FILE NAME: Brand Insulations (BI)

DATE: 1968 July

DOC#: BI0001

DOCUMENT DESCRIPTION: Article from Trade Journal (BC Tabbed pgs. 15,20,34 &39)

EXHIBIT 3
Kyung Lee-Green
CSR No. 12655

JULY 1968 VOL 13 NO. 7

IDCNA NEWSLETTER

PUBLISHED BY
INSULATION DISTRIBUTOR—CONTRACTORS NATIONAL ASSOCIATION, INC.
8226 FENTON STREET SILVER SPRING, MARYLAND 20910



Our Host—The Luxurious Chicago Marriott Motor Hotel

SC-NICA-01150 October 5-11, 1968

Hi Fellows ...

I was at the Marriott in Chicago last week ... the hotel where IDCNA will hold its Annual Meeting in October. Boy, did I ever have a ball!

This place is made for FUN, with capital letters. There's the Fire House for drinking and singing, the Windjammer for dining and dancing and romancing. You know how it is ... you're never too old for romance ... not when I'm around. Oh yes, the Stirrup Cup for steaks and the Fairfield Inn ... both make dining away from home most enjoyable.

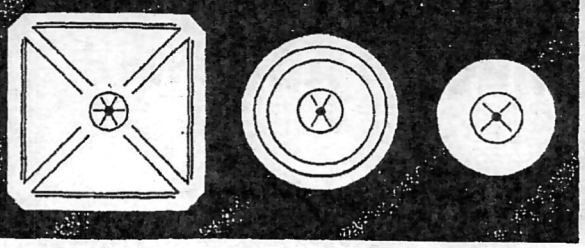
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Always,

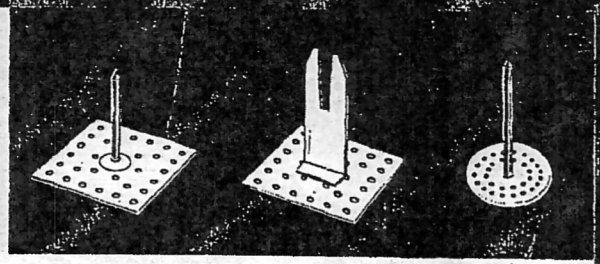
Susie

P.S. You'll find advance registration forms in this issue. Why not send it in TODAY with your Registration Check? Then I KNOW I'll be seeing you.

INSULATION ACCESSORIES



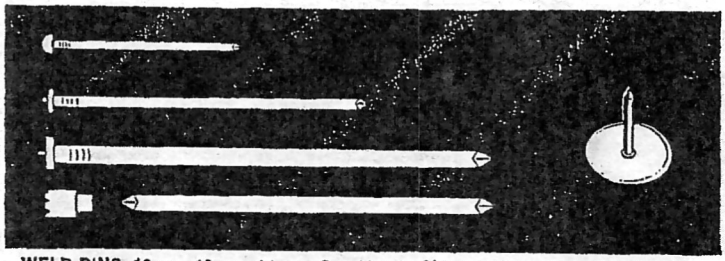
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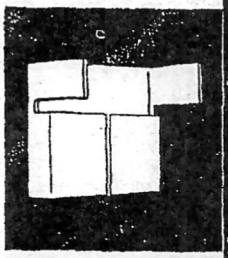
INSUL-ANCHORS, Spindle type—Prong type—Nylon, available in zinc plated steel, aluminum, stainless steel



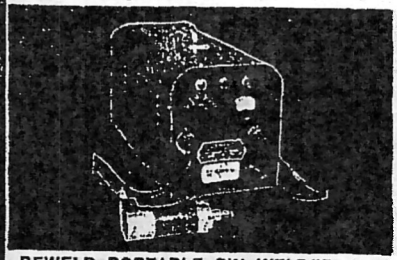
INSUL-ANCHOR ADHESIVE, general purpose and "high strength," quarts and gallons



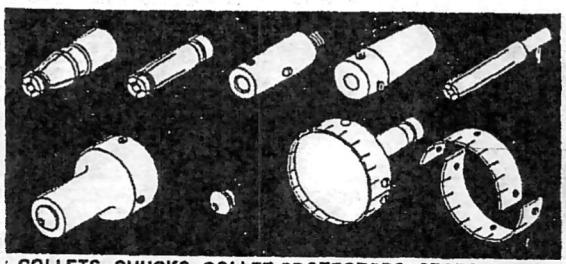
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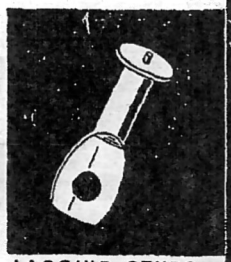
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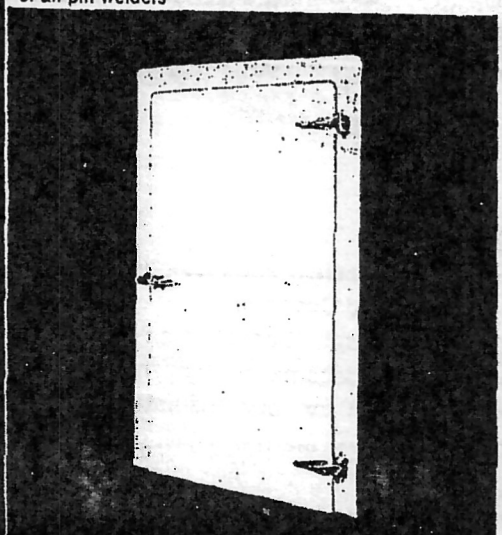
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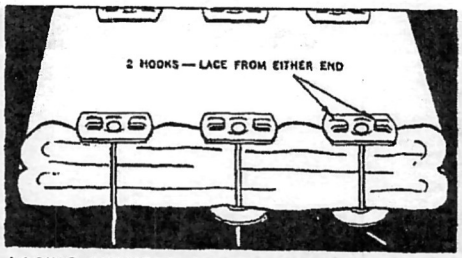
COLLETS, CHUCKS, COLLET PROTECTORS, STOPS, for any make welder—for any size pin or stud



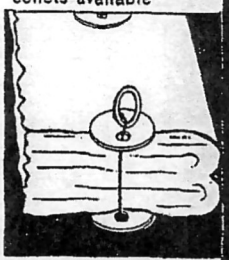
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LACING WASHERS & RINGS, aluminum or stainless steel

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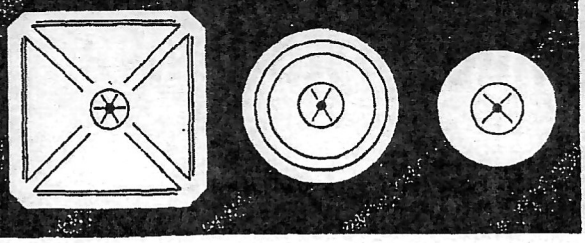
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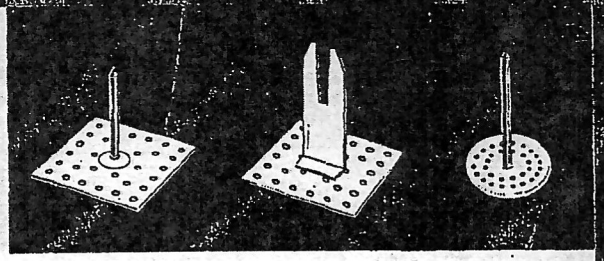
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J-P-S INSULATION ACCESSORIES



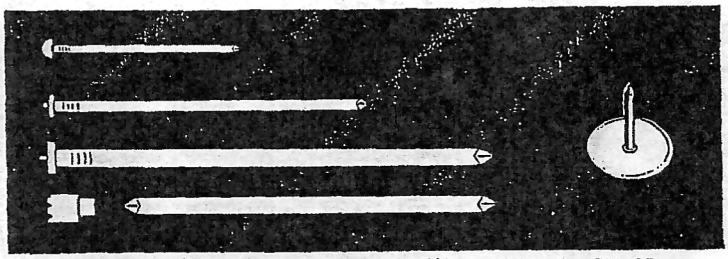
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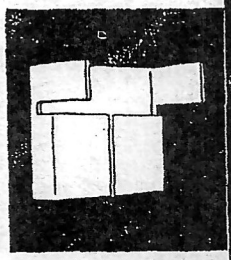
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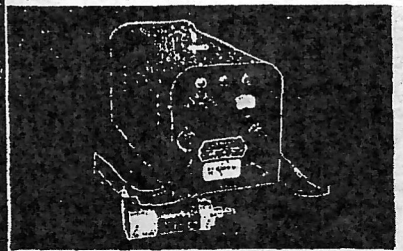
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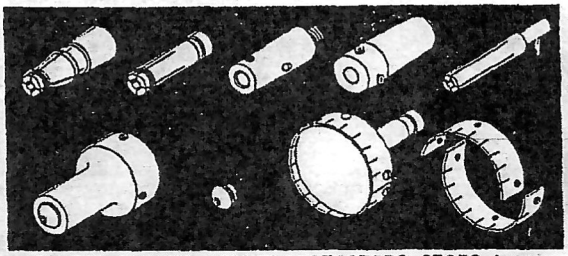
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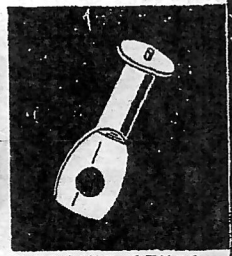
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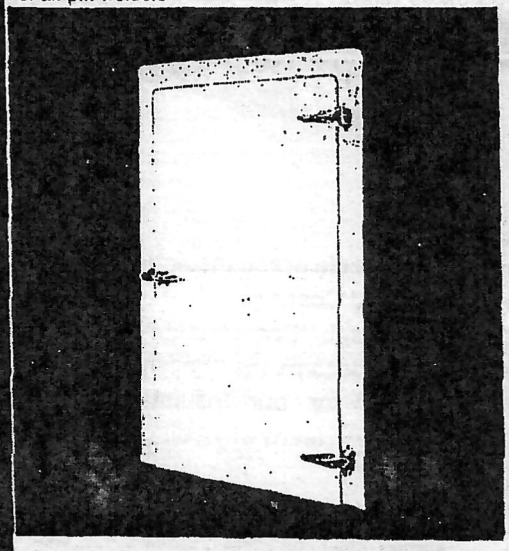
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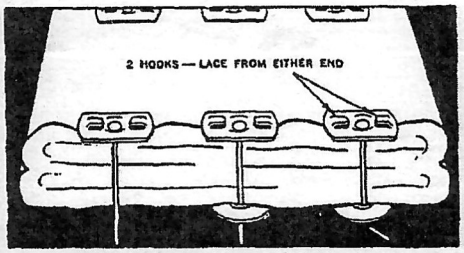
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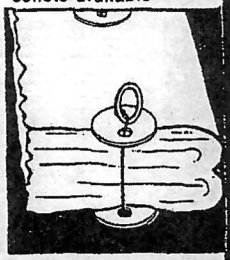
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J

There are 44 good reasons for using Miracle® Insulation Adhesive.



Miracle makes 44 different types of insulation adhesives—each the standard by which all others are judged. But there's more. Miracle also offers experience, professional reliability, confidence; things we can't put on our data sheet. These you'll find out for yourself!

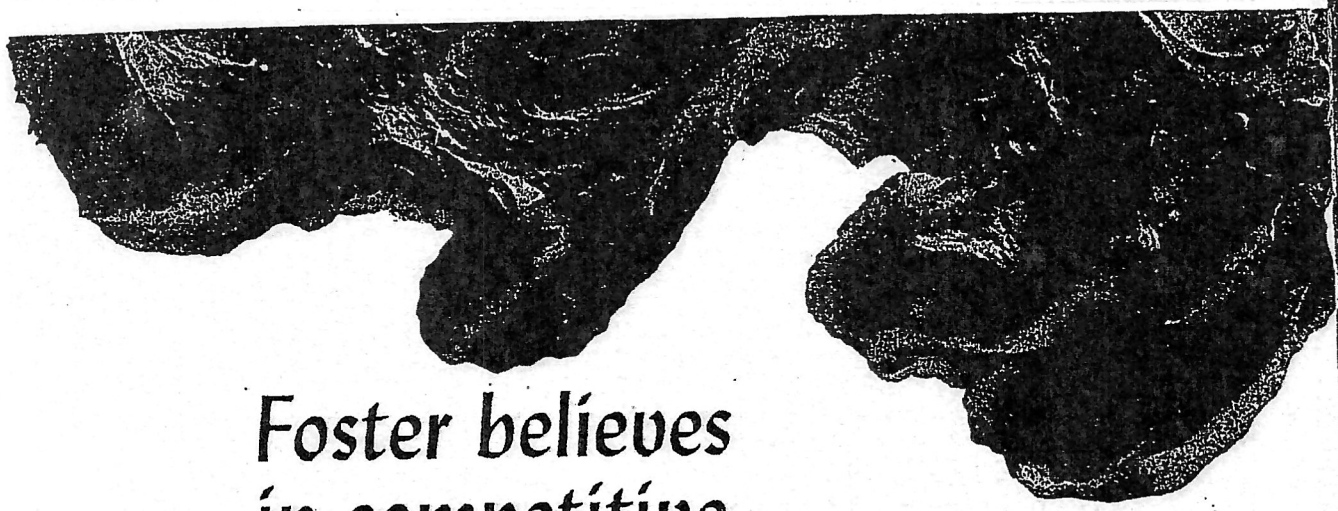
No matter what your insulation application, Miracle has a properly engineered product for professionally perfect jobs. Don't accept less.

