WHAT'S INSIDE THIS MONTH:

- 61st June Convention of MICA.
- President’s Message.
- MICA Future Meeting Dates.
- OSHA’s Silica Dust Standards for Construction and General Industry.
- OSHA’s Hazard Identification Training Tool.
- Desire to Increase Jobsite Efficiency Puts a Spotlight on Prefabrication.

61st JUNE CONVENTION OF MICA

President Dale Winters and his wife, Diane, wish to extend a warm MICA invitation to you to join them as we conclude his theme year of “Human Relationships”. Come and participate as we share ideas at our annual convention this June 18 – 21, 2018, at the Mystic Lake Casino Hotel, in Prior Lake, Minnesota. Prior Lake is a city 20 miles southwest of downtown Minneapolis seated next to Savage and Shakopee in Scott County in the state of Minnesota. Surrounding the shores of Lower and Upper Prior Lake, the city lies south of the Minnesota River in an area known as South of the River and establishes the urban fringe of the south-southwest portion of Minneapolis-St. Paul, the sixteenth largest metropolitan area in the United States.

We are going to have presentations that cover a wide array of topics that will help you grow your knowledge as a business professional. We will have an opening presentation by our keynote speaker, Joe Schmit. The following topics will be covered during the convention:

- Gary Auman — An update on OSHA requirements.
- Mr. Dan Bofinger — NIA President for 2018 – 2019, will give us an update on our industry activities at the national level.
- Terry Cralle — Presentation on the importance of sleep and its direct link with peak performance.

- Tax Manager from an international CPA Firm — will discuss this new world of taxation on both individuals and businesses.
- Brock Ramey — An economic forecast on the construction industry.

In addition to the technical activities for the members, we will have the “Best Practices in Safety” Awards, the Safety Roundtable Session, the Member Open Forum Discussions, the twentieth annual “Mick Van Horn Memorial Golf Tournament”, networking social events, and the recognition of Peter Gauchel as the recipient of the “William R. Heaston Outstanding Member Award”.

We have reserved a block of rooms at the hotel. Our convention rate for hotel rooms is $199 per night plus tax, single or double occupancy. It is highly suggested that you book your resort reservations now! Call the hotel directly at 952-445-9000 or toll free at 800-262-7799 and reference the Midwest Insulation Contractors Association event. The hotel has established a Booking Website: https://aws.passkey.com/e/49594300. You may use this site to reserve your hotel room and bypass calling the hotel.

The registration fee is $525.00 for the first attendee from a member company. Registration for all additional attendees from a given company is reduced to $500. The registration fee is $1,000.00 for the first member and spouse registered from a member company. Registration for all additional registered couples from a given company is reduced to $975. The Board is delighted to offer this incentive for multiple attendees from member companies. The benefit of joining an association comes from participating in association activities.

You may also access the convention registration form and hotel reservation form from the MICA website at www.micainsulation.org/events. Get a head start on reserving your room at the convention hotel and registering for the 61st annual spring convention of MICA.
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PRESIDENT’S MESSAGE

TO: THE MICA MEMBERSHIP

As always, I have included a few articles to brighten your day and hopefully reflect on, because at the end of the day, it is very important to go home feeling good about the choices you made that and every day.

THE LONG RIDE HOME

I arrived at the address and honked the horn. After waiting a few minutes, I walked to the door and knocked. 'Just a minute', answered a frail, elderly voice. I could hear something being dragged across the floor. After a long pause, the door opened. A small woman in her 90’s stood before me. She was wearing a print dress and a pillbox hat with a veil pinned on it, like somebody out of a 1940’s movie. By her side was a small nylon suitcase. The apartment looked as if no one had lived in it for years. All the furniture was covered with sheets. There were no clocks on the walls, no knickknacks or utensils on the counters. In the corner was a cardboard box filled with photos and glassware.

'Would you carry my bag out to the car?' she said.

I took the suitcase to the cab, then returned to assist the woman. She took my arm, and we walked slowly toward the curb. She kept thanking me for my kindness. 'It's nothing', I told her. 'I just try to treat my passengers the way I would want my mother to be treated.'

'Oh, you're such a good boy', she said. When we got in the cab, she gave me an address and then asked, 'Could you drive through downtown?'

'It's not the shortest way,' I answered quickly. 'Oh, I don't mind,' she said. 'I'm in no hurry. I'm on my way to a hospice.'

I looked in the rear-view mirror. Her eyes were glistening. 'I don't have any family left,' she continued in a soft voice. 'The doctor says I don't have very long.' I quietly reached over and shut off the meter.

