President George Shimada and his wife, Angela, wish to extend a warm MICA invitation to you to join them as we conclude his year of “Project Management”. One of the key benefits of belonging to MICA is your ability to work with fellow members to improve your business acumen and to better your industry. Come and participate as we share ideas at our annual convention this June 19 – 22, 2017, at the Kona Kai Resort and Spa, in California’s second largest city and the “birthplace of California”, San Diego. The city is known for its mild year-round climate, natural deep-water harbor, extensive beaches, long association with the United States Navy, and recent emergence as a healthcare and biotechnology development center.

With near perfect weather year-round, 70 miles of spectacular coastline, world-class attractions and a thriving urban core, complete with a sophisticated art, dining and nightlife scene, San Diego has earned the name California’s beach city. Explore San Diego’s diverse coastal, urban and inland neighborhoods, each with its own flavor. Don’t miss sampling the areas signature Cali Baja cuisine or tasting one of the hundreds of craft beers and wines bottled in the region.

Head to San Diego’s many beaches, all free to the public, to swim, body surf or hang-ten. Play in the sand, collect seashells or just bask in the sun. Visit La Jolla Cove and see the magnificent sunset on the ocean. La Jolla Cove is one of the most spectacular natural settings in the world.

Visit downtown San Diego’s Seaport Village for hours of free entertainment, leisurely strolling and window shopping. Enjoy a laid-back day of hanging out in the grass and watching the many passing yachts and ships on picturesque San Diego Bay, or take in the sights from one of the many bay-view eateries. Stroll through the 16½-block historic Gaslamp Quarter in downtown San Diego and view the renovated turn-of-the-century Victorian architecture, home to boutiques, art galleries, specialty shops and more.

Visit Old Town and witness the living legacy of San Diego history. Guests are also invited to wander free through Old Town’s historic buildings, including the blacksmith shop, Seeley Stables, Stewart House, Estudillo House and the oldest schoolhouse in San Diego. Bike or jog along Mission Bay Park’s many trails. Joggers and walkers share more than 20 miles of scenic running paths that wind through sunlight and shade near the shoreline and feature workout courses at planned stations along the route.

We have reserved a block of rooms at the resort. Our convention rate for resort rooms is $209 per night plus tax, single or double occupancy. It is highly suggested that you book your resort reservations now! Call the reservations office at 800-566-2524 and reference the Midwest Insulation Contractors Association Meeting. Please note that we have blocked a limited number of rooms. If you wait until the last minute to reserve your room, you run the risk that our block will be filled, and the resort will not have any additional rooms available. As we have stated in the past, if you reserve your hotel room now, you can always cancel it later, but you may not be able to reserve a room if you wait too long. We will be monitoring our block and making room adjustments accordingly. Our block of rooms will be released on May 18, 2017, but if you wait until May 18th, the block of rooms will be filled, and we may not be able to accommodate your needs.

(Continued on page 10)
PRESIDENT’S MESSAGE

TO: THE MICA MEMBERSHIP

I don’t know about you, but February seems to be one of the hardest months of the year to get through. The holidays are over, the days are short, it’s cold out, there may/may not be snow on the ground, and I haven’t seen the sun in so long, I can’t remember! I don’t know if it’s cabin fever, post-Super Bowl hangover, vitamin D deficiency, but it always seems to be one of the more depressing months of the year.

I know my wife feels the same way. We have combated the February Blues by vacating to Orlando, FL with Mickey Mouse and friends. Between the roller coasters, sunshine & shorts weather, good food, and our favorite Disney characters, we find we make it through the month without the distinct possibility of throttling each other!

I also find that this month’s newsletter is particularly hard to write….what to write about, what to write about? We just got back from New Orleans, but I wrote about that last month. I could pester you…again…about San Diego, but that’s going to get old really fast….so I won’t. I will say that the Board of Directors and attendees came up with a great program for San Diego…tease….

I am going to guess that Angela and I aren’t the only ones to ho-hum through this month. Take some vitamin D supplements or do what I’ve done and install Daylight (full spectrum) lightbulbs all over the main floor of our house. Whenever I or Angela get the February crabbies, the non-crabby person tells the crabby person to, “go sit under a lightbulb!”

George Shimada
MICA President

Trade Stacking and Crew Stacking

Last month, I referenced the article put out by MCAA. This month, I am going to talk about 2 of the areas the article discusses that affect labor productivity: trade stacking and crew stacking. Don’t get confused, they look and sound similar, but they are not. They are very different. Both, however, are usually caused by the same problem, our favorite Murphy’s friend – schedule delay.

