

2021 ANNUAL REPORT



SWACCA

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SWACCA

Signatory Wall and Ceiling Contractors Alliance is a national organization of wall and ceiling contractors committed to working in partnership with its workforce to provide the highest-quality, most efficient construction services possible to its customers. SWACCA represents companies that fully embrace their commitment to their customers and their employees.

TABLE OF CONTENTS

04	PRESIDENT'S LETTER
05	MISSION & VISION
06	GOVERNMENT RELATIONS
11	LABOR RELATIONS
13	COMMUNICATIONS & MARKETING
14	MEMBERSHIP
15	INNOVATION & TECHNOLOGY
16	FINANCIAL SUMMARY
17	BOARD OF DIRECTORS

PRESIDENT'S LETTER



Greetings, SWACCA Members

I'm proud to present SWACCA's 2021 Annual Report, which provides a detailed recap of SWACCA's many activities in 2021.

2021 was an interesting year as we saw the COVID-19 pandemic continue to impact the health and business operations of our members. At the same time, there were periods of optimism as our industry found its footing amid all the uncertainty. Through it all, SWACCA pursued its strategic agenda with characteristic focus and tenacity. Those efforts are plainly evident in our results.

Among the notable events of 2021 were SWACCA's ongoing efforts to inform and advocate on COVID-19 related subjects. Those efforts culminated in November when SWACCA joined the Associated General Contractors of America (AGC) and the American Road and Transportation Builders Association (ARTBA) in petitioning the Fourth Circuit Court of Appeals, challenging the OSHA vaccination-testing Emergency Temporary Standard (ETS) requiring large employers to vaccinate or test their employees. SWACCA's challenge to OSHA's ETS was not an anti-vaccination stance, but rather an objection to OSHA burdening our members with the arduous recordkeeping and expense of implementing the mandate.

On the communications front, SWACCA developed and distributed its first ever Member Kit in 2021. This kit contains information about SWACCA and the many benefits available to our members. It is a beautiful marketing piece, but more importantly we hope it will help grow and strengthen the connection between SWACCA and our contractor members.

SWACCA's Public Policy and Labor Relations teams remained busy in 2021 responding to numerous federal regulatory developments that impacted SWACCA members over the course of the year. SWACCA's Innovation & Technology Committee continued to lead the charge in finding and evaluating cutting-edge technology that will help make jobsites safer and more efficient, as well as potentially change the way our members do their work. I hope you'll take a moment to review the entirety of this report to learn about those efforts and more.

On a personal note, this is my last annual report as SWACCA President. In December, SWACCA elected Robert Klugh of Martin Brothers (Gardena, CA) as our new President. We also welcomed several new directors: Geoff Furtaw (Ceilings Inc., Norristown, PA); Ron Johnson (The Berg Group, Chaska, MN); Clark Townsend (OCP Contractors Inc., Columbus, OH); Daniel Wies (Wies Drywall, St. Louis, MO); and Albert Carrillo (Western Wall and Ceiling Contractors Association, Orange, CA). I genuinely look forward to working with these new directors in 2022 and beyond. We also said goodbye to several



outgoing directors: Tom Clerkin, Matt Townsend, Dan Wienstroer, and Tim Wies. My profound thanks to Tom, Matt, Dan, and Tim for their many years of service to SWACCA; it was a pleasure working with each of you.

As we look ahead to 2022, SWACCA remains steadfast in its mission to advocate for our members and to promote the benefits of union construction. Whatever challenges 2022 may bring, I'm confident that SWACCA's staff and membership are up to the challenge.

Sincerely,

A handwritten signature in blue ink, appearing to read "SCOTT CASABONA".

Scott Casabona

President

Signatory Wall and Ceiling Contractors Alliance

MISSION & VISION

SWACCA

The Signatory Wall and Ceiling Contractors Alliance (SWACCA) was incorporated in November 2015 to protect and grow the market share of signatory contractors while promoting and enhancing the signatory wall and ceiling industry. SWACCA is the collective voice of industry employers in the national conversation about the unionized construction industry.

Vision Statement

As a national alliance of signatory wall and ceiling contractors, we're committed to protecting and growing our industry. Our collective strength as highly trained and experienced contractors continues to grow as we add partners. Together, we're sharing knowledge, solving problems, and increasing opportunity for our members.

We won't rest until the world knows what we know: SWACCA stands for the most highly skilled and productive contractors in the industry.

We deliver value.

Mission Statement

SWACCA enhances union construction by providing business tools and resources to its members. SWACCA develops relationships, provides education, and leads advocacy efforts on behalf of our industry.

We're building better tomorrows.