'What route would you like me to take?' I asked. For the next two hours, we drove through the city. She showed me the building where she had once worked as an elevator operator. We drove through the neighborhood where she and her husband had lived when they were newlyweds. She had me pull up in front of a furniture warehouse that had once been a ballroom where she had gone dancing as a girl. Sometimes she'd ask me to slow in front of a particular building or corner and would sit staring into the darkness, saying nothing. As the first hint of sun was creasing the horizon, she suddenly said, 'I'm tired. Let's go now'.

We drove in silence to the address she had given me. It was a low building, like a small convalescent home, with a driveway that passed under a portico. Two orderlies came out to the cab as soon as we pulled up. They were solicitous and intent, watching her every move. They must have been expecting her. I opened the trunk and took the small suitcase to the door. The woman was already seated in a wheelchair. 'How much do I owe you?' She asked, reaching into her purse.

'Nothing,' I said.

'You have to make a living,' she answered.

'There are other passengers,' I responded. Almost without thinking, I bent and gave her a hug. She held onto me tightly. 'You gave an old woman a little moment of joy,' she said. 'Thank you.' I squeezed her hand, and then walked into the dim morning light. Behind me, a door shut. It was the sound of the closing of a life.

I didn't pick up any more passengers that shift. I drove aimlessly lost in thought. For the rest of that day, I could hardly talk. What if that woman had gotten an angry driver, or one who was impatient to end his shift? What if I had refused to take the run, or had honked once, then driven away?

On a quick review, I don't think that I have done anything more important in my life. We're conditioned to think that our lives revolve around great moments. But great moments often catch us unaware-beautifully wrapped in what others may consider a small one.

PEOPLE MAY NOT REMEMBER EXACTLY WHAT YOU DID, OR WHAT YOU SAID...BUT THEY WILL ALWAYS REMEMBER HOW YOU MADE THEM FEEL.

KY FARMER

A man owned a small farm in Kentucky. He worked hard every day on his farm to make ends meet. The Kentucky Wage & Hours Department thought that he was not paying proper wages to his help and so they sent an agent out to interview the farmer. "I will need to see a list of your employees and how

(Continued on page 7)
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much you pay them", demanded the agent.

"Well," replied the farmer, "there's my farm hand who's been with me for 3 years. I pay him four hundred dollars a week plus I provide him with free room and board. Then there's the cook who has been here for 18 months, and I pay her three hundred dollars per week plus I provide free room and board for her as well."

"Any other employees here?" asked the agent.

"Nope, that's about it" replied the farmer, "unless you include the ignorant fool." "Tell me about the Ignorant Fool" replied the agent.

"Well," said the farmer, "He works 18 hours every day and does about 90% of all the work around here and he makes about ten dollars per week. He pays for his own room and board but I do buy him a bottle of whiskey every Saturday night and he also sleeps with my wife occasionally."

"That's the guy I want to talk to...the Ignorant Fool", said the agent. "You're talking to him", replied the farmer.

And finally, a recent study by sociologist, Scott Coltran claims that when parents perform chores at home alongside their children, the children cooperate better at school. They understand that in a group, everyone plays a part and the child feels his own work is more important.

This picture of a parent and child at work together contains a second lesson. When parents tackle a task alongside their children, rather than just assign the task, children learn that leaders don’t just bark directions; they help. When your parent or boss rolled up his sleeves and joined you in the work at hand, how did you feel? For me, those times instilled a sense of the importance of my task.

Thanks for reading and keep a smile on your face.

Dale Winters
MICA President
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FUTURE MICA MEETING DATES

61st Annual Spring Convention — June 18 — 21, 2018, Mystic Lake Casino Hotel, Prior Lake, MN.

Fall 2018 Annual Fall Business Meeting — October 17 & 18, 2018, Embassy Suites Downtown, Omaha, NE.

Winter Board and Committee Meetings — January 24 — 27, 2019, Omni Amelia Island Plantation Resort, Amelia Island, FL.

62nd Annual Spring Convention — June 17 — 20, 2019, Omni Interlocken Resort, Broomfield, CO.

Fall 2019 Annual Fall Business Meeting — October 16 & 17, 2019, Downtown, Omaha, NE.

MICA MEMBER ADDRESS/INFO. UPDATES

Be sure to inform the MICA office of any changes or corrections to your listing for either the MICA Directory, e-mail correspondence or mailing address. Even if you update your company listing on the MICA website, please inform the MICA office of the changes. We try to be as current as possible with your help.
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K-factor
R-value, 1 inch

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<th>Trym 2000</th>
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<th>Fiberglass</th>
<th>Mineral Wool</th>
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<td>3.5</td>
</tr>
</tbody>
</table>

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OSHA’S SILICA DUST STANDARDS FOR CONSTRUCTION AND GENERAL INDUSTRY

During our winter committee meetings this past January 2018, MICA’s Safety Committee asked our legal counsel member, Doug Jenks, to provide our members with an article on the Silica Standard as it pertains to the insulation industry. Doug’s article is shown below. He has provided the MICA office with a model silica policy for the MICA members that will apply to those members working in construction, and those in general industry. A copy of the model policy is available through the MICA office.