Use Miracle brand Insulation Adhesives, Sealants and Coatings.

Through "Construction by Adhesion" Miracle has become the "Pacemaker to Progress."

Write for our Insulation Adhesive Data Sheet and learn why you should use Miracle.

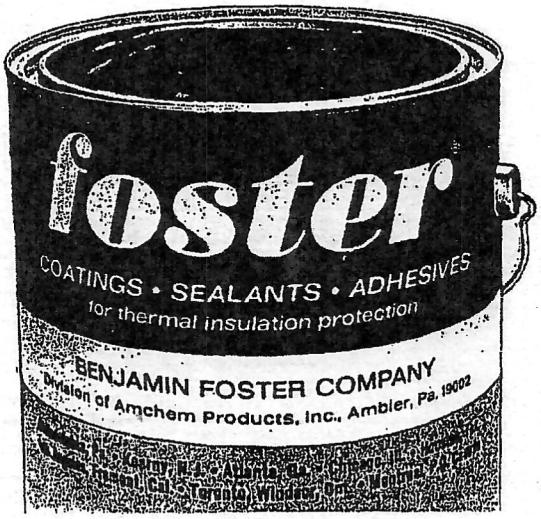
MIRACLE ADHESIVES CORPORATION
250 Pettit Avenue, Bellmore, L. I., New York 11710

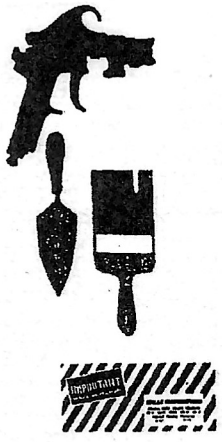


Foster believes in competitive pricing of thermal insulation protection.

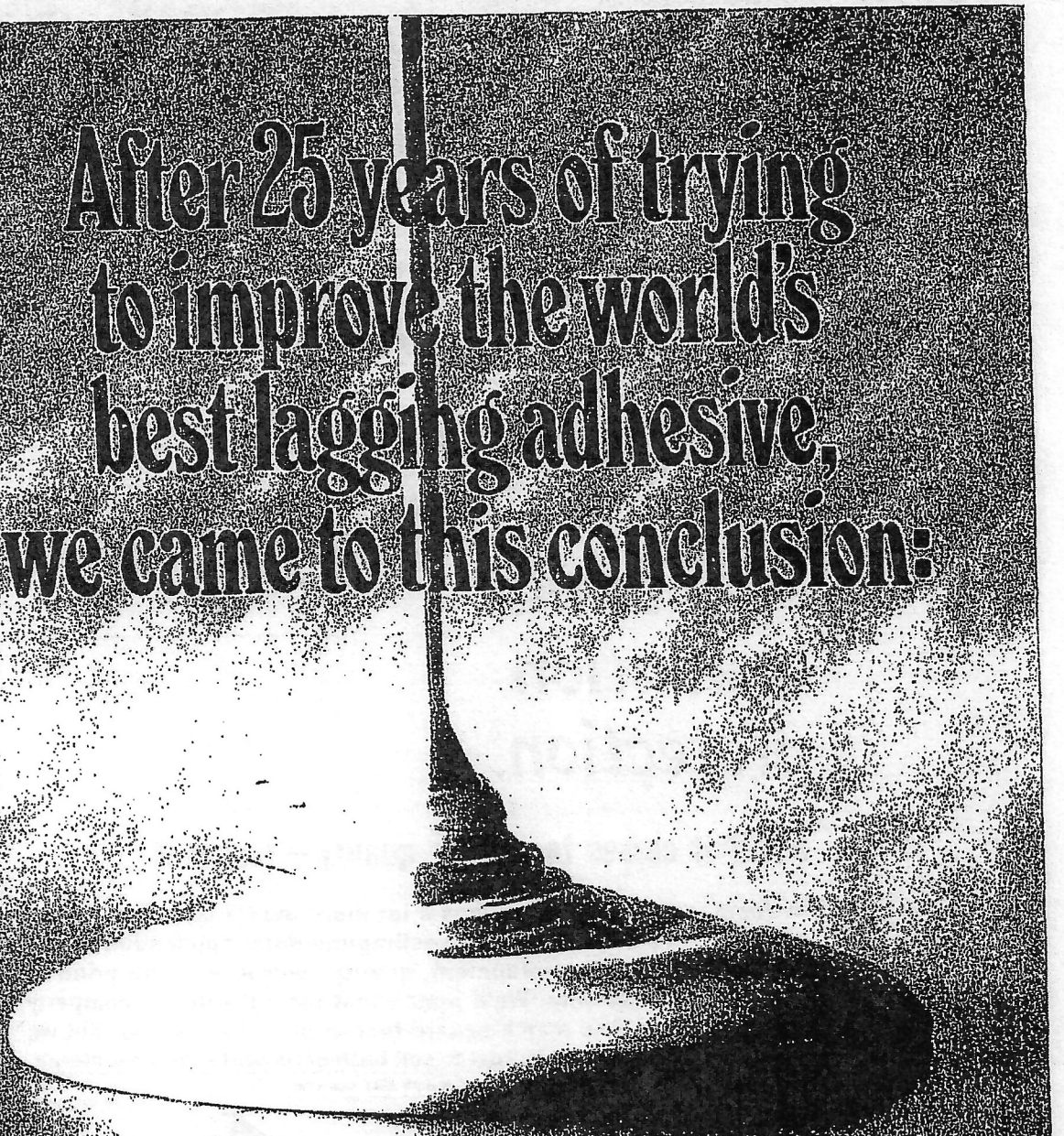
But if it comes to cutting quality — forget it

In Foster's case, quality means a lot more than a container-full of materials. It's service, realistic estimating data, application know-how, research and development, quality control. And the pride in 60 years of leadership. We'll match that record with any company in the industry. And match square-foot-in-place prices, too. But we won't sharpen our pencils just to sell both of us protection problems. We want to stay on top for the next 60 years.





After 25 years of trying to improve the world's best lagging adhesive, we came to this conclusion:



Arabol E 3806.

For years Arabol 60-89-05 was known as the best lagging adhesive on the market.

But knowing we had the best wasn't good enough for us. We felt we could improve it. So we worked until we did.

The result: Arabol E 3806.

Although manufactured for premium specifications, our new Arabol is competitively priced with any lagging adhesive now on the market. It dries fast. Hard. White. And it's resistive to fire, water, oil, grease, mold and vermin.

What more can you ask? Except to ask for it by name.

Specify Arabol E 3806.

We think it's the best there is. But we'll keep working at it.

The Borden Chemical Company, Adhesives & Chemicals Division, 350 Madison Avenue, New York, N.Y. 10017 or 603 Norton Building, Seattle, Washington 98104.

BORDEN CHEMICAL

THE IDCNA NEWSLETTER

Published monthly by IDCNA, 8226 Fenton Street, Silver Spring, Maryland 20910 (301-585-8886)

Executive Director, *John C. Pollock*

Editor, *Pat Yount, IDCNA Director*

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Announcing—

IDCNA

NATIONAL OFFICE

Is Now Located At

8226 Fenton Street
Silver Spring
Maryland, 20910
Phone: 301-585-8886

EXECUTIVE DIRECTOR'S REPORT

Well, we finally made the move! The IDCNA headquarters is now in Silver Spring, Maryland, and although we are knee-deep in confusion, it's good to be here.

As I write this, our new stationary has not arrived, the address-o-plates are still in Philadelphia—as are some of the advertising plates, the offices are not completely painted, the equipment is not set up, etc., etc. But, **we are here,** and we're trying our hardest to put out a good day's work.

So, bear with us for a little bit —we'll have things shipshape and hitting on all fours before you can say "asbestosis."

Our first visitor to 8226 Fenton Street was Andy Haas of the Union. He dropped by to pick up a copy of Marv Gibbons' letter regarding the jurisdictional dispute. His comment at seeing our set-up, "you've got a nice office here—it's about time!" You are so right, Andy!

I can't but help harp on the need for increased membership and the value of the national association to the industry. Ask yourself these four questions:

What does IDCNA do for you?

What does the Association do for your company?

What does it do for the industry?

How will ICDNA perform in the decades ahead?

Answers to these questions depend upon Y O U ! —How you work with other members, how you work for the Association, how you support IDCNA.

For IDCNA is the membership . . . not just a handful of dedicated members, but all 100% of the membership. What the Association does is the result of our work together. The Association is the reflection of our ideas, our time, our money and our energy.

Its growth depends upon you. *Support Your Association*—IDCNA

Truthfully Yours

JOHN C. POLLOCK

BRUSHES for the insulation trade

IMMEDIATE DELIVERY ON LOW PRICED ADHESIVE BRUSHES
WRITE FOR FREE SAMPLE AND QUOTATION

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CONVENTION PROMISES TO BE THE *BEST YET* ! ! ! ! . . .

"Chicago's Great in Sixty Eight" is no idle boast if the program for the 13th Annual Meeting of IDCNA is any criterion. The Convention Committee, with the outstanding cooperation of the Illinois Regional Insulation Contractors Association, has put together an informative, hard-hitting, idea-packed program interlaced with sufficient time for relaxation and enjoyment. Oh, yes! They have a "Ladies Program" the likes of which you have never seen . . . so don't forget to bring your spouse.

Speakers are outstanding! Just look at the line-up of speakers: Mr. A. E. Richey of Amoco Chemical Corp.; Mr. K. J. Eaton of Associated Business Consultants; Mr. Daniel Jacobs of the Department of Health, Education and Welfare; Dr. Preston Bradley of The Peoples Church of Chicago; Dr. Nicholas Nyaradi, Bradley University; and Mr. Bernard Knutsen of Baldwin-Ehret-Hill Inc. Each one is a recognized authority in his field and noted as an excellent speaker. The invocation will be given by His Eminence, John Cardinal Cody, Archbishop of Chicago.

Union and NIMA On Program! Mr. A. E. "Hutch" Hutchinson, President of the Heat-Frost-Insulators and Asbestos Workers Union, will talk briefly on the industry in general, followed by a general question and answer period. Mr. Richard Henry, President of NIMA, will give a brief review of the manufacturer-contractor relationship.

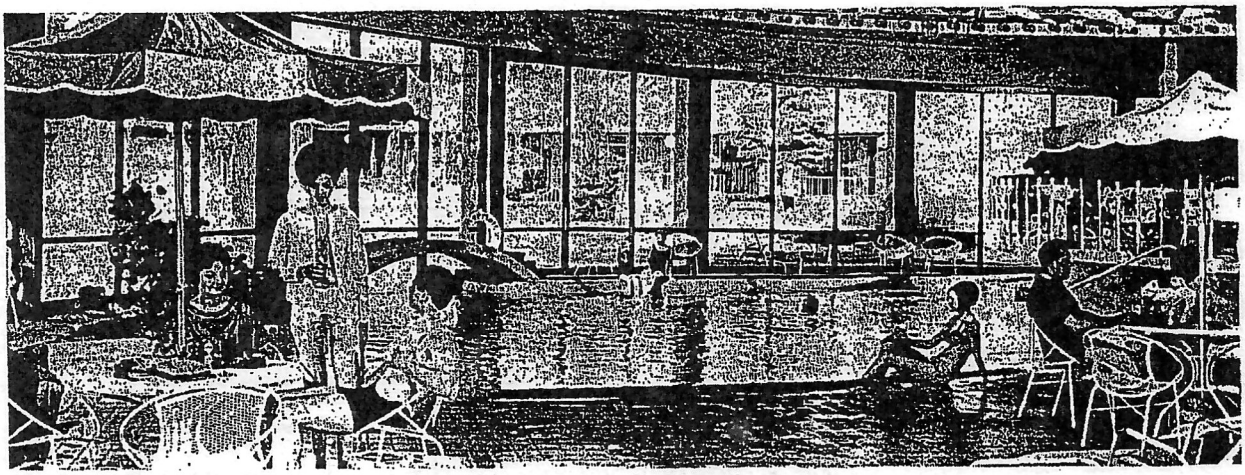
You cannot afford to miss the report of the IDCNA Labor Committee, the report on Apprentice Training and, above all, the report of the Committee on Occupational Health. Three aspects of our industry that are becoming more and more important to each of us, as well as to the manufacturers and union—problems that will have a marked effect on our future and how we do business in the immediate years ahead. Our counsel James Brown will also address the meeting, basing his remarks on the legal aspects and problems of the industry.

Fabulous Motel! The Chicago Marriott Motor Hotel is one of the outstanding units in this motel chain. It is the largest, most luxurious hotel and convention site in the Midwest. Boasting 500 luxurious rooms, including suites and bi-level guest apartments with living rooms, dining rooms, wet bars and baths on the lower level, and balcony bedrooms and bath above. The hotel is located near O'Hare International Airport, yet it is "close-in" to Chicago City.