Trade stacking occurs when many different trades-people are operating in the same physical space. You know what I’m talking about – when we are supposed to be the last trade in the area, but due to schedule delays, we find ourselves insulating work while the pipefitters, electricians and others are still in the same space.

Don’t think this is limited to just industrial work. We commercial insulators are greatly affected too. I bet, even today, you were insulating work through ceiling grid or drywall. You may not have run into physical people, but you are definitely running into other trades’ work, causing degradation in productivity. Working through the grid may or may not have been caused by schedule delay, but we can definitely state that you are working through the grid due to improper scheduling of work!

Regardless, trade stacking makes it harder to put more of your people in place to work efficiently. It’s definitely harder to access your work and MCAA says that minor trade stacking causes a 10% loss of productivity, an average stacking causes 20% loss, and a severe case of loss can cause 30% loss.

Crew stacking, or as the MCAA article labels it, “Concurrent Operations,” is the stacking of our own people. Again, this is usually caused by schedule delay or improper scheduling. Instead of the original crew size you planned on when you bid the job, now you have a lot more of your people on site than you planned.

Often, you may be using newer installers that are not as productive. More people may mean more organization issues, tripping & stumbling over each other, etc. Also, (Continued on page 6)
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if you think you double productivity if you, “just add twice as many workers,” you are probably mistaken; there are points of diminishing returns. All of these things are going to reduce productivity. Again, MCAA categorizes this affect into minor, average, and severe categories. A minor issue will be a loss of 5% productivity, an average loss is 15%, and a severe loss is 25%.

Often, if one of these factors is happening, there’s a good chance that by the end of the job, both may be occurring at the same time. You are working around other trades as well as you have a lot more of your own workers on site in order to complete work. I know that there is some debate on whether multiple factors’ losses should be considered individually and added up at the end or whether one factor of loss compounds another factor of loss. I, personally, believe that a 10% loss of productivity due to trade stacking forces me to have even that much more manpower on site which compounds even further my end productivity.

A simple addition of these two factors, if we deem a job to be an “average” affected job would have a 20% loss of productivity due to trade stacking and a 15% loss due to crew stacking; added together, we have a 35% loss of productivity. If we originally planned on 100 hours to complete work, with a 35% loss factor, you now need 135 hours to complete the same work.

In a compound situation, I don’t add up the percentages, and then calculate the adjusted hours. I first calculate the number of total hours due to one factor, then take that new number multiplied by the next factor percentage. In our example above, we would take 100 original hours multiplied by 20% to get 120 hours for crew stacking. Then take the 120 * 15% to get 138 hours.

In our example, the difference between the 2 methods is only 3 hours, but if you have a project of several thousand hours, there’s going to be a larger delta! Also, we have only considered 2 factors affecting productivity. MCAA lists 16; we’ve only talked about 2. Start compounding more, and the difference between the 2 methods gets even larger.

I know most industrial insulators may be in a situation where we can go to the client for extras, but the commercial insulators can’t in most if not all cases. However, I know, even subconsciously, you considered working through grid/drywall when you bid the job. You may not consciously ask yourself what slowdown you use for
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walls and working through grid, but I would guess that your base productivities have already taken this into consideration.

When was the last time you purposely thought, “you know, I could go 20% faster if I wasn’t working through ceiling grid?” When was the last time we let our mechanical and general contractor know this? I know, I know, I live in an ideal world and no one ever listens to the insulator. Or is it that we haven’t made ourselves known loud enough or often enough to get this kind of idea through thick skins? We are, after all, construction people!

(Continued from page 6)
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The Board of Directors is most excited about the technical topics and speakers for the spring convention. The topics and speakers were selected to help educate and inform you on a variety of industry topics pertinent to our current business climate. 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 on leadership skills and traits. Gary Auman will provide an extended update on OSHA requirements that will include a presentation on the ever-changing landscape of OSHA. We will hear from Peter Gauchel as he provides an enlightening presentation on the newly developed promotional slide presentation on the 8th edition of the National Commercial & Industrial Insulation Standards manual. This slide presentation will be used to promote the use of the manual to the engineering community. Mr. Darrel Bailey, NIA President for 2017 – 2018, will give us an update on our industry activities at the national level. Nate Brink will present the results of the MICA Contractor Survey on Product Selection. The survey results will be of great interest to our associate members, and Nate is anxious to share these findings with the entire membership. He and Chip Dorsey will present the second survey that the Promotions and Membership Committee will be conducting in 2017. We are working with Dr. Charles Cartwright for an extended presentation. Dr. Charlie spoke at our fall business meeting this past October and left those in attendance wanting more. He is a consultant, author, and entrepreneur. He has recently developed a series of training modules centered on improving culture and morale in the workplace. He has accumulated 20 years of Fortune 100 leadership experience and identifies himself as a communicator. Charlie has a passion for bringing out the best in others through personal engagement and vibrant communication, motivating his clients to excel in their respective roles.