GOVERNMENT RELATIONS



SWACCA Government Relations

Last year was a busy and productive one for SWACCA in Washington, D.C. The Public Policy Team's advocacy during the Presidential transition laid the groundwork for progress on several of SWACCA's regulatory priorities. On the legislative front, SWACCA also made progress with the passage of a bipartisan infrastructure bill that adopted SWACCA's expanded vision of infrastructure beyond roads, rail, and transit to include airports and other projects that create work for SWACCA members. With the new Administration and the change in control of Congress, SWACCA went on the offensive on federal prevailing wage issues. The past year also involved SWACCA working to enact several bills to help SWACCA members navigate the COVID-19 pandemic. In 2021, SWACCA reached the final stage of its multi-year campaign to repeal the regulations creating Industry Recognized Apprenticeship Programs (IRAPs). We also reversed problematic Labor Department interpretations of the Fair Labor Standards Act. And of course, there were new issues, like the OSHA COVID-19 Emergency Temporary Standard (ETS) for large employers, requiring the formation of new coalitions and a coordinated legal, regulatory, and legislative response. As 2022 begins, we are hard at work continuing this progress on issues of concern to SWACCA members in the nation's capital.

With the new Administration and the change in control of Congress, SWACCA went on the offensive on federal prevailing wage issues.

Working to Help SWACCA Members Respond to and Recover from the COVID-19 Pandemic

Throughout 2021, SWACCA's Public Policy Team continued working to help SWACCA members respond to the ever-evolving COVID-19 pandemic. SWACCA lobbied Congress and the Biden Administration to include several priorities in the *American Rescue Plan Act* (ARPA) (P.L. 117-2) signed into law in March 2021. Among the priorities included in the ARPA was continuation of COBRA health coverage subsidies. This effort involved an intense education phase for the new Congress and the new Administration on the part of SWACCA's Public Policy Team and working with a broad coalition that eventually included 90 signatories on a joint [letter](#) to Congress in February.

SWACCA also had additional victories in 2021 on the Paycheck Protection Program (PPP). SWACCA's advocacy helped to secure (1) \$7.25 billion in new funding for the PPP; (2) provisions expanding PPP loan forgiveness to include payments made for premiums on behalf of individuals who qualify for COBRA; and (3) provisions making 501(c)(6) organizations (which include many SWACCA affiliates) eligible to receive PPP loans. We also helped secure passage in March of the *Paycheck Protection Program Extension Act* (P.L. 117-6), extending the PPP through May 31, 2021.

GOVERNMENT RELATIONS

Making the Infrastructure Bill Relevant to SWACCA Members

Immediately after passage of the ARPA, SWACCA dove into getting the bipartisan infrastructure package enacted with provisions that create work for SWACCA members. This involved persuading Congress to adopt an expanded vision of infrastructure beyond just roads, rail, and transit. These efforts succeeded as the final version of the *Infrastructure Investment and Jobs Act* (P.L. 117-58), signed into law in November incorporated several SWACCA-advocated funding priorities, including (1) \$15 billion for airport improvements; (2) \$14.7 billion for loans to support water infrastructure projects including treatment plants and related structures; (3) \$3.4 billion to repair and renovate various federal properties; and (4) \$500 million in funding for improvements to schools.

The final version of the *Infrastructure Investment and Jobs Act* ... incorporated several SWACCA-advocated funding priorities ...

Raising SWACCA's Profile Challenging the OSHA COVID-19 ETS

In response to the issuance of the OSHA COVID-19 ETS for large employers, in November SWACCA joined the Associated General Contractors of America (AGC) and the American Road and Transportation Builders Association (ARTBA) in filing a petition for review of the ETS with the Fourth Circuit Court of Appeals. The petition explained that SWACCA, the AGC, and ARTBA are not opposed to the COVID-19 vaccine, but rather concerned that the new rule would put large construction employers subject to the ETS at increased risk of losing workers to smaller companies not subject to the mandate. The petition also detailed the dynamics of the construction labor market and the extent to which vaccine hesitancy would prevent the ETS from having its intended effect of getting more people in the construction industry vaccinated. SWACCA's petition was ultimately consolidated before the Sixth Circuit with several other petitions challenging the ETS. On December 17th, the Sixth Circuit Court of Appeals removed a stay of the ETS that was put in place by the Fifth Circuit and allowed its implementation to proceed. The decision was immediately appealed to the Supreme Court, which held an emergency hearing on January 7, 2022, that led to a January 13th ruling reinstating the nationwide stay on implementation of the ETS. A few days later, OSHA formally withdrew the ETS as an enforceable standard. OSHA announced it would treat the ETS as a proposed rule and develop a final rule through regular notice and comment rulemaking after reviewing comments submitted on the ETS.