In the fall 2017, new OSHA standards imposed strict limits on workplace silica dust exposure in the construction industry. But, OSHA is not stopping there. In June 2018, OSHA will begin enforcing very similar rules for employers in general industry. These new standards are onerous and employers must quickly implement procedures to comply or risk citations and significant penalties.

Silica is Everywhere… and Dangerous
Silica is the second-most common element on the Earth’s crust. It is everywhere, and found in many jobsite materials including concrete, cement, brick, block, mortar, man-made stone products, wall board, and insulation materials.

Common occupational activities involving these materials – such as sawing, sanding, cutting, and grinding – release silica into the atmosphere. Breathing silica dust can lead to life-threatening pulmonary illness such as silicosis and lung cancer.

Action Level and Permissible Exposure Limit
The new standards apply to employers in construction and in general industry whose employees are exposed to silica dust above “the action level” of 25 micrograms per cubic meter averaged over 8 hours.

OSHA’s silica dust Permissible Exposure Limit (“PEL”) for construction and general industry is 50 micrograms per cubic meter averaged over 8 hours. While this number probably means little to most people, consider this: the new PEL is just 20% of the old silica PEL.

Staying below the new limit could be difficult. After all, some employers struggled to stay below the prior PEL. However, compliance is essential: Failing to stay below the PEL can result in a $12,675 fine for a first time citation, and up to $126,749 for a repeat citation.

Written Exposure Control Plan
First, employers whose employees are exposed to silica dust above the action level must develop and implement a written exposure control plan. The plan must describe the employers’ work activities that cause exposure to silica dust; list the methods to limit that exposure; describe measures to restrict access to areas with high levels of silica dust; and describe housekeeping measures to limit silica dust exposure.

Apparently cleaning activities – like sweeping at the end of the day – are a common source for silica dust exposure. Employers must devise methods to clean without generating dust, such as

(Continued on page 18)
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Identifying silica dust hazards
Before work begins and whenever work conditions change, the employer must determine whether employees will be exposed to silica dust. Both the general industry and construction standards specifically list three silica-based compounds to beware: quartz, cristobalite, and/or tridymite. The easiest way to do that is to review safety data sheets for the materials on the jobsite to determine if they contain one or more of those silica compounds.

Remember that exposure may come from other employers on a jobsite. Regardless of the source of the exposure, all employers are expected to protect their employees from silica dust.

Initial Monitoring
If employees will be working with materials containing quartz, cristobalite, and/or tridymite, they must assess the amount of silica dust being generated to determine whether dust controls are required. The assessment must occur before work begins and whenever there is a change in the work activity.

There are two methods to assess the amount of respirable silica dust, “the performance option” or “scheduled monitoring.” The performance option gives employers flexibility to determine the possible silica dust exposure by using any combination of air monitoring test data and/or objective data. Objective data means information, such as air monitoring data from industry-wide studies that closely resemble the employers’ current operations.

Alternatively, employers can assess silica exposure through “scheduled monitoring.” Under this method, employees wear equipment to monitor any silica dust exposure, which must be sent to a lab to determine the exposure, if any. This method is not real-time monitoring like the performance option, and does not involve any objective data.

Limiting Silica Dust Exposure
If the employer determines that employees face silica dust exposures above the PEL, employers must use engineering controls to reduce the exposure below the PEL, unless those controls are not technically feasible. Engineering controls include water which can be introduced to liquefy silica dust, or vacuum procedures to capture silica dust before it becomes airborne. Equipment manufacturers are increasingly offering tools designed to help employers comply with the OSHA silica dust standard, like drills with built-in vacuum attachments.

If engineering controls do not reduce the exposure below the PEL, the employer must supplement those measures with respirators sufficient to lower the exposure below the PEL. The employer may only use personal protective equipment, like a respirator, as a control measure on top of, and not in place of, engineering controls.

Table 1
And then there is “Table 1.” For some employers in construction, this may be the easiest way to comply with the new silica dust standards.

