td>
<td>5</td>
</tr>
<tr>
<td>Steve Mork Creative Design Concepts</td>
<td>33</td>
</tr>
</tbody>
</table>
We Want to Connect with You on Social Media

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WallCeilingShow

Please visit the NWCB website for the latest information:
www.nwcb.org

Check out the Convention and Trade Show website for the latest information at:
www.wallceilingshow.org

E-mail
Most NWCB communications are sent by e-mail. The best way to ensure that you are not missing any important communications from us is to add our ‘from address’ and our sending domain ‘e2ma.net’ to your trusted/safe sender list or address book.
Planning is under way for the 2015 Northwest Wall and Ceiling Industries Annual Convention to be held April 16-18 at the Westin Mission Hills Golf Resort & Spa in Rancho Mirage, California.

The goal of this event is to help the attendees navigate their organizations in the rapidly changing world and to help them take advantage of new opportunities—and dodge bullets—brought on by trends that are and will be affecting all aspects of our lives and businesses.

A key element of the convention is a trade show displaying and demonstrating the latest tools, systems, equipment and services to the wall and ceiling industry. It is a one-stop source for information to those who want stay abreast of the latest products to help enhance their businesses. To the exhibitors, it is precious chance for face-to-face time with existing and new customers in a relaxed environment. Reservations are now available for exhibit space. Contact NWCB for the best selection.

In addition to the trade show, the convention offers educational sessions providing the latest must-know information and ample opportunities to connect with industry peers and partners at meetings or, more informally, at fun social events. The 2015 Outstanding Project of the Year Awards will be announced at the opening ceremonies as we celebrate the contributions of our industry.

The Westin Mission Hills Golf Resort & Spa, set on 360 acres, features spacious and well appointed guestrooms, two challenging championship golf courses, a luxurious spa, on-site shopping, three sparkling swimming pools, a 60-foot waterslide, and several dining options ranging from a casual poolside burger to fabulous fine dining. A short drive away, you will find a seemingly endless selection of bars, restaurants and cafes to please any palate, not to mention some of the finest shopping anywhere—the shops of El Paseo.

The convention golf tournament will be played at the Desert Willow, where players get to test their skills against the natural hazards and a myriad of water features on the challenging Firecliff Course. The Westin offers great golf right at the property for those who would like to get in an extra round during their convention stay.

The Westin extends our group rate to our delegates three days prior and after the convention. If you think you will be ready for a little sun and warm weather in late April, why not plan to spend an extra day or two at this fabulous resort in connection with the convention.

It is not too early to start planning. Get your guestroom reservations in by calling 1.877.253.0041. Our rate is $189 per night, plus taxes and assessments. The resort fee has been waived for our group. Book early—our convention dates coincide with the Coachella Music Festival dates, and hotel rooms will be hard to find if you miss our reservations window! To reserve your exhibit space, contact the NWCB staff at 206.524.4243.

We are looking forward to another great industry event and seeing you there!