Fortunately, at the same time SWACCA's Public Policy Team was working with the AGC and ARTBA on the joint legal challenge to the OSHA COVID ETS, we were simultaneously preparing **joint comments** on the ETS, anticipating that a federal employer mandate would survive as a regulatory issue even after the litigation over the ETS concluded. In the comments, SWACCA, the AGC, and the ARTBA explained that the standard enunciated in the ETS would be "counterproductive insofar as it will cause badly needed employees to leave larger construction companies and perhaps the construction industry." The comments cautioned that the "resulting damage to these companies and the critical effort to reconstruct the nation's infrastructure would be great and irreparable."

... OSHA formally withdrew the ETS as an enforceable standard.

As we worked with the AGC and ARTBA on our challenge to the ETS in the courts, and in the regulatory process before the Labor Department, we were also busy working to nullify the federal employer mandate through Congressional action. This effort culminated in the Senate approving a Congressional Review Act (CRA) resolution to nullify the OSHA COVID-19 ETS by a vote of 52-48, with Democratic Sens. Jon Tester (MT) and Joe Manchin (WV) joining all Republicans in support of the resolution. Despite the approval of the resolution on a bipartisan basis in the Senate, it still faces an uphill climb to be enacted into law in the House, where supporters of the CRA are not able to use the fast-track process utilized in the Senate and will instead need a handful of Democrats in that chamber to support a discharge petition to bring the measure to the floor for a vote.

Protecting and Expanding Registered Apprenticeship in the Construction Industry

On the apprenticeship front, in 2021 SWACCA moved to the final phase of its years-long goal of rescinding the prior Administration's Industry-Recognized Apprenticeship Program (IRAP) regulations with the issuance of a proposed rule from the Department of Labor (DOL) in November to rescind IRAPs. SWACCA's Public Policy Team had been lobbying the Biden Administration since the transition to fully repeal the IRAP regulations. The rule the Labor Department proposed reflects SWACCA's long-advocated position that IRAPs need to be terminated immediately without a gradual wind-down or "sunset" period. SWACCA filed **comments** supporting the rescission and expects the proposed rule to be finalized in substantially similar form before the end of 2022. This impending victory has been nearly five years in the making for SWACCA, which began its opposition to IRAPs when they were first raised in 2017.



Working to Prevent the Spread of Worker Misclassification in the Construction Industry

SWACCA's Public Policy Team was also busy in 2021 continuing its efforts to deter misclassification in the construction industry. In February, SWACCA engaged with the new Administration to delay until May the application of the Trump-era independent contractor rule, which made it easier to classify workers in construction and other industries as independent contractors under the Fair Labor Standards Act (FLSA). This delay allowed the Biden Administration time to reconsider the rule. In March, the DOL proposed a rescission of the Trump-era regulation and SWACCA submitted detailed comments supporting it. SWACCA also joined with the Construction Employers of America (CEA) to submit joint comments on the rescission. In response to the advocacy of SWACCA and our allies, the DOL officially rescinded the Trump-era Independent Contractor Rule in May. In the final rule, the DOL cited as persuasive three arguments SWACCA made, including an analysis the Policy Team developed highlighting the increased costs taxpayers would have incurred due to the rule facilitating further misclassification of construction workers.

... the DOL officially rescinded the Trump-era Independent Contractor Rule in May.

In addition, SWACCA worked to secure the rescission of Trump-era regulations regarding joint employment status under the FLSA. This rulemaking made it harder to hold liable those contractors who utilized misclassified workers provided by labor brokers, thereby encouraging misclassification. On April 9th, SWACCA led the drafting of comments on behalf of our allies in the CEA in support of the Department of Labor's (DOL) proposed rescission of the Trump-era Joint Employer Rule. It detailed how the rule relied on an impermissible interpretation of the Fair Labor Standards Act. The DOL cited these legal concerns when it published its July 30th rescission of the regulation.

SWACCA ended 2021 with a victory on misclassification at the Department of Homeland Security (DHS). It involved a policy change directing immigration enforcement agents to ensure that immigration laws are not being used to prevent enforcement actions against employers who violate wage, safety, health, and other workplace laws. SWACCA first raised this issue in the testimony of former President Matt Townsend in a hearing on misclassification before the House Education and Labor Subcommittee on Workforce Protections in September 2019. In that testimony, SWACCA highlighted that misclassification has proliferated in construction, in part because worksite enforcement operations in our industry often rely on statements from undocumented workers who are fearful of retaliation if they come forward to complain or aid in an

GOVERNMENT RELATIONS

investigation. Our advocacy on this point helped to prompt the issuance of an October memorandum from Homeland Security Secretary Alejandro Mayorkas to Immigration and Customs Enforcement (ICE), U.S. Citizenship and Immigration Services (USCIS), and Customs and Border Protection (CBP), noting that the DOL has requested support in several ongoing workplace standards investigations, including asking the DHS to exercise prosecutorial discretion for undocumented workers who are victims of, or witnesses to, workplace wage theft, misclassification, and other types of workplace exploitation. The memorandum directs the agencies to broaden mechanisms for coordination between the DHS and DOL, the Department of Justice, the Equal Employment Opportunity Commission, the National Labor Relations Board, and state labor agencies to ensure an increased focus of enforcement efforts against “exploitative employers.”