A popular feature of the Marriott is its unique "bubble dome" indoor-outdoor pool, with year 'round swimming in a bi-level tropical garden setting. The pool is 75 feet in diameter and is half covered by a two story high transparent plastic "bubble dome". The pool, both inside and out, is heated to a comfortable 72 degrees and you can go from inside to out through an eight-foot wide swim way. So, don't forget your swim suits!

REGISTER NOW! In this issue of the IDCNA Newsletter, you will find 2 copies of the Advance Registration Form. You will receive, or already have, a form in the mail together with registration forms for the hotel. As this promises to be the finest IDCNA meeting in the history of the Association, the Convention Committee urges you to register *NOW*. Indications are that the program will be an early sellout . . . and you may be a loser by delaying.

LET'S GO——CHI-CA-GO!!!



The indoor-outdoor pool of the Chicago Marriott Motor Hotel. A separate poolside hot water hydrobath is also available to the guests of the hotel.

PROGRAM HIGHLIGHTS (NOT FINAL) IDCNA 13th ANNUAL MEETING

MARRIOTT MOTOR HOTEL • CHICAGO, ILLINOIS • OCTOBER 5-11, 1968

"CHICAGO IS GREAT FOR '68"

SUNDAY, OCTOBER 6

12 Noon-8:00 P.M. **Registration**

6:30-8:00 P.M. **Welcome Hour Cocktail Reception**

MONDAY, OCTOBER 7

7:30 A.M. **IDCNA Board of Directors Breakfast Meeting**

8:45 A.M.-9:45 A.M. **Continental Breakfast** for General Membership and Wives

10:00 A.M. **General Membership Meeting**
Invocation—John Cardinal Cody Archbishop of Chicago
Welcome to Chicago—Mayor Richard J. Daley
Address by Dr. Preston Bradley, The Peoples Church of Chicago
Report of The Officers—

1:45 P.M. **CALL TO ORDER—INTRODUCTION OF UNION OFFICERS**
Address by International President, Mr. A. E. Hutchinson
Question and Answer Period
Address by President of NIMA—Mr. Richard Henry
Report of the IDCNA Committee on Labor Relations
Report of the IDCNA Committee on Apprentice Training

TUESDAY, OCTOBER 8

Members Day

7:30 A.M. IDCNA Board of Directors Breakfast Meeting

8:45-9:45 A.M. Continental Breakfast for General Membership and Wives

10:00 A.M. General Membership Meeting

10:10 A.M. Report of the IDCNA Committee on Occupational Health

10:30 A.M. Open Forum—Questions and Answers
On Labor
On Apprentice Training
On Occupational Health

2:00 P.M. Report of the IDCNA Committee on Standards-Specification Manual, Director James P. Ennis, Chairman
Report of the IDCNA Committee on Suppliers & Associate Members—Director Duane Luse, Chairman
Reports from the Regional Associations by their Officers
Reports from IDCNA Dues and Other Committees—Comments, Questions & Suggestions from the Floor

6:15 P.M. President's Reception—Dinner Dance Grand Ballroom (Dress Optional)

WEDNESDAY, OCTOBER 9

Educational Day

7:30 A.M. IDCNA Board of Directors Breakfast Meeting

8:45-9:45 A.M. Continental Breakfast for General Membership & Wives

10:00 A.M. Call to Order
Address by James W. R. Brown Esq., IDCNA Counsel
"New Developments in the Thermal Insulation Field"—Mr. A. E. Richey, Amoco Chemicals Corp.
Address by Mr. Daniel Jacobs, Division of Hospital & Medical Facilities, Dept. of Health, Education & Welfare
"Modern Management Techniques as Applicable to the Insulation Contracting Business"—Mr. Kenneth J. Eaton, Associated Business Consultants
Return on Investment—Mr. Bernard Knutsen, Baldwin-Ehret-Hill, Inc.
Approval of 1969 Budget

12:40 P.M. Closing Ceremonies
Installation of Newly Elected Officers
Free Enterpjrise—or Disaster, Dr. Nicholas Nyaradi, Director School of International Studies Bradley University

LABOR NEWS

Manufacturers Cut Construction of Industrial Plants: Construction activity eased off a bit in April, despite a continuation of the upward trend in homebuilding.

The value of new construction was at a seasonally adjusted annual rate of $80.7 billion-down $700 million from last winter's peak—according to preliminary data.

The surge in new homes starts in April will help keep construction strong well into summer.

However, nonresidential construction has been getting progressively weaker, more than offsetting strength in homebuilding. The softness has been primarily in industrial construction, which has fallen to an annual rate of $5.3 billion, from an average of $6 billion last winter.

Total construction recently has been running 11% ahead of a year before, but rapidly rising costs have been responsible for most of the gain. Over-all construction costs are up about 7% in the year, according to Commerce Department data.

Industrial construction put in place is running 13% behind last year's pace, after adjustment for cost increases.

Labor economy drive: Because of a lack of funds, the industrial-union department of AFL-CIO has cut back activities such as organizing, bargaining research and lobbying. I. W. Abel, elected to replace Walter Reuther as department head, ordered an immediate retrenchment program. When the AFL-CIO suspended Mr. Reuther's United Auto Workers for nonpayment of dues, the UAW automatically was out of the industrial department, too. The UAW had been a heavy contributor to the department's funds.

An employer's right: A U.S. court of appeals refused to enforce an order of the National Labor Relations Board because, the court said, an examiner of NLRB had failed to listen to the employer's defense. NLRB had ordered four employees reinstated on the ground they had been fired for union activity. The employer said they walked off the job because one of them objected to the helper assigned to him.

For plumbers: $6.55: A two-year agreement negotiated by Detroit plumbers and contractors, without a strike, is to increase wages and "fringes" by $1.90 an hour. Hourly labor costs will go to $8.14 next year, including a wage rate of $6.55.

Employe lists rejected: Employers should not be required to provide lists of their workers' home addresses for use by unions in bargaining-election campaigns, rules a U.S. court of appeals. The court rejected the policy of the National Labor Relations Board requiring lists. Two other courts of appeal have upheld such orders.

Two of Three Trades Settle In Chicago: Sheet Metal Workers arrive at three-year agreement with three employer associations calling for package boost of $1.20 per hour while Asbestos Workers agree to increases valued at $1.12 ½ hourly over three years for work in 26 Illinois and Indiana counties. Strike by Ornamental Iron Workers in Chicago moves into third week.

Coverage Of Title VII To Broaden: Equal Employment Opportunity Commission reminds that, effective July 2, employers and unions with 25 or more workers or members will become subject to Title VII of Civil Rights Act under final step of coverage expansion written into law.

Purchase Restrictions Unlawful, Board Agrees: NLRB affirms holding of trial examiner that contract provisions negotiated and enforced by Sheet Metal Workers in San Francisco Bay area were "hot cargo" violations in that union objective was not to preserve traditional unit work but to control wage conditions in manufacturing plants. Clauses barred contractors from buying prefabricated sheet metal products from manufacturers paying their production employes less than construction rates established in union's agreement with contractors.

Prefab Boycott Case Remanded To Board: Sixth Circuit directs NLRB, in light of Supreme Court's *National Woodwork* work-preservation rule, to reconsider its holding that Asbestos Workers conducted secondary boycott at project in Hamilton, Ohio, in refusing to handle precut insulation jacketing. Board's decision in case was issued just before High Court handed down *Woodwork* ruling.

Socialized Security: The AFL-CIO has already put forth its first demand on next year's 91st Congress, asking for a 50% increase in Social Security benefits, financed out of general tax revenues. This would be added to the 13% increase of last year.

Employers who bar older workers risk legal penalties beginning June 12: Employment discrimination against workers over 40 will become illegal under terms of the 1967 Age Discrimination in Employment Act. The prohibition, which goes into effect June 12, applies to employers, employment agencies, and unions in businesses engaged in interstate commerce and employing 25 or more persons.

Under the federal law, employers will be barred from discrimination against workers between 40 and 65 in hiring, wages, and working conditions. Employment agencies and union hiring halls may not use age as a basis for referral. Help wanted advertising may not indicate age preferences.

U.S. Labor Dept. officials, who will enforce the law note that its provisions do not apply where age is a legitimate occupational qualification, where factors

other than age come into play, and where a worker is refused employment or promotion because of a valid seniority system or employee benefit plan. They warn that the mere existence of a pension plan is not a legitimate reason for turning down an older worker.

The law authorizes Labor Secretary W. Willard Wirtz to bring civil suits against violators if attempts to obtain voluntary compliance fail. Where violations are proved, workers will be eligible for lost wages or back pay under formulas similar to those of the wage-hour law.

Union Members are not rejecting as many union-negotiated contracts as they once were. But the rate remains high enough to worry unions, management, and the government. From a high point of 19.3% in July 1966, the rejection rate declined to 11.6% for the first eight months of fiscal 1968, according to Willoughby Abner, special assistant to William E. Simkin, director of the Federal Mediation & Conciliation Service. The current figure follows a steady decline rather than a sudden drop, Abner reports. The rate for fiscal 1967 was 14.2%.

The National Railway Labor Conference will move to Washington in September "to be where the action is" according to Chairman John P. Hiltz, Jr. The conference represents 176 railroads and terminal companies in their labor negotiations with 24 railway unions. Hiltz said the agency will leave its present headquarters in Chicago in order to get closer to the White House, Congress, the National Mediation Board, and the U.S. Labor and Transportation departments.

Collective Bargaining without compulsory arbitration is the best way to achieve economic equity and industrial peace for public workers, President Jerry Wurf of the American Federation of State, County & Municipal Employees told the union's 17th convention at Bal Harbour, Fla. this week. Compulsory arbitration is justified only for policemen and firemen, Wurf said.

Trainee Wages set far below construction union scales get approval from the Labor Department as a way of encouraging hiring of unskilled Negroes. It okays a rate of $1.75 an hour for trainees to work on Federally aided housing construction in Syracuse. The approval, first of its kind, could be an important precedent for widespread use of such trainees in the Model Cities program.

Blue-Collar Lag bodes ill for efforts to find jobs for the hard-core unemployed. Increases in the number of blue-collar jobs averaged 700,000 a year in 1961 through 1966, but fell to only 300,000 last year. Nearly all the 1967 blue-collar gain came in highly skilled occupations, such as for mechanics and carpenters. Result: "Virtually no additional opportuni-

(Continued on page 12)

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ties for unskilled and semi-skilled workers," according to a Labor Department analysis. By contrast, 1.2 million new white-collar jobs appeared in 1967.

Manpower experts find the trend ominous. If Negroes continue to hold only the type of jobs they generally occupy now, their unemployment rate by 1975 would be around 20%, triple the present rate, warns Seymour Wolfbein, former Labor Department economist. A much faster Negro breakthrough into white-collar and skilled craftsmen's ranks is necessary, contends Mr. Wolfbein in a study for the U.S. Chamber of Commerce.

NLRB's Workload jumps sharply, threatening longer delays in case-handling. "We may well be heading into trouble on all fronts" warns Board Chairman Frank McCulloch. The dual problem: A larger than expected increase in cases and a shortage of personnel. In the first three months of 1968, election petitions and unfair labor practice charges were up 9% from the preceding quarter. More strikes, expanded union organizing drives boost the caseload.

The NLRB requests a $2.9 million budget increase so it can add about 100 staffers. Even if it gets the money, personnel problems loom. Big boosts in starting salaries for private-industry lawyers make recruiting tougher. Retaining lawyers is also difficult, frets the general counsel, because "we run the best graduate school in the country." *Lawyers stay with NLRB an average of only three years.*

On-The-Job Conflict stemming from new ghetto hiring worries management. Many executives express concern that present employes won't readily accept and get along with unskilled slum residents the companies are beginning to hire. Sample problem: A Midwest steel mill finds veteran employes complaining to their union that low productivity of new hirees drags down incentive-pay bonuses based on group effort. A New York Telephone Co. official sees a "dire need" to educate employees to understand and accept the newcomers.

The AFL-CIO, Labor Department and National Alliance of Businessmen, which runs the new Federal hire-the-jobless effort, devise a "buddy system" in which union members will help the new workers adjust to regular employment; it will start soon in five cities. NAB also sets up "sensitivity training" programs to give supervisors, especially foremen, "a bit of the psychology" of the hard-core hiree.

Lockheed-Georgia gives the new disadvantaged workers extensive pre-employment training, then doesn't tell foremen of their background, so they'll start off as any new worker would.

Residential Contracts Up: Congracts for new construction totaled $6.17 billion in May, up 17% from a year before and 5% from April, the F. W. Dodge division of McGraw-Hill Inc., said.

Dodge's chief economist, George A. Christie, said revisions in the company's construction index showed the second quarter was "another period of very strong contracting". Total construction demand held up well in May, when the seasonally adjusted Dodge index reached 172, compared with a revised 164 for April and a revised 169 for March, he said.

Dodge previously had given an index value of 146 for April and 176 for March; the revisions were in the number of working days attributed to each month. In addition to the standard seasonal adjustments, the company said it has begun adjusting the indexes to get the same average of working days in each month.