We will have a union contractor forum, an open shop contractor forum, and an associate member forum all running simultaneously. This approach allows more of the members to participate in craft issues without being part of a formal committee. This format will give each of you the opportunity to interact with other MICA members with similar business concerns. The associate member forum will discuss several issues of interest to our associate members regarding their membership status in MICA.

We will recognize those companies that participated in our eleventh annual “Best Practices in Safety” Award. This award was established to formally recognize our member firms’ efforts in safety and safety practices. This year, we again will use the grading system that recognizes each applicant’s achievement in developing a quality safety program. With this system, companies are not competing against each other for awards. Instead, each applicant will try to achieve the highest award level where multiple applicants can receive the same award level. On our second day of meetings, representatives of the participating firms will meet in a roundtable discussion on safety. They will share with us their efforts in promoting safety and establishing best practices in safety.

The Board of Directors feels that each presentation will add value to your understanding of the technical topics discussed. You will come away from the convention more informed and better prepared to successfully manage your business. It is the Board’s intent to make this convention attractive to our membership in its location, cost, and program content. In this light, our registration fee has been adjusted to encourage additional member participation. The registration fee is $625.00 for the first attendee from a member company. Registration for all additional attendees from a given company is reduced to $600. The registration fee is $1,200.00 for the first member and spouse registered from a member company. Registration for all additional registered couples from a given company is reduced to $1,175. This year we have included a children’s registration for the Welcome Reception and Farewell Brunch events only. The fee is $50.00 to $100.00 per child. 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.

The nineteenth annual “Mick Van Horn Memorial Golf Tournament” is set for Tuesday afternoon, June 20, 2017, at The Riverwalk Golf Club in San Diego. We have a shotgun start set for 1:00 p.m. Located in the heart of San Diego’s Mission Valley, Riverwalk Golf Club’s 27 holes of magnificent golf, superb amenities and outstanding service have earned it recognition among the region’s premier semi-private golf courses. As one of San Diego’s top golf courses, it has become a premier destination for San Diego and visiting golfers. The course boasts mature stands of palm, oak and eucalyptus trees framing undulating fairways and manicured greens, with numerous wetland areas, nearly 100 bunkers and an array of picturesque water features— including four lakes and the San Diego River— creating both strategic diversity and a visually stunning backdrop for a round of San Diego golf. There will be plenty of water for you to vie for the coveted “fish” award! This year’s fee is $150.00 per golfer, which includes a shuttle to and from the course, a burger & brat buffet, cart, green fees, complimentary use of practice and range area, and of course, prizes.

The entire program also affords you ample time for fun and relaxation and to interact with your fellow contractors and distributors. We have the traditional opening evening Welcome Reception. This year’s reception is sponsored in part by the contributing associate members. We will feast on hors d’oeuvres, libations, and renew friendships. Our gala dinner and dance will be on Wednesday evening. This year’s gala is business casual dress. Slacks and sport shirts are acceptable, but no jeans or shorts please!

We will be mailing convention registration packets to the membership early in March. Your cooperation in completing the (Continued on page 12)
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(Continued from page 10)

pre-registration material early and making your hotel reservations early is most appreciated. Your promptness helps us to plan a better, more efficient and effective convention for you. We ask that you complete and mail your registration material along with payment to the MICA office no later than May 19, 2017. It is MICA’s policy to refund 90% of your registration fee if we are notified prior to June 1, 2017. Once we have committed to the hotel with meal guarantees, we are then obligated to pay these guarantees. We will work with you on refunds if you inform us on a timely basis. Your help and understanding on this matter is most appreciated.
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NEW YORK – February 7, 2017 – The Dodge Momentum Index rose 3.9% in January to 142.6 (2000=100) from its revised December reading of 137.3. The Momentum Index is a monthly measure of the first (or initial) report for nonresidential building projects in planning, which have been shown to lead construction spending for nonresidential buildings by a full year. The move higher in January was due to a 12.1% increase in institutional planning outweighing a 1.0% decline in commercial planning intentions. Despite the decline in commercial planning in January, that portion of the Momentum Index remains near its eight-year high, and suggests that commercial building will see renewed strength in 2017. Institutional planning meanwhile has been subject to volatility over the past two years, as the presence or absence of large projects in healthcare, recreation, and transportation terminals have swayed that portion of the Momentum Index. However, institutional planning projects trended higher through the end of 2016, which provides some optimism for institutional building activity in 2017.