SWACCA ended 2021 with a victory on misclassification at the Department of Homeland Security (DHS).

Going on Offense on Davis-Bacon

SWACCA's Public Policy Team also identified several opportunities to go on offense on another priority issue: Davis-Bacon prevailing wage rates. Last May, SWACCA's Public Policy Team worked with its union partners and other contractor associations in the CEA to include a Davis-Bacon amendment to the *United States Innovation and Competition Act* (S. 1260), a bill aimed at addressing U.S. competitiveness with China. The amendment, offered by Sen. Gary Peters (D-MI), ensured that any construction of semiconductor chip manufacturing facilities funded with tax incentives, grants, or direct appropriations authorized under S. 1260 is covered by Davis-Bacon prevailing wage rates. During debate on the bill, Sen. John Cornyn (R-TX) introduced an amendment to strip the enhanced Davis-Bacon protections. Throughout last May and June, SWACCA's Public Policy Team joined in an intense advocacy effort to retain the Peters amendment. Those efforts primarily focused on the hard work of persuading Republican Senators to vote against an amendment offered by a senior member of Republican leadership. On June 8th, SWACCA succeeded in defeating the Cornyn amendment by a vote of 42-58. Eight GOP Senators, including members from deep red states like Sens. John Kennedy (LA), Steve Daines (MT), and Marco Rubio (FL) voted against the amendment.

On June 8th, SWACCA succeeded in defeating the Cornyn amendment by a vote of 42-58.

Throughout the second half of last year, SWACCA and its allies worked to convince Democratic leadership in the House to bring the *U.S. Innovation and Competition Act* to the floor for a vote. This advocacy resulted in House Speaker Nancy Pelosi (D-CA) and Senate Majority Leader Chuck Schumer

(D-NY) announcing last December that the House would put together its own version of S. 1260 and then work with the Senate in a conference committee to iron out differences in the competing bills. With an agreement to go to conference finally announced, SWACCA's Public Policy Team got to work convincing House lawmakers to retain the Davis-Bacon language we secured in the Senate. We are pleased that on January 25, 2022, the House released the text of its companion bill, the *America Creating Opportunities for Manufacturing, Pre-Eminence in Technology, and Economic Strength (America COMPETES) Act* that retains the Davis-Bacon prevailing wage language. Once the House passes its version of the China competitiveness bill, SWACCA's Public Policy Team will work to convince the joint House and Senate conference committee to retain the Davis-Bacon language in any final negotiated bill.

This intense, collaborative effort led to a resounding defeat of the Lee amendment.

The debate over the bipartisan infrastructure bill in the Senate last summer provided SWACCA with another opportunity to join with its union partners to rally to defend the Davis-Bacon prevailing wage. During Senate debate on the bill last summer, Sen. Mike Lee (R-UT) offered an amendment to the *Infrastructure Investment and Jobs Act* that would have offset the cost of the bill by repealing the *Davis-Bacon Act*. Working with our union partners and other allies, SWACCA engaged lawmakers and staff to urge opposition to the amendment. This intense, collaborative effort led to a resounding defeat of the Lee amendment by a vote of 20-78. Ultimately, 28 Republicans joined all Democrats in voting down the Lee amendment.

On the regulatory front, SWACCA spent 2021 working collaboratively with the Department of Labor's Wage and Hour Division on a rulemaking to modernize the regulations governing Davis-Bacon. We have been advocating several improvements to expand federal prevailing wage since the Presidential transition back in November 2020. We are pleased that the DOL sent a proposed rule entitled “Modernizing the Davis-Bacon and Related Acts Regulations” to the White House Office of Information and Regulatory Affairs on December 7th for review in advance of publication in the *Federal Register* and the start of the formal notice-and-comment process. As of this writing, we expect that many of the ideas for regulatory improvements that SWACCA and our union partners have been advocating to the Wage and Hour Division will be incorporated into this proposed rule. We must wait for publication of the proposed rule, however, to see the extent to which the DOL can improve the existing regulations without an explicit grant of authority from Congress.