May contracts for residential building were valued at $2.54, up 17% from a year before, but after seasonal adjustment, down 5% from April's record high. Multifamily building, Mr. Christie noted, has accounted for half the gain in residential building this year; in recent years, it has made up about a third of the housing total. Nonresidential contracts in May climbed 23% from a year before to $2.23 billion. Total construction contracts for the first five months of the year rose to $23.68 billion, up 15% from the 1967 period.

New Factory Orders Drop During April: New factory orders dropped 1.3% during April to $48.53 billion, largely reflecting a decline in orders for commercial aircraft, the commerce department reported. Meanwhile, the department reported for April the second straight monthly drop in the value of new construction put in place to $80.7 billion at an annual rate compared with a revised rate of $81.3 billion in March.

Declines in public, industrial and commercial building more than offset a rise in residential construction put in place during the month, the department added. The construction rate during the three months ending in April totaled $81.1 billion, 3% above the rate for the prior three months and 11% above the annual rate for the three months ending in April 1967. Ordering increased by 5.8% during March to $49.16 billion. The department said inventories held by manufacturers rose for the seventh straight month to $83.96 billion—nearly 1%—while the backlog of unfilled orders hit a record of $84.11 billion by the end of April.

Bargaining over a steel-wage agreement got underway in earnest last month. This is the situation: . . . Negotiations are expected to go right down to the strike deadline of August 1, with neither side able to

accept an early compromise. . . . A strike closing most of the nation's steel mills remains a distinct possibility. It might be delayed by an extension of existing contracts or by an injunction. . . . The big decision on whether to settle or strike may very well be put up to the union's membership through a referendum on the eve of the strike deadline—after members have an idea of what the industry has offered. . . . A strike probably can be avoided if the leaders of the Steelworkers Union decide late in July that they can take less than a 6% settlement. Or, if it goes to a referendum the members might settle for less, rather than face a long strike and all of its costs. . . . So far the union has not told the industry negotiators that it must have increases of 6% a year. I. W. Abel, Steelworkers president, has said that no specific goals have been mentioned. . . . On the industry side, its negotiators have not put any top limits on a settlement. Both sides have refrained from taking an adamant position, keeping the way open for compromises. . . . The steel companies, however, are expected to argue in the weeks ahead that the industry cannot afford to go as high as 6% a year in pay and "fringe" increases. Such a settlement, it will contend, would eat up two thirds of the industry's profits.

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Opposition Mounting To Safety Proposal

Opposition to the proposed Occupational Safety and Health Act of 1968 is mounting steadily. Governors have taken up the cudgel against legislation that would grant the Secretary of Labor almost unlimited power to establish Federal standards governing industrial health and safety, and enforce these standards by administrative orders, inspections, judicial proceedings, public contracts, and other means.

The National Governors' Conference Committee on Manpower and Labor Relations suggested earlier this month that ". . . the philosophy of Federal-State relations . . . reflected in air pollution, highway safety, and meat inspection bills . . . is to be preferred to the approach used in the pending bill." The committee found ". . . indications of doubt that Federal preemption is either necessary or the best approach to the problem."

Governors John Connolly of Texas and Warren P. Knowles of Wisconsin are among those governors who have already urged that the proposed bill be rejected. In a letter to the National Chamber, Governor Connolly stated: "I have written the Texas Congressional delegation of my opposition to this bill and hope that all of us may succeed in getting it shelved by the Congress." Governor Knowles, speaking before a local Wisconsin Industrial Safety Council last month, argued that "The main flaw in the Federal act is the assumption that Federal standards and Federal enforcement can significantly reduce accidents and deaths. In fact, federalization of job safety may well have the opposite effect of that intended."

Assistant Secretary of Labor Esther Peterson said she had not given up hope for the Administration's foundering industrial safety bill. "I admit the odds are against us," she told newsmen, "but we won't give up if we have to wait for the next session of Congress."

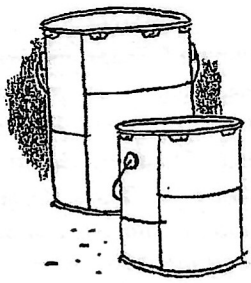
The House Education and Labor Committee failed to get a quorum for action on the bill and will take up the measure next on July 22nd. This makes it unlikely the bill will reach the floor this year since the House Rules Committee after July 9th will not meet except on emergency legislation.

Mrs. Peterson blamed lobbyists and congressional foot-draggers for the way the bill is being held up.

"All the classic ways of beating a bill have been tried on this one," she said, "Both fair means and foul."

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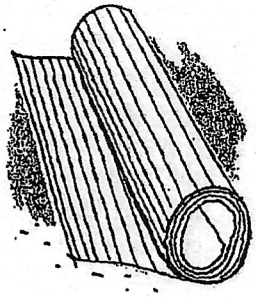
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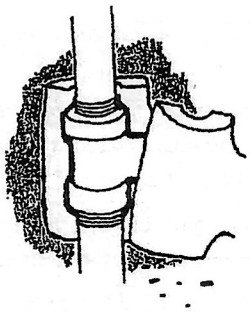
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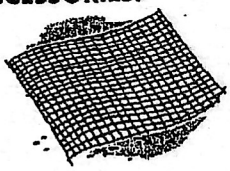


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SELIKOFF TESTIFIES BEFORE CONGRESS

Reprinted from: "Industrial Insulator" April—May 1968

Dr. Irving J. Selikoff, consultant for the International Union of Asbestos Workers and professor of community medicine at the Mount Sinai School of Medicine, City of New York, testified before the House Select Subcommittee on Labor regarding the problem of asbestosis and how the Administration's Safety Bill (H.R. 14816) would assist to protect workers. A portion of his testimony follows:

"It is an unhappy reflection on all of us—government, public health authorities, the medical profession—that at this time in the United States in the 1960's, seven per cent of all deaths among insulation workers are due to a completely preventable cause, pulmonary asbestosis."

Dr. Selikoff said that in the course of his research he has studied the health experience since 1942 of 632 members of Asbestos Workers Locals 12 and 32 in the New York-New Jersey metropolitan area. Since 1942, he said, 27 of the original 632 workers have died of asbestosis, out of a total of 367 deaths.

Dr. Selikoff said the men were studied over a period of many years because those who work with asbestos "do not get asbestosis in five, ten or fifteen years after starting work—asbestosis will become significant and death may follow 25, 30 or more years following the start of their first job. A similar period of clinical latency is true of asbestos cancer, as well."

Had the health experience of the 632 men been the same as for the general population, he said, 203 deaths could have been expected over the interval of 20 years or longer.

"Instead, 255 men died. As we look for the reason for the extra 50 deaths, it becomes evident that cancers of several types are responsible for the excess deaths. Thus, while we might have expected six or seven deaths due to lung cancer among these men, there were 45. While we would have expected nine or ten cancers of the stomach or colon, there were 29."

The medical witness commented that the federal standards bill "will go a long way in improving the unfortunate conditions that now exist. . . . The asbestos industry in general and the insulation industry in particular are much too important and much too valuable to be limited or injured by default. Appropriate safety measures are thus in the interests of both the industry and its employees."

Dr. Selikoff continued: "Workmen in the trade expect and await the measures necessary to eliminate or diminish the hazards to which they are exposed. I recently inquired of them what problems they had noted in their practical experience. Over 13,000 took the trouble to write me with suggestions about cleaning up their trade, ranging from the availability of improved masks through less dusty materials, improved working practices, appropriate exhausts, appropriate health examinations and the vacuuming of clothes before going home.

"It is idle and largely inaccurate to 'blame the industry' for the present situation. It is sometimes not appreciated that 'industry' is not an all-powerful monolithic single entity—certainly it is not in the insulation trade. In this trade, most employers are small businessmen, with limited resources, employing few men. When I looked into this matter at the end of 1965, there were over 900 employers in the industry, employing an average of 17.6 men per shop.

"Such employers have neither the expertise, nor funds, nor knowledge to have detected these health hazards. They are just as much upset by them as their men. Nor can they mount the necessary engineering and industrial hygiene programs to develop adequate safeguards to remove these hazards. They will be anxious, I am sure, to undertake appropriate occupational health and industrial hygiene programs once these are suggested to them. This, I assume, is in line with the purposes of the bill.

"In the insulation trade, it is my impression that, while all would welcome the necessary measures, unless the public health authorities and those responsible for the occupational health measures take action, nothing will be done. In large part, this is because no one knows where the responsibility actually lies. Does it belong with the materials manufacturers? The individual employer? The regional employers' associations? The national employers' association? The national materials manufacturers' association? The local unions? The international union?

". . . I would suggest that it is very much in the interest of the industry in general, and the insulation industry in particular, to have, as the proposed bill suggests, adequate authority given to the Department of Labor to set these standards necessary to reduce or eliminate occupational health hazards. I do not refer to those callous statistics which indicate that it is cheaper in the long run to have adequate safety and health precautions than to pay workman's compensa-

(Continued on Page 36)

Planned IDCNA Specification Manual

by J. P. ENNIS,
SHOOK & FLETCHER INSULATION CO.
Chairman: IDCNA Manual Committee

The "single most important and most ambitious undertaking of the association" is rapidly becoming a reality. Most of the text of the IDCNA Specification Manual has been written and approved, and although there are still some minor loose ends, it should be published during early January 1969.



Jim Ennis, IDCNA Director

Reinhold Publishing Company will publish the manual as part of their environmental group. Being part of such a group is most beneficial in that IDCNA, and the manual, are accorded the status and interest of a very wide circulation - extending - situation of being with some of the leading authors of technical publications in the country. Our manual will have its own individual cover, styling and image. Being part of an environmental group will not take away from its uniqueness, but will enhance its appeal and will improve its marketability.

The purpose, policies and methods — the PPM — of the manual have been discussed many times over the past few years. However, it will be helpful if these are reviewed at this time.

When the idea for a manual was conceived at the New York Meeting in 1965, it was agreed that three (3) things would be accomplished:

1) The manual would help to increase IDCNA's membership.
2) It would improve the image of the industry.
3) It would increase the potential of our business by publicizing the advantages of insulation.

We are still satisfied that the original aims were correct:

1) With respect to membership—this has been accomplished. The membership of IDCNA has gone from 105 members since the New York approval for the go ahead of the Manual, to more than twice this many. However, we need more members.
2) The very fact that we are about to have a manual, any kind of manual, has already served to change the image of the industry some.
3) The increased potential will follow.

The entire project has been programmed and handled except for the agreement on credit pages for the Regional Groups and the personal identification of individuals with their Regional Groups, and finally, the regionally supported structure of IDCNA then and now. The publisher advises that October or soon thereafter will be enough time for us to shape up these pages satisfactorily before publication. It is the committee's intention to have the directors approve a recommended approach that the publisher will accept at or shortly after the October Chicago Meeting. As far as is known, there are no other steps that have to be taken with respect to the manual now or later.

When the contract with Reinhold was signed in May, Mr. Dixon, our President, invited Mr. Charles Hutchinson, Sr. Editor of Reinhold; Dr. Mal Obrecht, Consulting Editor for Reinhold; and Mr. Don Bahnfleth, head of the Heating & Air Conditioning Magazine to our Chicago Meeting. Dr. Obrecht, who is at Michigan State University, will assist with the editing and publishing. Mr. Bahnfleth has an intense interest in the manual and related works pertaining to Reinhold's environmental group of books, of which the manual is part.

Regarding financing, the contractors and associate members of IDCNA will wholly fund the book, and no outside contributions have been sought to finance this personal and individual association effort. An appeal for funds was put forth by our President. The response has been most gratifying thus far, and money is still being received. However, we are far from having sufficient monies on hand for the work that must still be done. Therefore, if you or your company have *not* contributed—why not do so today?

Attempts are currently being made by the Committee to supply some Universities with copies of the manuscript, and having them include some courses on Thermal Insulation, either separately or in conjunction with an environmental engineering approach, and we hope these efforts are successful.

Although no final sale price has been put on the manual, it is anticipated that the publisher will sell it for

about $25.00 a copy (IDCNA members will be able to buy it through the Association at a discount). Orders are currently being taken on a "Bill later basis".

Also, as Committee Chairman, may I suggest that you write to IDCNA, at the new Silver Spring Office, ordering your copies today so that we can tell the publisher how many copies the Association will order. My company, Shook & Fletcher, is happy to lead off with an order for 50 copies, in addition to those already reserved.

Following is the address of our new office:

IDCNA
8226 Fenton Street
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To Our Advertisers:

Our apologies for the delay in getting out the June issue of the Newsletter, and for the slight delay in July's.

Unfortunately, our relocation from Philadelphia to Silver Spring, Maryland is the "villain" in this situation.

We hope to have the August issue out in about two weeks, with each subsequent issue coming out early in its scheduled month.

Biloxi Hosts SWICA

The Southwest Insulation Contractors Association held their Annual Spring Convention May 22-25th at the Broadwater Beach Hotel, Biloxi, Miss. Total attendance of 140 was apparently the best yet.