In January, 11 projects entered planning each with a value that exceeded $100 million. For the commercial building sector, the leading projects were a $278 million mixed-use building in New York NY and a $180 million hotel and casino in Porterville CA. The leading institutional projects were a $192 million Department of Veterans Affairs medical center in Reno NV and a $145 million medical tower in Hackensack NJ.

EMPLOYERS REMINDED TO POST INJURY AND ILLNESS SUMMARIES THROUGH APRIL; ELECTRONIC FILING NOT REQUIRED UNTIL JULY

OSHA reminds employers of their obligation to post a copy of OSHA’s Form 300A, which summarizes job-related injuries and illnesses logged during 2016. The summary must be displayed from February through April in a common area where notices to employees are usually posted. Businesses with 10 or fewer employees and those in certain low-hazard industries are exempt from OSHA recordkeeping and posting requirements. Under a new rule, many of the same employers will be required to electronically submit the 2016 data to OSHA by July 1, 2017. A page for submitting records electronically will soon be available. Visit OSHA’s Recordkeeping webpage for more information on recordkeeping requirements.

MECHANICAL INSULATION BRINGS VALUE TO FACILITIES

NIA’s Executive Vice President/CEO Michele M. Jones was interviewed for the February 2017 issue of BIC Magazine, a publication that connects people in business and industry. In addition to sharing information on the history and programs of NIA, Michele highlighted a few of the ways NIA works to advance the industry and promote the value of insulation for end users (system designers, engineers, architects, and specifiers). Many of these end users are not aware of insulation’s ability to deliver cost and energy savings, reduce emissions and environmental impact, protect personnel, enhance system process control, provide fire protection, reduce noise levels, extend equipment life, and improve process performance.

Michele noted, “We fight and compete for capital dollars in the maintenance arena, while insulation’s energy and cost-saving benefits are reaped by the operations department. Insulation performs the moment it is installed, and it has an excellent shelf life compared to other energy-saving technologies. If an area within the insulation system is damaged from normal facility use, the rest of the system continues to perform.”
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JANUARY CONSTRUCTION STARTS JUMP 12 PERCENT

NEW YORK – February 22, 2017 – The value of new construction starts in January climbed 12% to a seasonally adjusted annual rate of $690.2 billion, according to Dodge Data & Analytics. After losing momentum during last year’s fourth quarter, nonresidential building strengthened in January, with much of the lift coming from the start of the $3.4 billion Central Terminal Building at LaGuardia Airport in New York NY as well as groundbreaking for several other large airport terminal projects. Nonbuilding construction bounced back from a subdued December, with the boost arising from a $750 million natural gas-fired power plant in Florida plus two pipeline projects – the $900 million Plains Diamond oil pipeline in Arkansas and Oklahoma, and the $767 million Presidio Crossing natural gas pipeline in Texas. Meanwhile, residential building edged upward in January as the result of a slight gain for single family housing. On an unadjusted basis, total construction starts in January were reported at $48.5 billion, down 3% from the same month a year ago which included especially strong amounts for the often volatile manufacturing plant and electric utility/gas plant categories. If manufacturing plants and electric utilities/gas plants are excluded, total construction starts in January would be up 10% from last year’s corresponding volume.

The January statistics raised the Dodge Index to 146 (2000=100), compared to 130 in December. The Dodge Index reached its 2016 peak in August at 156, and held close to that level in September at 153. The next three months showed the Dodge Index retreating 5% to 6% each month, culminating in December’s 130. For the full year 2016, the Dodge Index averaged 144. “The 12% gain for total construction starts in January gets 2017 off to a healthy beginning, following the declines reported toward the end of 2016,” stated Robert A. Murray, chief economist for Dodge Data & Analytics.