GOVERNMENT RELATIONS

Influencing Implementation of the SFA and Encouraging Additional Actions on Pension Reform

SWACCA was also active in 2021 on the pension reform front, working to influence implementation of the Special Financial Assistance (SFA) program for the most troubled multiemployer pension plans created by the ARPA last March. In August, SWACCA submitted [comments](#) with our allies in the CEA on the Pension Benefit Guaranty Corporation's (PBGC) interim final rule implementing the SFA. In those comments, SWACCA and the CEA noted that while the SFA represents an important tool for addressing the crisis facing many multiemployer plans, only Congressional action, such as the enactment of an alternative plan design like composite plans, will fully address the structural issues facing multiemployer pension plans. The comments also urged the PBGC to provide plan trustees flexibility on several issues to address the needs of plans and to carefully weigh the impact of the rules on all plan participants, including retirees and active participants.

Also on the regulatory front, SWACCA and its CEA allies submitted [comments](#) in November in support of the DOL's proposal to rescind the prior Administration's Financial Factors in Selecting Plan Investments Rule as part of a larger rulemaking entitled *Prudence and Loyalty in Selecting Plan Investments and Exercising Shareholder Rights*. SWACCA has been seeking revision of the Financial Factors Rule because it erects new barriers to pension plans investing in projects that create union jobs. We are pleased that the new leadership at the DOL heeded our calls to rescind this rulemaking.

In Congress, SWACCA spent 2021 continuing to work with our partners in the CEA and the UBC to build support for structural reforms to the multiemployer pension system. This focused on educating Congress on the need for changes in law to authorize alternative designs for plans that are not in bad enough shape to avail themselves of aid under the recently enacted SFA program. As of this writing, Congress is considering an omnibus spending bill to fund government agencies for the remainder of fiscal year 2022. SWACCA and its allies are pushing lawmakers to include composite plans or other alternative plan designs in the omnibus bill or another "must pass" piece of legislation that is considered before the midterm elections this November.

Looking Ahead

As detailed above, the public policy team was extremely busy in 2021 advancing SWACCA's interests and the interests of the unionized wall and ceiling industry in the nation's capital. The victories detailed above came under a cloud of heightened partisanship in Washington, D.C. that is certain to continue as lawmakers train their eyes on the midterm elections this November. There is a very real prospect that control of one or both houses of Congress could flip. This could create new challenges and opportunities for SWACCA's public policy efforts in Washington, D.C. We encourage SWACCA members to continue to visit the SWACCA [News Blog](#) and [Twitter](#) pages for all of the latest updates on our efforts and the evolving political dynamics our organization is navigating.



LABOR RELATIONS



SWACCA's labor relations programming continued to grow in 2021 with continued emphasis on subjects related to COVID-19 and an expansion of the Collective Bargaining Workshop series.

COVID-19 Labor Relations

As the COVID-19 pandemic continued in 2021, SWACCA's Labor Relations Team monitored regulatory and legislative developments that impacted SWACCA contractors, including vaccine mandates. At the Fall Membership Meeting, SWACCA General Counsel John Nesse gave a presentation titled, "COVID-19 Vaccination Mandates in Union Construction." The presentation covered a range of topics, including (1) collective bargaining about vaccine mandates; (2) disability and religious accommodations; (3) employee privacy; and (4) practical considerations of dealing with vaccine mandates. The presentation also addressed customer mandates, federal contractor vaccination requirements, and the then-pending OSHA Emergency Temporary Standard requiring vaccination or testing for large employers.

When OSHA issued the anticipated ETS, the Labor Relations Team worked with SWACCA's Public Policy Team to challenge its implementation. SWACCA partnered with the AGC and ARTBA to file a petition in the U.S. Fourth Circuit Court of Appeals challenging the ETS and to draft and submit comments (also jointly with the AGC and ARTBA) in response to the ETS. As a result of broad litigation efforts, OSHA ultimately withdrew the ETS and shifted course to the traditional rulemaking process. SWACCA continued its partnership with the AGC and ARTBA by submitting comments objecting to the proposed rule and remains highly engaged on the subject.

Expansion of Member-Exclusive Collective Bargaining Resources

SWACCA's member-exclusive collective bargaining resources have grown significantly over the past year. SWACCA published its *Collective Bargaining Guidebook* in 2019, which is available in print and electronic versions. 2020 brought the launch of Collective Bargaining Workshop 1 – Core Process and Strategy. The popularity of Workshop 1 led to the addition of Workshop 2 and Workshop 3 in 2021 to round out the series.

SWACCA's Collective Bargaining Workshop series has proven to be a valued resource to Regional Affiliates and their collective bargaining committees over the past 18 months.