The program, judged excellent, included the NIMA presentation on Occupational Health and Safety by Messrs. Vyverberg, Scheckler and Brodie, Credit Interchange by Sam Burns, Keynote speech by Clayton Rand, Legislative program by Ken Dixon, Labor Relations presentation by Jim Poche and very good reports by all SWICA Committee Chairmen. It was a busy time.

Newly elected Officers were: E. H. (Eddie) Parker, President; H. C. (Homer) Porter, Vice President; H. T. (Tom) Branton, Secretary-Treasurer.

Newly elected Directors were: Roy Coffer, C. E. Foster, Warren Waters and J. T. Ranne. They join present Directors C. Chamlee, J. K. Dixon, W. M. Murfin, N. W. Railey and M. G. Steinmeyer.

Three new and very important committees were established, namely: Occupational Health, Apprentice Training, and Equal Opportunity.

With agreements in 8 Locals to be negotiated by June 30th in the Region, the emphasis is now definitely on Labor.

MEMORIAM

It is with the deepest regret that we inform you of the death of Mr. Donald E. Dederick on June 24th at Ellis Hospital in Schenectady, N.Y. Don, who was President of NYSICA, leaves his wife and five children. He has been with the Albany office of R. A. Keasbey Company for the past twenty years, his latest position being that of General Manager.

A 300 YEAR OLD SERMON

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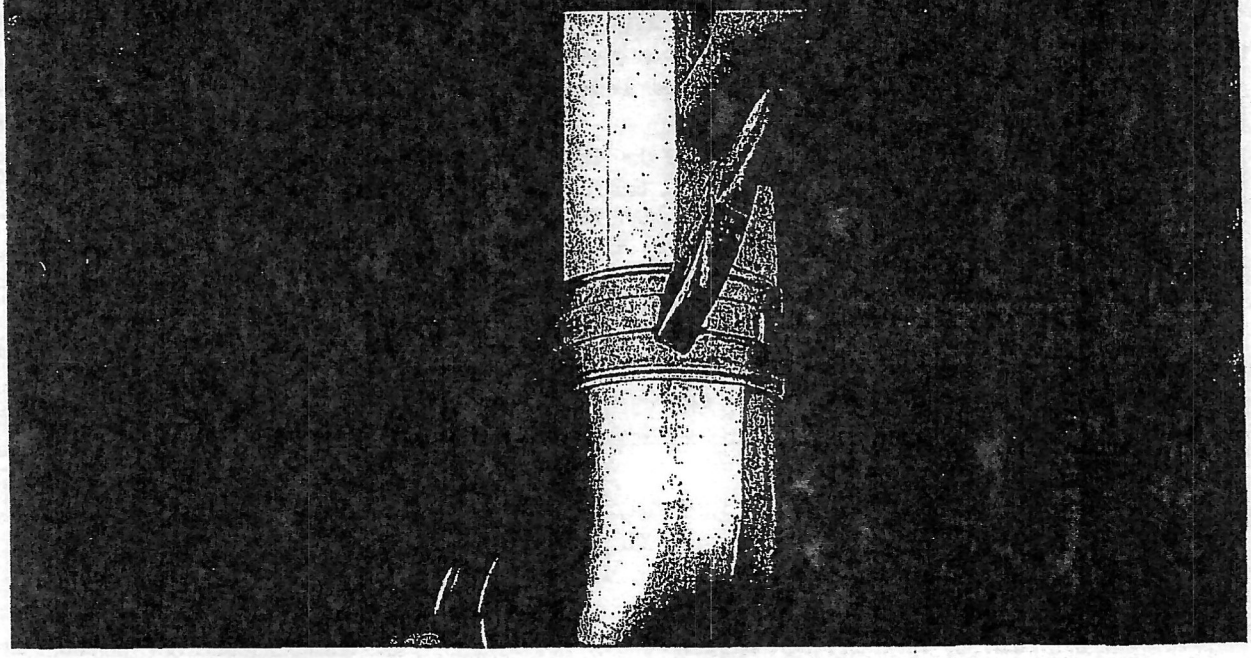
Go placidly amid the noise and haste, and remember what peace there may be in silence. As far as possible without surrender, be on good terms with all persons. Speak your truth quietly and clearly; and listen to all others, even the dull and ignorant; they, too, have a story. Avoid loud and aggressive persons, they are vexations to the spirit. If you compare yourself with others, you may become vain and bitter; for always there will be greater and lesser persons than yourself.

Enjoy your achievements as well as your plans. Keep interested in your own career, however humble; it is a real possession in the changing fortunes of time. Exercise caution in your business affairs; for the world is full of trickery. But let this not blind you to what virtue there is; many persons strive for high ideals; and everywhere life is full of heroism.

Be yourself. Especially, do not feign affection. Neither be cynical about love; for in the face of all aridity and disenchantment it is perennial as the grass. Take kindly the counsel of the years, gracefully surrendering the things of youth. Nurture strength of spirit to shield you in sudden misfortune. But do not distress yourself with imaginings. Many fears are born of fatigue and loneliness. Beyond a wholesome discipline, be gentle with yourself. You are a child of the universe, no less than the trees and the stars; you have a right to be here. And whether or not it is clear to you, no doubt the universe is unfolding as it should.

Therefore be at peace with God whatever you conceive Him up to be, and whatever your labors and aspirations, in the noisy confusion of life keep peace with your soul. With all its sham, drudgery and broken dreams, it is still a beautiful world. Be careful. Strive to be happy.

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THE 'RIGHT' CONTRACT

Key to PROFITABLE New Business

clear understanding of different agreements' benefits and risks is essential for success

by John R. Kubasek

(Reprinted from "Contractors News")

When asked what the one secret to success was, a wise old man once replied: "Know what you're going to do. After that, everything else is mechanics." His wisdom might best be heeded by construction executives responsible for new business.

Knowing what kind of new business you're going after and how to go after it is becoming increasingly difficult, as the industry's jargon becomes as confusing as a political speech in an election year.

What's the difference between a "budget bid" and a "budget estimate"? How does the typical negotiated contract differ from what is commonly known as a "package deal"?

Why is this word game so important? Because you and your key executives have only so many hours in a 24-hour day to work on new business. Chasing down blind alleys after jobs beyond your firm's technical experience and/or financial capacity not only wastes overhead and manpower ($money$), but could severely affect your growth and very existence.

Analysis of a troubled or bankrupt contracting firm's operating procedures frequently reduces all of the facts and figures to one major operating deficiency . . . "they took the wrong kind of work."

'Right kind' of work

WHAT IS THE "right kind" of work? There are as many valid answers to this question as there are contracting offices. The right kind of work is work you can handle PROFITABLY; I've never found a contractor yet who was running his office as a hobby.

However, there are several major factors in each firm that should be carefully examined to determine what direction your new business efforts should take. Consider:

(1) the experience and capabilities of your own people,

(2) your capitalization,

(3) whether you maintain a land bank (applies mainly to firms that specialize in industrial construction),

(4) the extent of your investment in owned equipment,

(5) the prevalent trend in your city, state or region,

(6) your bonding capacity,

(7) your relationship with lending institutions and what kind (terms) of financing you command,

(8) your current profit level in relation to the average yield on various other types of projects you may be eyeing,

(9) the extent and competency of your field supervision and

(10) the amount of time you're willing to invest in trying to get this new job.

This last item is a sore point among small and medium size offices. The larger offices can afford to hire a man who justifies his existence if he brings in only one big project a year, because he is dealing on a high profit level. The smaller contracting office is often forced into going after projects that they can get a quick "Yes" or "No" on—projects that do not really reflect growth, but at least provide a subsistence.

Today's construction jargon is setting management traps that even some of the most seasoned executives are falling prey to. Let's examine the semantics of the construction business and define, as best as possible, what some of those familiar phrases really mean. Let's see what kind of work the small, medium and large contracting firm is really best equipped to solicit.

Definitions can sometimes be more confusing than the words or phrases they're meant to clarify. So please note that the following definitions are, to the best of our knowledge and experience, generally accepted in the northeast region of this country.

(If you disagree with our explanations or if they have a different local meaning where you operate, let us know. It will be interesting to compare notes. We may even have the makings of the first construction dictionary!)

Two of the most often confused terms are "budget

(Continued on Page 22)

estimate" and "budget bid." It can be a very costly confusion if you think you're submitting one and the client or architect thinks you're submitting the other.

BUDGET ESTIMATE: a term most frequently used by general contractors who are almost exclusively in tenant change or alteration work. It is an approximate figure of what proposed work will cost based on a visual inspection of the site (premises), a previous knowledge of the kind of quality the owner will demand, and how quickly he will want the work done. It is normally an informal figure the contractor will NOT be held to.

The budget estimate is most often called for by corporate construction executives who must put together some kind of annual projected construction budget for their companies. They have a rough idea of what they must do in the coming year; they have no architectural plans yet, but they must have some kind of figure to put in the budget. Normally, they will call for the budget estimate from their most trusted contractor. It does not have to be exact, but it does have to be a relatively accurate figure; if it proves to be "way out of the ball park" it's their competency at stake even more so than the contractor's.

Disadvantages—(1) Some owners may try to hold you to your rough figure, even though they've changed the scope of the work and you may be tempted to take the job too low. You better be a basically good "rule of thumb" estimator if you want to submit budget estimates! (2) The work may never go ahead and you can waste a lot of time for nothing.

Advantages—(1) Submitting a budget estimate puts a contractor in on the ground floor of new work. Generally speaking, the general contractor who submits the estimate will be the one who gets the job, if and when it goes ahead. (2) Being the first and only contractor they are usually talking to also helps eliminate the competition and establish a negotiated or cost plus contract. (3) It also obviously helps to establish a close personal relationship with the client for future work.

Budget bid—'treacherous'

BUDGET BID: a term that strikes fear in the heart of most general contractors. It is a formal bid prepared and competitively submitted on the basis of only preliminary or incomplete architectural plans, sans mechanical and othe engineering drawings.

IT IS A TREACHEROUS BID!

Disadvantages—(1) Even if you are low man, you will not get a contractor on the job until full contract drawings are finished and this could be from 6 to 12 months! (2) At that time there is still the possibility that the job may be rebid, to "beat" the price down for the owner. (3) At the time you submit the budget bid and are told you are low, the architect and owner may try to hold you to your price for as long as it takes them to decide to go ahead with the project. They may completely disregard increases in operating overhead, cost of materials, new union contract conditions, etc., that may take place before a shovel gets in the ground.

Advantages—(1) If you are low and can rely on the word of the people you're doing business with, these budget bid jobs can provide a hedge against a projected slack period and help reduce "peaking and valleying" when your current jobs under construction finish up. (2) They are an expensive "courtesy" to architectural offices.

A budget bid is most often called for by a small to medium size architectural firm that (a) is unsure of the validity of their own cost estimates and (b) has a client who is pressing them for exact figures. Usually, they're the hallmark of unsophisticated building clients and scared architectural firms and they are a beautiful warning signal to stay away from both! The trouble is that they provide a temptation to ". . . get a solid job sewn up in your hip pocket" for the future. Few contractors make any money on these jobs; most consider themselves lucky if they break even.

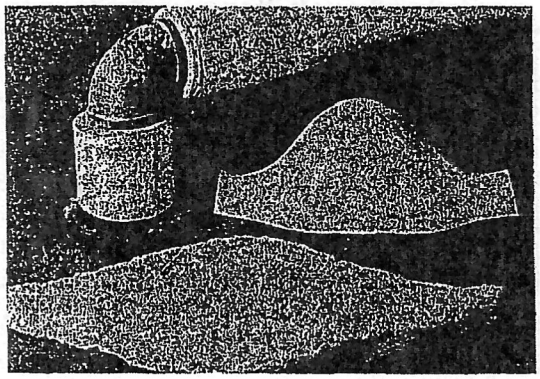
If and when you find reputable architectural firms in your area calling for more and more budget bids, it is a pretty fair barometer that there may be difficult times ahead for the next 12 months. It's a good indication that their clients are hedging on plans that are already on the drawing boards and there will probably be a delay because the owners aren't quite sure IF they want to make the investment or just WHEN they want to make it.

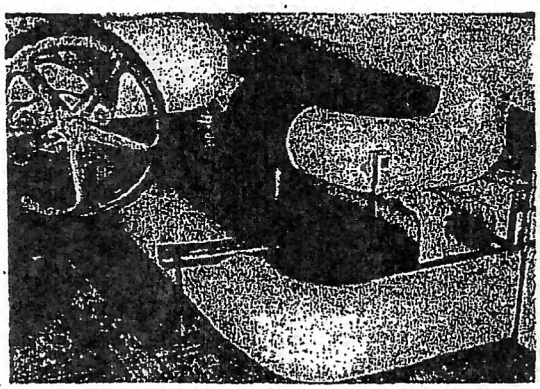
In terms of new business, most contractors, small or large, will find that getting involved with budget estimates can be a lucrative undertaking. You can make them quickly; you're dealing with reputable and knowledgeable people; most won't hold you to the figures; and they are being called for by people who represent a substantial source of repeat business.