The silica standard for construction includes a table, “Table 1,” that lists 18 common construction tasks commonly involving silica-containing materials. If a construction employer’s jobsite activities involve materials containing quartz, cristobalite, and/or tridymite, refer to Table 1 to determine whether those jobsite activities are listed there. If the jobsite activity is listed in Table 1, employers need only follow the instructions there to limit the potential silica dust exposure. There is no need to do any assessment or measuring to determine the amount of breathable silica dust on the jobsite.

For example, if an employer is using a stationary masonry saw to cut brick (containing silica) Table 1 directs the employer to simply “use saw equipped with integrated water delivery system that continuously feeds water to the blade.” Provided the employer can do so, that is the only measure necessary to comply with the standard.

However, Table 1 does not appear in the general industry standard. Nonetheless, general industry employers may follow Table 1, but only if their task is “indistinguishable from a construction task listed on Table 1.” Also, if a general industry employer follows Table 1, then that employer must follow the remainder of the construction standard.

Regulated Areas
The general industry standard requires employers to establish regulated areas where and when an employer reasonably suspects that an employee’s exposure to silica dust will exceed the PEL. The employer must post warning signs marking the regulated area, and must restrict access to only those employees who are required to be there. Those entering the regulated area must have a respirator sufficient to reduce exposure below the PEL.

Medical Examinations
Employers must also offer medical examinations to employees who will be exposed to silica dust, at or above the action level, for 30 or more days within the year. Medical examinations are intended to identify silica-related diseases; identify any underlying condition that might make an employee sensitive to silica dust; and determine the employee’s fitness to use respirators. The employer shall provide free periodic medical exams every 5 years as well as any referral to a specialist.

Employee Training
Employers covered by the silica standards must also inform employees about silica dust hazards and the methods the employer uses to limit their exposures to those hazards. Employees must be trained before they are exposed to silica dust at or above the action level.

(Continued on page 25)
OSHA'S HAZARD IDENTIFICATION TRAINING TOOL

OSHA's Hazard Identification Training Tool is an interactive, online, game-based training tool for small business owners, workers and others interested in learning the core concepts of hazard identification. After using this tool, users will better understand the process to identify hazards in their own workplace.

This tool is intended to:
(1) Teach small business owners and their workers the process for finding hazards in their workplace,
(2) Raise awareness on the types of information and resources about workplace hazards available on OSHA's website.

Important: This is a learning tool. The items presented in this tool are for training purposes only and the visual representations are conceptual and do not always show specific control for hazards. OSHA inspections and possible citations and penalties for violation of OSHA regulations are NOT part of this tool. Employers and workers must consult the applicable OSHA standards for the specific requirements applicable to their workplaces when developing and implementing their own hazard identification program.

The tool may be accessed at the OSHA website: https://www.osha.gov/hazfinder/index.html. OSHA's Hazard Identification Training Tool was developed by the Directorate of Standards and Guidance, with assistance from the Directorates of Training and Education and Construction, with input from industry and labor.
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Specifically, employees must know and understanding the following: health hazards associated with exposure to silica dust; tasks that could result in exposure; measures to protect employees from exposure; the contents of the OSHA silica dust standard; and the purpose and description of the medical surveillance program.

**Record Keeping**

Employers are also required to keep records regarding silica dust. Record keeping is also a very good way to demonstrate employer compliance when facing an OSHA inspection. Specifically, employers must keep records of air monitoring data, objective data relied on for compliance, and medical surveillance. The employer must make and keep accurate records for each employee provided medical surveillance under the standard.

Employers might have to add more file cabinets: the silica standards require employers to keep exposure records (including air monitoring and objective data) for at least 30 years. They must also maintain medical records for at least the duration of the exposed employee’s employment, plus 30 years.

**Conclusion**

The OSHA silica dust standards for construction and general industry are onerous and demanding. The best place to start may be with an occupational safety and hygiene consultant who can do the initial monitoring to determine whether these standards even apply. Please keep in mind that this article is a broad overview of some of the new requirements. Employers should take a few moments to carefully read the construction industry silica standard found at 29 CFR 1926.1153, and the general industry silica standard at 29 CFR 1910.1053. Both can be found at osha.gov.

**DESIRE TO INCREASE JOBSITE EFFICIENCY PUTS A SPOTLIGHT ON PREFABRICATION**

By Donna Laquidara-Carr, Ph.D., LEED AP, Industry Insights Research Director

BEDFORD, MA - April 23, 2018 - The construction industry has traditionally struggled to increase productivity, but that may be changing. Increased attention is being paid to improving efficiency on jobsites, driven by concerns about skilled workforce availability, changing processes and ways of working, and new technologies and tools. In two recent studies, Dodge Data & Analytics took a brief look at jobsite efficiency and did a deeper dive into prefabrication, one of the strategies used to address efficiency, as part of its quarterly Commercial Construction Index research. The findings reveal that contractors see a need for improved efficiency, believe that worker training and management are critical to impact efficiency, and regard prefabrication as a tool to improve efficiency, but only on projects where prefabrication is perceived to be applicable.