Continues on Pg. 12

LABOR RELATIONS



Collective Bargaining in the Wall and Ceiling Industry



SWACCA

Collective Bargaining Workshop

Northwest Wall & Ceiling Contractors Association

December 8, 2021



Following is a description of each section:

WORKSHOP 1 – CORE PROCESS AND STRATEGY

This first workshop in the series is an overview of the collective bargaining process from start to finish, with practical advice for best practices. It is an excellent first meeting and launch point for an employer bargaining committee preparing to negotiate a particular agreement, or it can be adapted for presentation to a larger group. Participants should schedule three hours for Workshop 1, which includes substantial time for discussion. (*NOTE: Workshop 1 is a prerequisite for subsequent workshops in the series.*)

Collective Bargaining in the Wall and Ceiling Industry



SWACCA

Collective Bargaining Workshop

Advanced Negotiation Techniques

Drywall & Interior Systems Contractors Association (DISCA)

December 9, 2021



WORKSHOP 2 – ADVANCED NEGOTIATION TECHNIQUES

This workshop is a presentation of negotiation research applied to collective bargaining. It discusses strategy and techniques derived from the science of negotiation and persuasion, and offers insight into individuals' negotiation styles, strengths, and weaknesses. This workshop goes in-depth on the application to collective bargaining but is largely applicable to all types of negotiations. Participants should schedule two hours for Workshop 2.

WORKSHOP 3 – CBA ISSUE ANALYSIS

This workshop is a discussion of local bargaining issues designed for an employer bargaining committee preparing to negotiate a specific contract. A written survey is distributed in advance to identify key issues that may

be discussed in the negotiation with the union. The collective bargaining agreement is then analyzed based on the results of that survey. It is an in-depth discussion with the committee, focusing on the committee's bargaining objectives, related contract language, and potential bargaining strategies. Participants should schedule two hours for Workshop 3.

In 2021, SWACCA General Counsel John Nesse held collective bargaining workshops with nearly half of SWACCA's Regional Affiliates as they prepared for upcoming collective bargaining processes. While the workshops are available for delivery in person, each of the 2021 workshops was held virtually and was very well received.

SWACCA's collective bargaining resources are available free to any SWACCA member. To discuss the collective bargaining workshops further or to schedule a workshop in your area, please contact SWACCA General Counsel John Nesse at jnesse@mguidance.com or (651) 253-4818.

Construction Labor Research Council

The Construction Labor Research Council (CLRC) produces quarterly wage and benefit research reports that cover most building trades across the country. SWACCA distributes these reports to members via the member newsletters, and they are also available in the members-only section of SWACCA.org.

SWACCA is a sponsoring member of the CLRC, which means that SWACCA's General Counsel sits on the CLRC Board of Directors and all SWACCA members have access to discounts on custom CLRC research reports. Custom reports include market share studies, union-nonunion wage and fringe comparisons, benchmark analysis that compares wage and fringe costs to indexes, contract costing, and more. Custom reports may be useful in collective bargaining and other labor relations planning activities at the local level. SWACCA members can contact General Counsel John Nesse or the CLRC directly to discuss custom reports.

Looking Ahead

With a large number of SWACCA-affiliated CBAs expiring in 2022, SWACCA expects to host additional collective bargaining workshops to help members prepare for negotiations. As SWACCA continues to grow its Labor Relations resources, member feedback and participation are critical to ensure that these products meet your needs. To discuss any of SWACCA's Labor Relations resources, or if you have an idea for a Labor Relations resource SWACCA should offer, please contact SWACCA General Counsel John Nesse at jnesse@mguidance.com or (651) 253-4818.

COMMUNICATIONS & MARKETING



SWACCA Member Kit

In 2021, SWACCA designed and distributed its first Membership Kit: a 9" by 12" folder with several inserts. The kit contains information about SWACCA's strategic initiatives – Government Relations, Labor Relations, and Marketing/Communications – about SWACCA's Board of Directors, and about SWACCA's Regional Affiliates. The kit also includes SWACCA hardhat stickers. The kits were mailed to SWACCA members via USPS in November and December 2021. If you didn't receive your kit, or you would like to request additional kits (or hardhat stickers), please contact Alyson Palmer at apalmer@swacca.org.

Continued Work with SWACCA's Communications Partners

In 2021, SWACCA continued to work with its communications partners, Hart Inc. and Betsey Kershaw & Co. (BK&Co.). Thanks to the efforts of Hart, articles by SWACCA members appeared in *Walls & Ceilings* ("Workforce Development: Attracting Generation Z")¹, *The Contractor's Compass* ("Five Tips to Maintain High-Quality Projects Despite Current Challenges in the Industry")², and *Forbes* ("Four Ways to Create Meaningful Connections with Next-Generation Hires")³. Several additional publication opportunities are in the works for 2022.

In March 2021, BK&Co. rolled out SWACCA's Instagram page. Established initially under the handle @swacca_info, SWACCA recently changed the

handle to @swacca_org. For those of you already following SWACCA on Instagram, there's no need to re-follow under the new handle. And for those of you who haven't yet followed SWACCA on Instagram, please consider doing so at https://www.instagram.com/swacca_org.