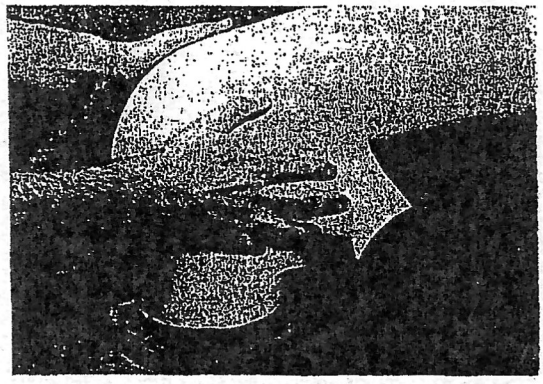
Only the larger contracting offices, however, should go looking for budget bid work. The small and medium size offices simply can't afford the time on such a long-shot proposition with so many pitfalls.

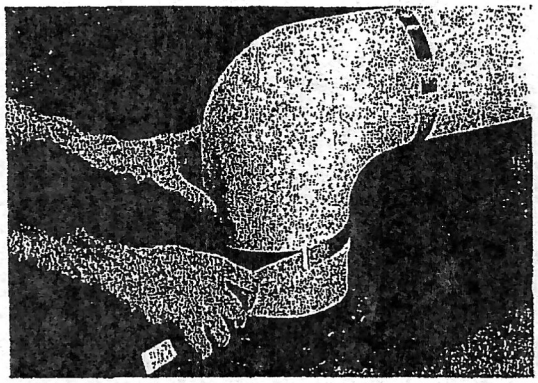
The budget bid is an imposition on the contractor. He's being asked to use his time, his money and his manpower—basically as a consultant—without any formal agreement that even if he's low, he'll get the job. Under these competitive conditions, the owner should pay for the budget bid just as anyone would pay for the services of an independent estimating firm.

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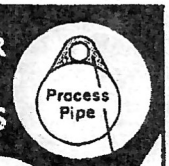






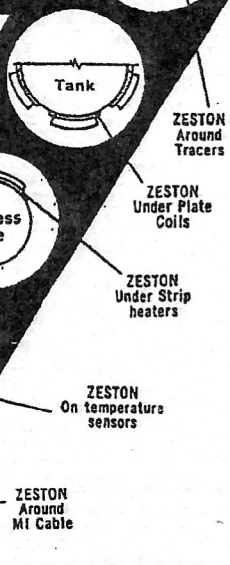


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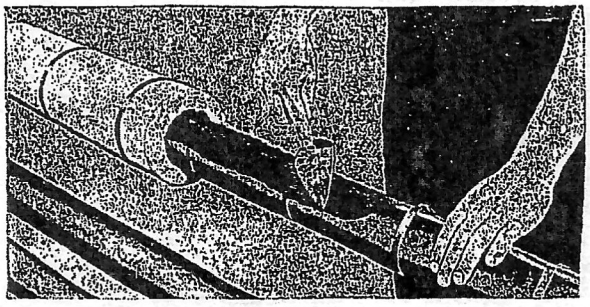
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Business Forecast Is Mixed

A group of industrial economists has predicted a slowing up of the economy in the second half of 1968 with mixed effects in various sectors.

Speaking at a meeting sponsored by the U.S. Chamber of Commerce, George A. Elgass, manager of economic analysis for the Chrysler Motor Corp. predicted that the prospect for long term growth had been enhanced by recent changes in monetary and fiscal policy. He credited high five month sales in the auto industry to an improvement in general business and changed consumer attitudes to the Vietnam war.

United States Steel economist William H. Peterson, said the tax surcharge, high interest rates, pressures on profit margins and continuing wage-price spiraling will take their toll in consumption and production.

He said, however, that business investment will probably pick up, citing projections that such fourth quarter spending will be $2.6 billion above the first quarter. If this is so, second half growth rates will cover around 3½ per cent in real terms, he added.

Credit markets will be under pressure and interest rates will remain high because of the heavy demands opined Tilford Gaines, vice president and economist, Manufacturers Hanover Trust Co. Gaines forecast that the Federal Reserve will change its present monetary stance when the effects of the tax surcharge come into play.

Although rates will decline from their present highs, Gaines said they will not "return to anything like the interest rates that were accepted as normal prior to the last few years."

Arthur A. Charous, economist for Sears Roebuck and Co. pegged first half year growth at 9 per cent and predicted the second half would slow to 3½ to 4 per cent. Consumer spending would remain sluggish, he said. He further forecast that consumers will cut into savings to improve their purchasing power.

Housing starts will remain depressed through the summer months but pick up toward the end of the year and early 1969, said A. G. Matamoros, chief economist for the Armstrong Cork Co. Because of demand in housing, it is likely that the industry will accelerate plans to develop more low cost housing, he added.

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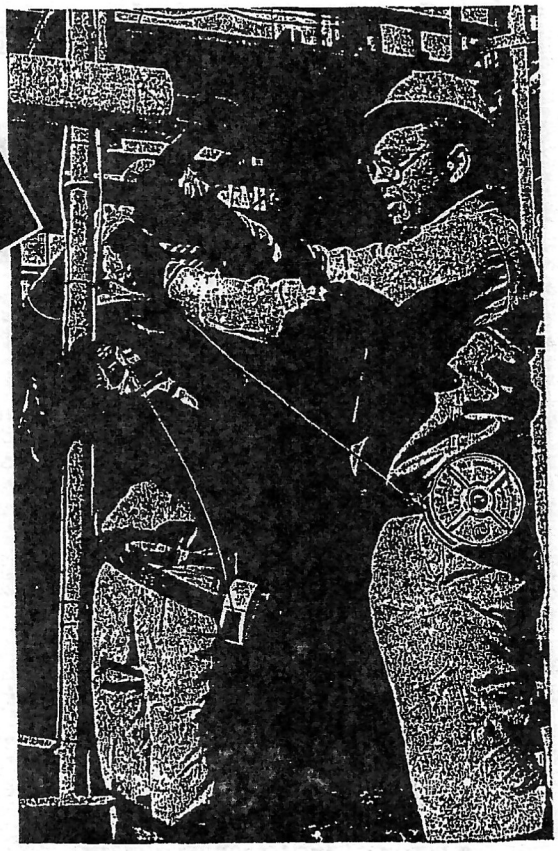
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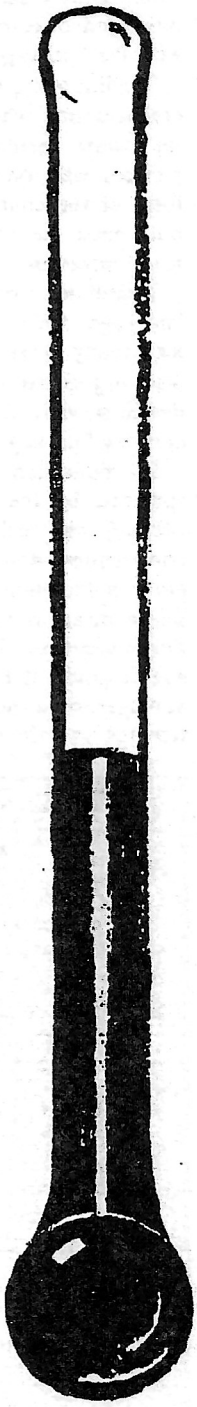
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THE 'RIGHT' CONTRACT from Page 22

Eliminating the competition

NEGOTIATED CONTRACT: this familiar term, which causes salivation in the profit glands of every red-blooded contractor, is becoming confused today with the "package deal"—which it may or may not be.

Traditionally, the negotiated contract denotes a general situation where competition is eliminated because the owner decides to bargain for general contracting services with one contractor he respects. The actual form of the contract ranges from a fixed fee to cost-plus, with the latter being accepted by the owner in many instances.

Negotiated contracts are becoming confused with "package deals" mainly because of the design services many contractors are beginning to offer. The true negotiated contract, however, does not include design services and if it does, the job automatically becomes a "package."

By definition, the negotiated contract is usually spawned by the intelligent architect (already in the picture) who feels his client can get the most for his construction dollar by negotiating construction costs early in the game. The other most common source of this contract is the knowledgeable corporate construction executive. However, he is usually a secondary source since, if he is smart enough to realize the advantages of a negotiated situation, he will often be tempted to gain greater cost savings by establishing a "package" for his firm. (We'll argue later whether he really achieves a cost savings; let's just momentarily accept this assumption!)

Disadvantages—Very few and only minor. Doing all work on a negotiated basis is every size contracting office's vision of heaven. The only disadvantage is getting caught between an architect who wants to build a monument for his client, and a client who has a hard-nosed view of costs and wants a highly functional building. You, unfortunately, will shed many little drops of blood trying to reconcile (without alienating) the two.

Advantages—This type of contract traditionally has a higher profit yield. (2) Your scheduling can be much more accurate because you're in at an earlier stage of planning. (3) You have greater cost control because yoa have some influence on design. (This influence must be exercised with extreme discretion and tact or you will spend hours fighting with an architect who feels you are trying to design his job for him.)

(4) A satisfied owner who has negotiated one job will lean that way again when he plans another project; this can foster a good source of excellent business. (5) It's not exactly a "profit" point, but a successfully completed negotiated contract goes a long way to gaining respect for the general contracting business; it shows clients they are dealing with reputable, experienced and stable business organizations.

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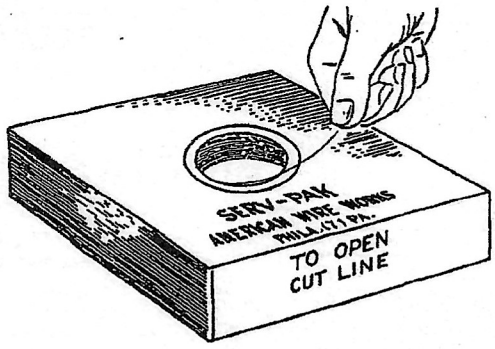
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AMERICAN WIRE WORKS introduces stone wire (12 LB. coils) in SERV-PAK dispenser cartons. Each individual stone is packaged to protect stainless, coppered, black annealed and galvanized wire from weather conditions and improper handling.

Sizes from 14 to 20 gauges inclusive are dispensed freely and evenly while allowing the user complete operating freedom.

Five tangle-free packages shipped in a master carton.

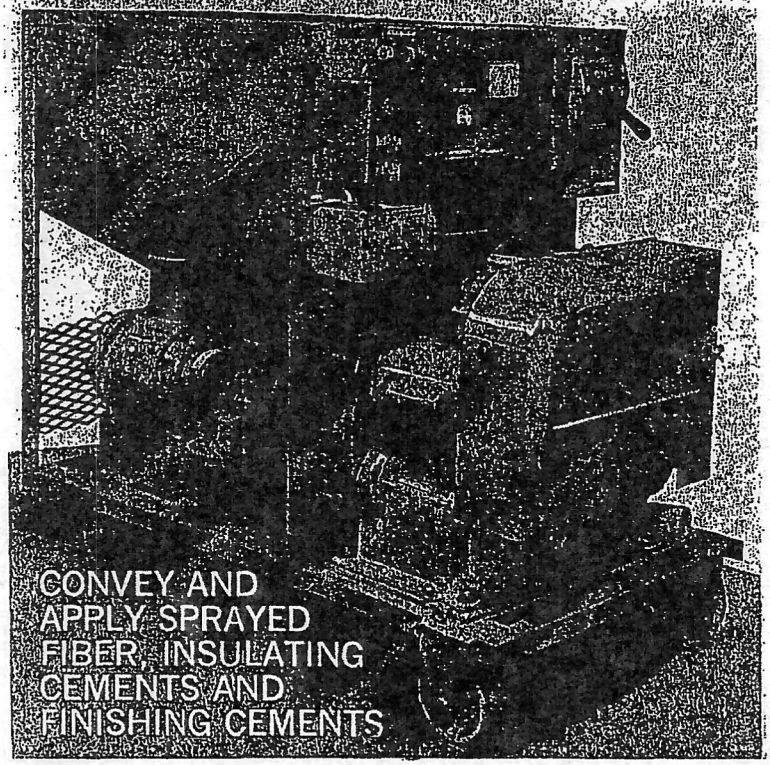
American Wire Works, Inc.

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Phone: 215 - LO 7-0141

Universal A-200 POLY-SPRAY MACHINE

·FIBER SPRAYING
·INSULATING CEMENT



The A-200 Poly-Spray Machine pneumatically conveys and applies spray-type fiber insulations for fireproofing, acoustical control, and condensation control; and high temperature insulating and finishing cements. A change of hose, nozzle, and gear ratio permits the A-200 to handle any type of spray applied insulation material.

PERFORMANCE: The A-200 Poly-Spray gives you absolute maximum production when you need it. Universal's patented feeder-shredder design makes possible for the first time, high volume production without sacrificing coverage or finish.

VERSATILITY: The A-200 is the only machine capable of conveying and applying any and all spray insulating materials ranging from light density spray fiber, through finishing cements. The ability of this machine to do so many jobs means it will return your investment in a fraction of the time required by more limited machines.

DEPENDABILITY: The A-200 is built to withstand the hard service of construction site operation by your regular crews. Just plug it in, turn it on — it works!

Write for FREE Catalog describing all Universal Machines and Accessories in detail.

The Universal Insulating Machine Co.