“What’s noteworthy about January’s rebound is that the institutional side of the nonresidential building market, led by airport terminal work, has assumed a more substantial role in keeping the expansion going,” Murray continued. “The institutional side of nonresidential building has typically lagged the pattern shown by commercial building, and its continued growth is needed for overall nonresidential building to advance further in 2017. While commercial building is also expected to see growth in 2017, its rate of increase will be restrained as vacancy rates level off and banks in the near term maintain a cautious stance towards commercial real estate loans pending any changes to the Dodd-Frank regulations. The public works sector is also anticipated to strengthen in 2017, with help coming from more pipeline work, although Congress needs to finalize fiscal 2017 appropriations which at the moment are set at essentially status quo levels under a continuing resolution that expires at the end of April. The proposal for greater infrastructure spending by the Trump Administration, assuming it gets passed in some form by Congress during this year’s first half, may not have a discernible impact on public works construction starts until the end of 2017 and into 2018.”

Nonresidential building in January climbed 16% to $261.5 billion (annual rate), following lackluster activity in December. The inclusion of the $3.4 billion Central Terminal Building project at LaGuardia Airport as a January start provided much of the upward push, supporting a 37% gain for the institutional categories as a group and a 768% hike for the transportation terminal category. If the Central Terminal Building project is excluded, nonresidential building in January would have receded 2%, the institutional categories as a group would be down 1%, but the transportation terminal category would still have registered a 138% increase given the support coming from other large airport terminal projects. These included a $477 million project at San Francisco International Airport, a $420 million international arrivals facility at Seattle-Tacoma International Airport, and a $70 million expansion for Terminal 3 at Chicago’s O’Hare International Airport. Also advancing in January were healthcare facilities, rising 6% with the help of these projects – the $239 million Banner University Medical Center in Phoenix AZ, the $230 million Westchester Medical Center ambulatory care pavilion in Valhalla NY, and a $135 million hospital modernization project in Galveston TX. The public buildings category in January rose 1%, aided by the start of the $210 million Multnomah County Central Courthouse in Portland OR. On the negative side for the institutional sector, January declines were reported for educational facilities, down 18%; amusement-related work, down 36%; and religious buildings, down 44%. Even with its January decline, the educational facilities category did include the start of several notable science-related university projects, such as a $252 million building at Stanford University in Palo Alto CA, a $143 million building at the University of Washington in Seattle WA, and a $117 million building at Penn State University in University Park PA.

The commercial side of the nonresidential building market grew 12% in January. Office construction starts climbed 26%, and featured the start of two large data centers – a $600 million data center in McClellan CA and a $395 million data center in Sterling VA. Other large of-

(Continued on page 23)
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office projects reported as January starts were the $329 million office portion of a $355 million mixed-use building in Brooklyn NY, a $105 million office building in Austin TX, and a $100 million office building renovation in Washington DC. Warehouse construction in January increased 21%, helped by groundbreaking for an $87 million distribution center for the U.S. Postal Service in Portland OR. Hotel construction in January rose 5%, and included the start of a $160 million convention center hotel in Daytona Beach FL. Declines in January were reported for store construction, down 1%; and commercial garages, down 7%. The manufacturing plant category in January plunged 69% relative to December which included the start of a $1.2 billion pharmaceutical plant in Clayton NC. The largest manufacturing project reported as a January start was a $200 million pharmaceutical plant expansion in Waco TX.

Non-building construction, at $121.1 billion (annual rate), rebounded 44% in January after plunging 40% in December. The electric utility/gas plant category surged 285% following extremely low activity in December, lifted by the January start of a $750 million natural gas-fired power plant in Florida. January’s amount for this category was still weak by recent standards, coming in 65% below the average monthly pace for electric utilities/gas plants during 2016. The public works categories as a group climbed 32% in January, led by a 222% surge for the miscellaneous public works category which includes pipelines, mass transit, and site work. The two large pipeline projects entered as January starts were the $900 million Plains Diamond oil pipeline in Arkansas and Oklahoma, and the $767 million Presidio Crossing natural gas pipeline in Texas. Additional miscellaneous public works projects entered as January starts were a $321 million light rail project in Bellevue WA and a $142 million natural gas pipeline in Pennsylvania. River/harbor development work in January bounced back 64% after December’s 75% plunge, and sewer construction improved 4% with the January start of a $137 million waste water treatment plant in Pennsylvania. On the negative side, highway and bridge construction slipped 2% in January, maintaining the lackluster activity reported towards the end of 2016, although the latest month did include a $298 million HOV lane project on Interstate 5 in the San Diego CA area. Water supply construction in January dropped 13% after soaring 57% in December.