Overall, SWACCA's social media audience grew by 48% in 2021, due in large part to SWACCA's 143 new followers on Instagram. SWACCA has 643 followers across its four social media channels: Twitter, Facebook, LinkedIn, and Instagram. SWACCA totaled 2,877 engagements (for example, a comment, like, or share) and 55,337 impressions (the number of people SWACCA's content was visible to) in 2021. It also totaled 900 post link clicks, including a 21% increase in post link clicks on LinkedIn in 2021.

SWACCA's long-term goal is to develop an engaged online community through its social media channels, consisting of SWACCA members, industry stakeholders, and those who may be interested in joining our industry. We strongly encourage SWACCA members and their employees to follow SWACCA on [Twitter](#), [Facebook](#), [Instagram](#), and [LinkedIn](#), as these channels provide an easy way to stay updated regarding news about SWACCA and its members. Moreover, if you or your employees have any content you would like to share with SWACCA – including company awards or accomplishments, photos, or feature stories about employees – you can contact Hart directly at swaccapr@hartinc.com, and BK&Co. at <https://airtable.com/shrvpC1TE8Fj8G31Z>.

SWACCA Communications

In 2021, SWACCA published 128 updates on its News Blog. Additionally, SWACCA continued to communicate with its members directly through exclusive Quarterly Newsletters as well as member News Bulletins as important issues arose. Any employee of a SWACCA member company is welcome to receive these updates. If you or someone you know would like to be added to the distribution list, you or they can enroll [here](#).

1. <https://www.wconline.com/articles/93504-workforce-development-attracting-generation-z>
2. <https://contractorscompass.org/five-tips-to-maintain-high-quality-projects-despite-current-challenges-in-the-industry/>
3. <https://www.forbes.com/sites/forbesbusinesscouncil/2021/09/30/four-ways-to-create-meaningful-connections-with-next-generation-hires/?sh=89fac8041ee4>



SWACCA Membership

SWACCA currently represents more than 400 signatory wall and ceiling contractor members across the United States.

SWACCA continued to actively recruit new members in 2021. SWACCA Board Members and staff reached out to wall and ceiling contractors in the Chicago area, Boston, New York, and Texas over the course of the year. In addition to these direct recruitment efforts, SWACCA continued to raise its national profile – for example, by joining in a legal challenge to the OSHA ETS requiring COVID-19 vaccinations or testing for large employers, and by taking the lead in drafting and submitting comments to proposed federal regulations – which aids in the recruitment of new members.

SWACCA has taken an aggressive approach to achieving its goal of providing a national voice for unionized wall and ceiling contractors. To continue on our current path, SWACCA needs to continue its growth. SWACCA's Directors and staff will continue their efforts to add Regional Affiliate chapters in new areas throughout 2022. The support of our current membership is key to these efforts and we welcome any assistance that current SWACCA members can provide.

How to Join SWACCA as a Contractor Member

- Check SWACCA's membership list to find a Regional Affiliate near you. Contractor members of a SWACCA Regional Affiliate automatically become members of SWACCA.
- If a Regional Affiliate does not exist in your area, you may join independently as a Supporting Member with the goal of establishing a new Regional Affiliate in your area. Contact Alyson Palmer at apalmer@swacca.org for more information.

How to Join SWACCA as a Regional Affiliate Member

- Applicants for Regional Affiliate membership can submit applications directly to the Board of Directors.
- Acceptance of an application requires a 2/3 majority vote by the Board.
- There can be multiple Regional Affiliate members in a given geographic area only if they represent different fields of expertise within the industry.

INNOVATION & TECHNOLOGY



SWACCA Innovation & Technology Committee Creates Strong Relationships

The SWACCA Innovation & Technology Committee continues its focused path, taking a proactive approach on how innovation and technology are integrated into the signatory wall and ceiling industry. The Committee maintains its purpose-driven mission to welcome and introduce innovation for productivity and profitability. The mission guides the three focus pillars of the Committee: Building Information Modeling (BIM), Workforce Health, and Big Data.

The Committee connected SWACCA members with technology and services that align with our mission. Accepting abstract submissions from various hardware, software and technology companies, the Committee announced three strategic partnerships for the benefit of SWACCA membership. Each strategic partner was selected after an in-depth review of abstract submissions, interviewing the candidates, and considering their direct impact to productivity and profitability of wall and ceiling contractors. The selected partners were Ottogee, Newmetrix, and Spectar.

OTTOGEE – TIME & PRODUCTIVITY ANALYTICS

Real-time analytics that can reduce costs, improve productivity, and enhance the work environments. Ottogee addresses this head-on. Join the study to find out just how much!

NEWMETRIX (F.K.A. SMARTVID.IO) – PREDICTIVE SAFETY

Newmetrix reduces risk in construction by predicting and preventing safety incidents using AI. Uncover the risk in the data you're already collecting.