P. O. Box 1310, Winter Haven, Florida 33881

ASBESTOSPRAY

High Temperature Sprayed-on Fiber Insulation

In every important category **ASBESTOSPRAY** fiber insulation has demonstrated on-the-job superiority:

Applied Costs — Low
Thermal Conductivity — Low
Environmental Dust — Low (Independent Health Consultants)
Flame Spread Index — Low (Radiant Panel Test)
Mechanical Support Requirement — Minimum

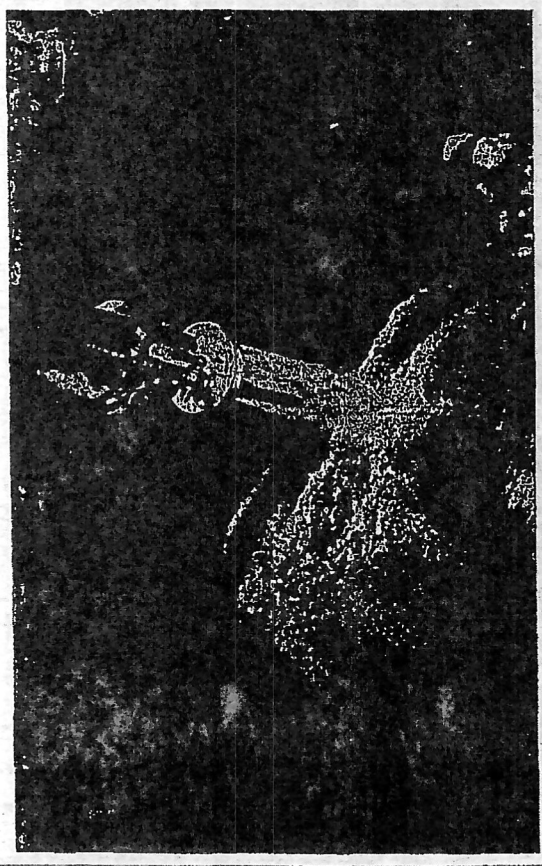
- **Resistance to Weather — Excellent**
- **Resistance to Contraction — Excellent**
- **Resistance to Expansion — Excellent**
- **Resistance to Thermal Shock — Excellent**

ASBESTOSPRAY available in:
100% African Asbestos Fiber — good up to 1350°F
Ceramic Fibers — good for 1350° to 2000°F

ASBESTOSPRAY ideal for:

- **Power Stations**
- **Marine Boilers**
- **Chemical Process Plants**
- **Refineries**
- **Metallurgical Plants**
- **Industrial Heating Units**

and wherever efficient insulation is needed



Manufactured and Distributed by

ASBESTOSPRAY CORPORATION
1060 Broad Street, Newark, New Jersey 07102

MICA Enjoys Kansas City



MICA members enjoy coffee break (or is that coffee in those cups?) during busy session.

On May 9 and 10th, 1968, MICA held a most enjoyable and informative meeting at The Plaza Inn, Kansas City, Mo. with 204 persons attending. Highlights of this meeting follow:

Mr. Robert Plugge, Chairman of the MICA Health Committee introduced the NIMA Health Team composed of Jack Barnhart, John Vyverberg, C. L. Scheckler, and F. H. Edwards. The Health Team gave a very comprehensive report on health hazards in the Insulation Industry and urged a greater involvement by the contractor in the problems. It was recommended that a really active Health and Safety Committee should be formed to work in the following areas.

1. Toxic materials and how to handle them safely.
2. Physical examinations—agreement with the union on pre-employment exams and periodic exams during the workers' employment.
3. A thorough review and study of Workmen's Compensation Insurance programs.

Mr. Ted Brodie of IDCNA concluded the Health and Safety program discussion with suggestions for formulating and financing health and safety programs, the need for keeping more detailed and accurate records on Workmen's Compensation claims, the need for increased liaison with other regions, locals and interested groups.

(Continued on Page 29)

MOLD PROOFED Jellitac VERMIN PROOFED
THE FIRST WHEAT PASTE
USED NATIONALLY BY THE INDUSTRY
WAREHOUSES IN PRINCIPAL CITIES
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PROMPT ATTENTION & DELIVERY TO EVERY ORDER HOW LARGE OR SMALL
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LION

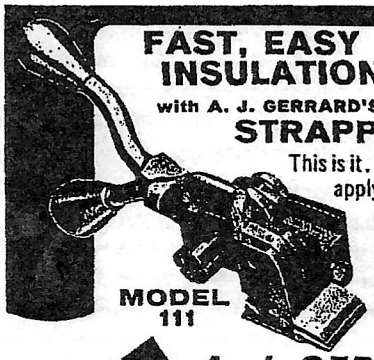
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Moisture and Vapor-proof Barrier Compounds

- Protects insulation
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FAST, EASY INSULATION INSTALLING with A. J. GERRARD'S "PORTABLE" STRAPPING SYSTEM

This is it... the only one piece tool for applying strapping on insulation jobs . . . the A. J. Gerrard Model 111. It's light, tough and portable. Ask the applicator who saves time, with the Model 111 . . . or write.

MODEL 111

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in Stainless Steel, Monel
Aluminum and Galvanized
Stocks strategically located

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Synonymous for Quality and Service

MICA ENJOYS KANSAS CITY

Jack McInnes introduced Albert E. Hutchinson, General President of the International Asbestos Workers Union, who addressed the meeting on the manpower and health hazard problems. Mr. Hutchinson stated that he intends to travel extensively to solve these and other problems facing the labor side of the Industry. He wants to meet and know as many contractors as he can, and on occasions where he cannot be present he will send a Vice-President of the International to represent him. He stated that internal disputes within the Union had been settled, that he and Secretary-Treasurer Haas are in agreement and the word of each would be binding on the other. A questions and answer period followed and Mr. Hutchinson made the following general statements.

1. On manpower, he said that in 1968 the Union had already admitted 600 new members.
2. The Union does approve of Federally approved apprenticeship programs and it encourages such programs.
3. The International Union is making a further effort to include more of the minority groups in its membership.
4. On the provision of men direct to industry, e.g. Collins Radio. This was a national agreement made to get Collins insulation maintenance work back to the insulation union workers.
5. On the installation of pre-insulated pipe, we can claim only the joints. We would not be licensed to handle complete installation and could not attempt it.
6. He favors the four to one and will continue to work for it in all locals.
7. On manpower levels, the Union plans to organize its strength to the average needs of the contractor and thereby avoid if it can the condition of having many men sitting on the bench.

Ken Dixon, President of IDCNA discussed the new plans for IDCNA that can be undertaken with their new Executive Director, John C. Pollock, and he updated the reports on the work of the various IDCNA Committees.

Ted Brodie discussed, in detail, the IDCNA plans for a national apprenticeship training program that has the approval of the International Union. He gave the details of the plan as it is working in the New England states and answered questions.

J. P. Bromley of Johns-Manville, St. Louis, spoke on the topic "Credits and Collections." He discussed the techniques to be used in screening the request for credit and the tools available and the hard work necessary to make collections under the current tight money conditions.

(Continued on Page 30)

PERMA GLAS-MESH CORP.

The QUALITY Line Complete for the Insulation Industry

- **GLAS FABRIC** — Coated with: Vinyls, Asphalt, Tar, Resins, Latexes, Wax and Weave Sets
- **COTTON FABRIC** — Coated with: Tar & Asphalt
- **GLAS MAT** — Coated with: Asphalt & Latexes
- **PERMA JACKET** — Coated with: Asphalt & Tar
- **NYLON FABRIC** — Coated with: Vinyl

For Complete Information & Samples —

Call: (216) 343-4152

Write: **Box 39, Dover, Ohio 44622**

How to Kill an Association In 13 Easy Steps

1. Stay away from meetings.
2. If you do come, find fault.
3. Decline office or appointment to a committee.
4. Get sore if you aren't nominated or appointed.
5. After you are named, don't attend board or committee meetings.
6. If you get to one, despite your better judgment, clam up until it's over. Then sound off on how things really should be done.
7. Do no work if you can help it. When the Old Reliables pitch in, accuse them of being a clique.
8. Oppose all banquets, parties and shindigs as being a waste of the members' money.
9. If everything is strictly business, complain that the meetings are dull and the officers a bunch of old sticks.
10. Never accept a place at the head table.
11. If you aren't asked to sit there, threaten to resign because you aren't appreciated.
12. Don't rush to pay your dues. Let the directors sweat; after all, they wrote the budget.
13. Read mail from headquarters only now and then; don't reply if you can help it.

MICA ENJOYS KANSAS CITY

James L. Mann of the Elmer Fox & Co., Wichita, Kansas, presented a program on Data Processing as an aid to management. He explained the basics of data processing and the various uses that contractors could make of it in keeping records and figuring contracts. He included both the on and off the premises use of the machines and the costs of service.

Committee reports were made by the following.

Frank Rutherford, Labor—As part of the report there was a thorough discussion of the labor situation as it had occurred in the local # 81 area.

Paul Helmer, Management—This report endorsed the management techniques as presented in Mr. Bromley's discussion on Credits and Collections and Mr. Mann's report on Data Processing.

Jim Pfister, Administration—His report stated that the 100 level had been reached in membership. There are now 75 Actives and 25 Associates. A brief discussion of the dues structure was made from the floor with the conclusion that this was a matter for study by the Board of Directors before it would be brought to general discussion by the membership.

Charles Martin, Technical Committee—He discussed the results of the Asbestos Worker productivity survey made by the Kansas City contractors. It was recommended that the format for the survey be distributed to other local associations through the office of the Executive Secretary.

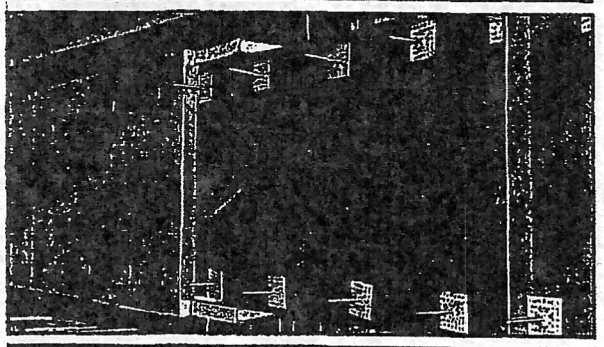
Jack McInnes reported on the IDCNA Board Meeting and the Regional's Meeting with the Union in Washington, D.C. on March 31. He also reported that specifications manuals would be going to press by the first of the year with copies available very soon thereafter. IDCNA is also exploring new ways for assessing membership dues and more will be forthcoming on this for the contractors to consider. Mr. McInnes also deplored the recent breakdown of communication between the local associations and MICA in regard to labor matters.

Charlie Vaughn reported on the plans for the annual IDCNA Meeting in Chicago from October 5-11, 1968. He expressed appreciation for the support being given to him by the Illinois Regional Association.

At a closed meeting for active members only, the nominating committee for new members to the Board of Directors made its report. Based on the committees' recommendation the following were unanimously elected to the Board for a three year term.

Lee Anderson — Minnesota
William Bero — Southern Wisconsin
James Pfister — Kansas-Missouri
Don Wilber — Iowa

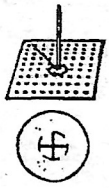
INSULATION GOES UP FAST



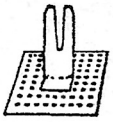
INSTALLATION COSTS GO DOWN

with GEMCO or TUFF-WELD HANGERS and TUFF-BOND ADHESIVES

GEMCO METAL HANGERS AND ASSORTED SELF-LOCKING WASHERS



Gemco metal hangers install easily, quickly, and firmly with Tuff-Bond adhesives to brick or metal. Self-locking washers, stamped from tempered tin plate in diameters of 1½" and 1¼" (or 1" square) press over hanger spindles and lock insulation tightly and securely.



GEMCO PRONGED HANGERS

Metal hangers designed to hold any type of insulation from ½" to 6" thick. Prongs bend over to keep insulation firmly in place.

TUFF-WELD NYLON HANGERS



Ideal for smooth surfaces. Two-piece assembly—metal spindles snap into tough, molded nylon bases. (Require little storage space and small inventory.)

Used with Gemco self-locking washers to hold insulation securely.

No welding, no drilling, no cutting, no corrosion with these...

TUFF-BOND ADHESIVES

TUFF-BOND GENERAL PURPOSE IMPROVED

...an all around adhesive for installing insulation, Gemco insulation hangers, etc.

TUFF-BOND QUICKSET

...a neoprene-base, fast-setting adhesive recommended for installing Gemco metal and Tuff-Weld nylon hangers.

TUFF-BOND #12

...a high pressure duct sealer with Buna-N rubber base Flame spread index—3.5

TUFF-BOND #7

...a fire-retardant insulation adhesive. Flame spread index—3.2

TUFF-BOND M-102-H

...an economical duct liner adhesive.

TUFF-BOND #21-C (clear) and ***TUFF-BOND #21-W*** (white)

...lap sealers and lap adhesives.