The 3% decline for total construction starts on an unadjusted basis for January 2017 relative to January 2016 was the result of a varied performance by major sector. Nonresidential building advanced 27%, with institutional building up 74%, commercial building, up 14%, and manufacturing building down 72%. Residential building rose 1%, with single family housing up 7% and multifamily housing down 10%. Non-building construction fell 37%, with public works down 14% and electric utilities/gas plants down 77%. By geography, total construction starts for January 2017 relative to January 2016 revealed this pattern – the Northeast, up 22%; the West, up 21%; the South Atlantic, down 8%; the Midwest, down 14%; and the South Central, down 24%.

Useful perspective is made possible by looking at twelve-month moving totals, in this case the twelve months ending January 2017 versus the twelve months ending January 2016, which lessens the volatility present in one-month comparisons. For the twelve months ending January 2017, total construction starts were up 1%. By major sector, nonresidential building grew 5%, with commercial building up 12%, institutional building up 10%, and manufacturing building down 36%. Residential building also grew 5%, with single family housing up 8% and multifamily housing down 1%. Non-building construction dropped 12%, with public works down 6% and electric utilities/gas plants down 26%.

**FMI Releases 2017 U.S. Markets Construction Overview**

FMI Corporation, the leading provider of management consulting and investment banking services to engineering and construction, infrastructure and the built environment, is pleased to announce the release of its "2017 U.S. Markets Construction Overview." The publication offers comprehensive construction forecasts for a broad range of market segments and geographies and provides valuable insights from FMI executives on how to navigate the next 12 months.

Key highlights of the report include:

- The outlook for construction growth in 2017 continues to be positive for all market sectors.
- FMI expects a 1% increase in construction-put-in-place growth throughout the year (compared to the 5% increase in 2016)
- The total NRCI Index Score fell from 57.3 (third quarter 2016) to 56.9 in the fourth quarter of 2016. While the trend indicates a slower outlook for nonresidential construction, the Index is still solidly in positive territory, as it has been since the first quarter of 2012.
- FMI’s key advice for 2017 is: “Plan for contingencies; execute based on the facts.”

Chris Daum, FMI’s CEO, states, "Looking ahead in 2017, there is cause for continued optimism for the North American E&C industry. However, beyond a sound economy and other traditional demand drivers, there is growing hype for a boom market in infrastructure spending, which to date is nothing more than speculation based on the new presidential administration. Our caution to clients is similar to the old Wall Street bromide, "buy the rumor and sell the news." Only in this case, we should all prepare for the possibility, but invest behind the facts."

You may download a copy of the 2017 U.S. Markets Construction Overview from the FMI website.
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NIA'S 62ND ANNUAL CONVENTION

The National Insulation Association (NIA) invites you to join your industry colleagues March 29–April 1, 2017, at the Sheraton Grand at Wild Horse Pass in Phoenix, Arizona. NIA's 62nd Annual Convention will include the networking, educational, and entertainment events that you look forward to—at a NIA member favorite location that harmoniously blends luxury and nature. The Convention theme, Participation Shapes Our Future, will be brought to life by your attendance and active participation. NIA looks forward to welcoming attendees from all segments of the mechanical insulation industry to Phoenix!

Who Should Attend
Convention attendees represent all segments of the mechanical insulation industry: merit and union contractors, distributors, fabricators, laminators, and manufacturers. This broad representation of the industry allows attendees opportunities to gain new business contacts, network, and build relationships. Spouses, guests, and children are welcome to attend.

A complete convention brochure and registration material is available to download to learn more about the unique educational and networking opportunities at the insulation industry's only national event from the NIA website at http://insulation.org/convention-2017/.

BOARD SETS DUES AND ADVERTISING RATES FOR 2017

At its October meeting, the Board of Directors of MICA approved MICA’s operating budget for 2017. In its deliberations, the Board voted a slight increase in the annual membership dues for contractor and associate member firms. Advertising rates for 2017 will remain the same as in 2016. The Board is very cognizant of the current state of the economy and wants to keep MICA affordable to all current and prospective members. Annual dues have remained constant for the past four years.

Contractor member annual dues for 2017 are $700.00. The annual dues for associate members is $500.00. The 2017 membership renewal notices have been mailed to the member firms. The advertising contracts were sent out during the last week in December. If you did not receive one, please contact the MICA office for a copy of the 2017 advertising rates. Advertising in the MICA Messenger continues to be an excellent forum to reach the membership on a monthly basis.

We are anticipating 100% renewals and look forward to your continued participation in MICA in 2017.
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