SPECTAR – BIM IN THE FIELD

Spectar is a cloud and software platform that converts BIM files and enables field teams to see models at 1:1 scale on the jobsite.

The Committee hosted all three strategic partners for a presentation to the SWACCA membership, led by a venture capitalist moderator. During the presentation, each partner shared their technology, showcased the direct value for the wall and ceiling contractors, and introduced exclusive SWACCA membership pricing and research studies.

The Committee continues to collect data created with partner contractors, tool, technology, and software companies for the committee-sponsored research studies. The findings of these Committee research studies will give quantifiable data to SWACCA members.

To find out more about each strategic partner's SWACCA exclusive pricing and offers, visit <https://www.swacca.org/innovation-committee/>

Strong Foundations Create Strong Relationships

The Committee chairman and SWACCA Director Robert Klugh (Martin Bros.) is supported by Committee members Clark Townsend (OCP), Heather Powen (Martin Bros.), Nick Carrillo (WWCCA), Cameron Wies (TJ Wies), Brett Dahmer (PCI), Tom Clerkin, Jr. (Ceilings Inc.), Gabriel Quintana (NWCB), and Ron Johnson (Berg Group).

The Committee continuously opened doors with tool manufacturers, technology startups, and material manufacturers to expose these companies to signatory wall and ceiling contractors willing to provide feedback and commentary on emerging and existing products, services, and technology. Through the development of these relationships, the SWACCA Innovation & Technology Committee is able to reduce the noise of all the companies in this space and showcase leading-edge technology to our membership.

Beyond relationships with products for contractors, the Committee attended industry trade shows and local networking events, and participated in roundtables, showing the construction industry that SWACCA has a Committee and brings innovative contractors and technology advocates for the wall and ceiling industry.

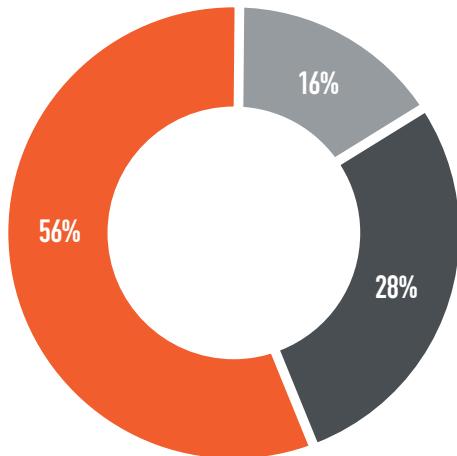
Looking at the Horizon

The Innovation & Technology Committee will continue to foster relationships with technology companies, blue chip firms, and startups to ensure the SWACCA membership remains on the leading-edge of technology that directly impacts productivity and profitability in the signatory wall and ceiling industry.

FINANCIAL SUMMARY

Budget Growth

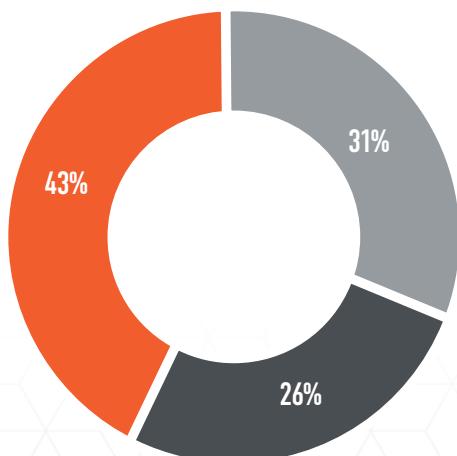
SWACCA's Board of Directors and staff work diligently to manage our organization's budget with the goal of efficient administration and concentrated spending on member-driven initiatives. In 2021, SWACCA still conducted most of its programming online, which resulted in savings relative to the budget and helped grow SWACCA's financial reserves. SWACCA conducts a substantial amount of programming through the various committees: Communications & Marketing, Government Relations, Labor Relations, Innovation & Technology, Membership, and Regional Affiliate Executives. The committees' budgets have been expanded for 2022, which enhances the opportunity for each committee to grow its activities and take on new initiatives at its own direction. Each SWACCA Regional Affiliate has the opportunity to appoint one member to each committee and thereby steer SWACCA's programming directly.



2021 EXPENSES (ACTUALLY INCURRED)

-  Program Expenses
\$342,949.27
-  General Administrative
\$171,311.59
-  Committee Budgets
\$101,836.15

Total: \$616,097.01



2022 BUDGET

-  Program Expenses
\$393,960
-  General Administrative
\$233,100
-  Committee Budgets
\$281,000

Total: \$908,060

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SIGNATORY WALL AND CEILING CONTRACTORS ALLIANCE

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SWACCA

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