**Commercial Construction Index**

Every quarter, Dodge Data & Analytics conducts the Commercial Construction Index survey with approximately 200 con-
The world is changing.
And so are we.

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Contractors in the U.S. to determine the health of the industry. In addition to questions on backlog, revenue and optimism about the market used to calculate the index, which is published in the quarterly USG Corporation + U.S. Chamber of Commerce Commercial Construction Index Report, the study and subsequent report also feature a quarterly spotlight topic. In the fourth quarter of 2017, that spotlight was on improving jobsite efficiency, and in the first quarter of 2018, on the use of prefabrication.

Improving Jobsite Efficiency

While only about one quarter of contractors (26%) identify their jobsites as very inefficient, even fewer (11%) believe them to be very efficient, and most (61%) regard their jobsites as neither very inefficient nor very efficient. Thus, while few contractors consider their jobsites to be a problem, most recognize that they can be improved.

Business factors are key in driving improvements in efficiency. According to the findings, contractors expect investments in efficiency to improve their profit margins, give them a competitive advantage and allow them to address worker shortages by doing more with fewer workers. However, several factors interfere with their ability to make these investments, most notably time constraints and the effort needed to get the workforce to embrace change.

They were also asked to rank the need for improvement across four different categories that impact jobsite efficiency, which can be seen in the chart below. Labor productivity is most frequently ranked first as needing improvement, by nearly half of contractors (44%) and by a high margin above other factors. Jobsite logistics and project management tools and methods are each ranked first by about one quarter of contractors (29% and 21%, respectively), with the improvements from using advanced tools and techniques lagging far behind.

![Issues Impacting Jobsite Efficiency](chart)

**Issues Impacting Jobsite Efficiency**

- **Labor Productivity**: 44%
- **Jobsite Logistics [e.g., materials management, communications network, etc.]**: 29%
- **Project Management Tools and Methods Related to Jobsite Activities**: 21%
- **Use of Advanced Tools and Equipment Onsite**: 6%

Improving Labor Productivity

Contractors were asked to select the top methods for improving labor productivity from a long list of items, and the top ranked one, selected by 40% among their top three, is increased use of prefabricated components. The other means selected by a notable percentage are increased training on communication skills (35%) and use of lean construction practices (20%). Factors considered less important include technologies like automated heavy equipment or BIM.

This attention on new processes and on softer skills like communication demonstrates that many contractors understand that the traditional models of handling labor productivity need to be improved. This awareness is likely exacerbated by the ongoing labor shortages revealed in the study, which may be why prefabrication is such a prominent strategy.

**Prefabrication**

Nearly two thirds (62%) of general contractors participating in the study report that they use or have used prefabrication on a jobsite in the last three years. Nearly half of those using prefabrication (45%) also report that they have increased their use of it in that time frame. And increased use is expected to continue, with two thirds of general contractors using prefabrication who believe that market demand for it will increase in the next three years.

This ongoing increase in use of prefabrication is probably due to the benefits achieved by those using it. The top two benefits are increased efficiency onsite (reported by 89% of those using prefabrication), and improved labor productivity (85%). A high percentage see factors key to project success improve from their use of prefabrication, such as reducing the schedule (79%), improving quality (73%) and lowering construction costs (70%). These three factors are critical for owner satisfaction on projects. Contractors also experience improved safety (71%) and reduced risk (78%), and a high percentage also see waste reduction (79%), allowing for greener jobsites.

The biggest challenge facing the use of more prefabrication is its perceived applicability on projects. Respondents use prefabrication most frequently on hotels/motels, healthcare facilities, manufacturing buildings and multifamily residential projects because of the repetitive nature of the construction for these project types, but building types that have fewer repetitive spaces see less use. In fact, the top reason that contractors report not using prefabrication is that they do not think that the types of projects they work on are applicable for its use. Another factor dampening use is the lack of demand upstream: Contractors also say that they do not use prefabrication because architects are not designing it into their projects and owners aren’t asking for it.

However, most contractors who do not use prefabrication now are clearly amenable to doing so. When asked what the top factors are that would encourage them use it in the future, most say cost savings, increased labor productivity, competitive advantage in the marketplace and reduced schedule, and three out of four of these benefits are widely report by those using prefabrication. This suggests that more upstream attention to prefabrication could open the floodgates to the top factor for improving labor productivity on jobsites.
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