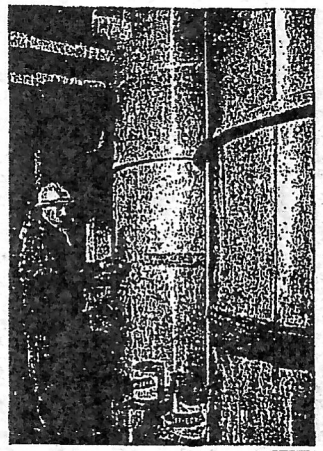
TUFF-BOND #35

...a sprayable synthetic elastomer-base adhesive for bonding light density insulation to metal heating or air conditioning ducts. Complies with FS00136a and NBFU 90-A.

...Two other sprayable adhesives available:

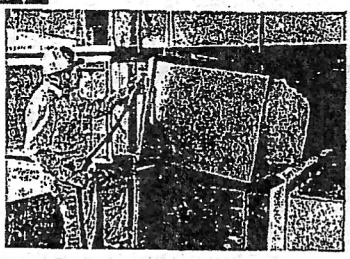
TUFF-BOND #7S and ***TUFF-BOND #6*** (non-flammable).

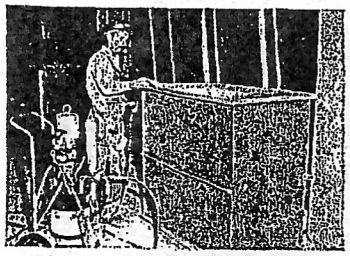
TUFF-BOND #12 DUCT SEALANT



SEALS JOINTS SOLID!

FOR SURE SEALING OF HIGH PRESSURE AND HIGH VELOCITY AIR DUCTS AS WELL AS FOR LOW PRESSURE SYSTEMS





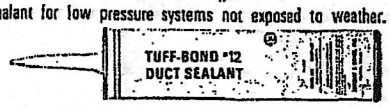
TUFF-BOND #12 is recommended by engineers as a reliable duct sealant for ducts. There's extra resistance to gasoline, oils and water with TUFF-BOND #12's Buna-N rubber base. Forms a solid bond to galvanized iron and aluminum. Adds extra protection for Pittsburgh and other types of seams.

Here's Performance Plus. TUFF BOND #12 maintained high quality after 300-hour durability test in salt spray cabinet at 95° F., Thermal limits: —30° F. to +200° F.

ALSO AVAILABLE: **TUFF-BOND #29**

Economical duct sealant for low pressure systems not exposed to weather.

NOW IN NEW



CAULKING CARTRIDGE—TUFF-BOND #12

FOR COMPLETE DETAILS AND DESCRIPTIVE LITERATURE, WRITE...

GOODLOE E. MOORE, INCORPORATED

DEPARTMENT R, DANVILLE, ILLINOIS 61832

Record Attendance at NICA Meeting



The "GANG" takes time out at the NICA spring meeting to pose for this group shot.

The NICA held a Spring meeting at the Publick House, Sturbridge, Mass., June 5, 1968. Forty-four representatives of NICA, NYSICA, TIAC and manufacturer's representatives from Johns-Manville, Owens-Corning, Certainteed and Ruberoid gathered to hear the presentation of the NIMA and IDCNA program on Health, Safety and Industrial Hygiene as it pertains to the industry.

Guest speakers included Cliff Scheckler, John Vyverberg and Ted Brodie. All of the speakers gave very instructive and informative talks on the increasing health hazards in the industry and recommendations as to steps the contractors should take to protect their dollars and profits.

Mr. Brodie reported on the Apprenticeship Training Program. Small locals may be able to cover this program by an approved correspondence course. Mr. Cliff Johnson reported that Springfield would initiate an Apprenticeship Training Program in the near future.

A general discussion of employment problems was held and there was no question that non-discrimination in employment practices in the building trade will be enforced.

Mr. Brodie also spoke of the contemplated program in Health Research advocated by Dr. Irving Selikoff. The initial cost of this program was estimated at $300,000 for the first year, such cost to be distributed among the manufacturers, the union and the Asbestos Contractors on a nation-wide basis. The contractors association will further investigate the costs of their share for participating in the Program.

Also discussed was the conflict between the Asbestos Workers Union and the Sheetmetal Workers Union regarding application of aluminum or other metal finishes over insulated pipe and/or equipment.

All members felt that this was the most successful meeting ever enjoyed by NICA, and that when there is a definite program on the schedule with well-qualified speakers talking on subjects of vital interest to the industry, they can be assured of good attendance and enthusiastic support in the future.

GIVE BUSINESS LEADERSHIP: YOUR COMMUNITY NEEDS YOU



By
WINTON M. BLOUNT,
President
Chamber of
Commerce of the United States

As the new president of the National Chamber, I would like to talk very frankly with you, the leaders in the business communities of America, about our role in helping to solve the nation's problems.

You must be aware that the nation's problems are essentially community problems, the national picture being only a magnification of what is happening in our own community.

Therefore, it behooves all of us, as businessmen of recognized leadership, to personally commit ourselves to the conflict—get into the middle of the battle, as it were.

A formula has been developed for our involvement in our own community. It is the National Chamber's Forward America process, by which we, as business leaders, can bring together various community forces to form a united front in attacking problems of unrest, disorder and discord.

Forward America is not just another program, to be added to other worthwhile efforts being made to solve urban problems. Rather, it is a method for the mobilization of all community resources under effective leadership—a leadership for which we as businessmen are qualified by experience. With this approach, we can hopefully put our community affairs in order.

From my own personal experience, I can vouch for the effectiveness of the Forward America concept. My home city of Montgomery Ala., utilized this same principle in getting our various groups together before the mayor formally established a Committee on Community Affairs, essentially an inter-racial organization to tackle community problems, in 1964. Actually, a group of businessmen started work in this problem area two years earlier.

(Continued on Page 37)

Put
Ben Avallone, Hugh Shulock and Lou Avallone
together
and what do you get?

ALPHA
ASSOCIATES, INC.

A new company pooling over one hundred years of industry experience, established to design, manufacture and distribute a broad range of textile products; coated, laminated and impregnated fabrics; and insulation materials to the marine and aerospace industries.

15 RUTGERS AVENUE CEDAR GROVE NEW JERSEY 07009 (201) 239-1480

SALUTE

In the June issue of the Newsletter, we inadvertently omitted several members of the MICA. We, therefore, salute the following members from the Midwest area—and this very active Regional Association:

Ace Insulations Inc.
Chicago, Ill.

Brand Insulations Inc.
Chicago, Ill.

Chicago Asbestos Mfg. Co.
Chicago, Ill.

Du-All Insulations Inc.
Waukegan, Ill.

Falls & Noonan Inc.
Chicago, Ill.

Jamar Olmen Co.
Elk Grove Village, Ill.

Paul J. Krez Co.
Chicago, Ill.

O'Malley Bros. Inc.
Chicago, Ill.

Riteway Asbestos Co.
Chicago, Ill.

ICDNA's 1968 Calendar
DATES TO REMEMBER

Thirteenth Annual National Meeting of IDCNA, October 5-11, Marriott Motor Hotel, Chicago, Ill.

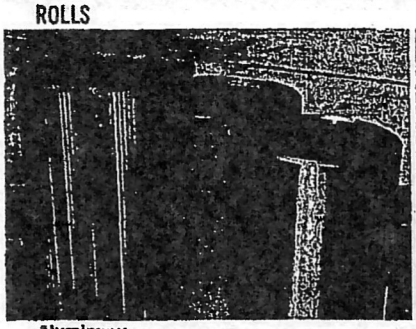
Fall Meeting of the Midwest Contractors will be held in conjunction with IDCNA's National Convention, October 5-11, Marriott Motor Hotel, Chicago, Ill.

Fall Meeting of the Southeastern States Contractors will be held October 21-22, at the Waynesville Country Club, Waynesville, N.C.

Annual Meeting AICWS will be held October 23-25, at the Sahara Tahoe Hotel, Lake Tahoe, Nevada.

Jacketing
ALUMINUM AND STAINLESS STEEL

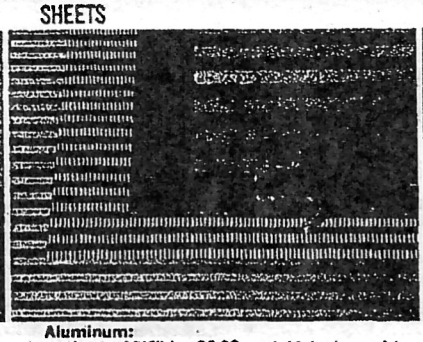
ROLLS



Aluminum:
Smooth and 3/16" corrugated with or without fully laminated polykraft moisture barrier in standard 36- and 48-inch widths. Alclad and epoxy finishes also available. All material is specification alloy.

Stainless Steel:
T/304 and T/316 smooth or 3/16" corrugated with or without polykraft moisture barrier.

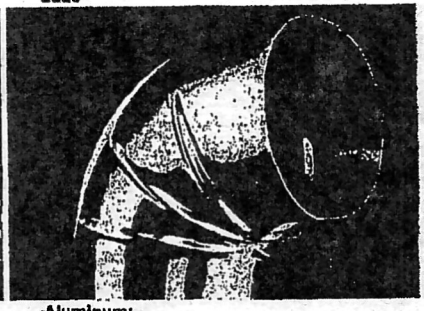
SHEETS



Aluminum:
Lengths to 12'6" by 26-33 and 44 inches wide in standard ⅝"-¼" and 2½" corrugations. Also available in standard by 3/16" cross corrugations. All with or without polykraft moisture barrier.

Stainless Steel:
Available same as aluminum only in 33-inch widths.

ELLS



Aluminum:
Contour formed 2-piece ell covers available for all sizes thru 10-inch IPS and "gore type" for all larger sizes. All ells have factory baked-on epoxy moisture barrier.

ACCESSORIES
Aluminum and stainless steel bands, seals and sheet metal screws available from stocks to round out your insulation weatherproofing requirements.

HERREN METALS, inc.
P.O. Box 1163 • 1022 Hawn Avenue • Shreveport, Louisiana 71102

NO MORE NICKS & CUT

When You Install Metal Jacketing

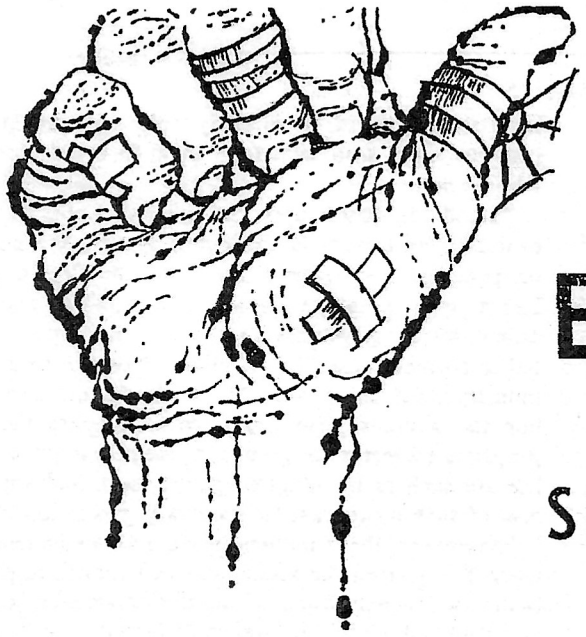
NEW CHILDERS

EDGE-SAF Strapping

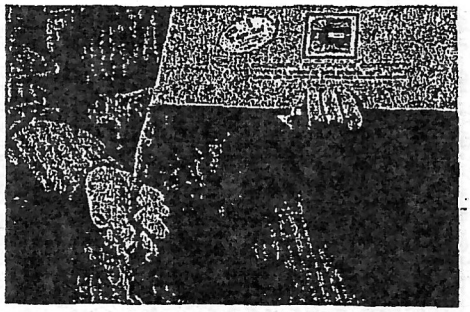
ELIMINATES

SHARP & JAGGED EDGE

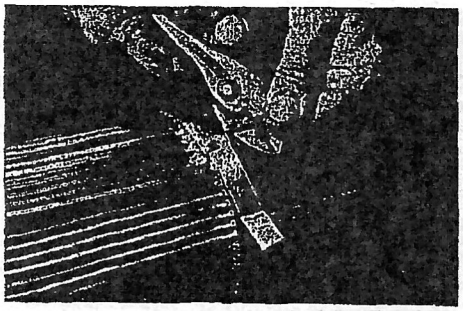
ON STAINLESS STEEL & GALVANIZED STRAPPING



Next time you're on a job site, take a look at the fingers of your men. These painful cuts mean less efficiency, poorer workmanship and, when badly infected, loss of man-hours.



EDG-SAF strapping comes in 17" self-dispensing cartons for ease in handling.



Only a pair of pliers and a screwdriver are needed to fasten strapping around jacketing.

- Yes, Childers has done it again—with a better, safer and mo economical product.
- Annoying cuts and nicks were always a necessary hazard fastening stainless steel or galvanized strapping.
- But not any more! Childers new EDG-SAF strapping both stai less and galvanized, is de-burred until the edge is smo-o-o-ot rounded to the touch, and perfectly safe to handle.

BEST OF ALL...

CHILDERS GIVES YOU NEW EDG-SAF STRAPPING

AT NO EXTRA COST

If you are already buying strapping from Childers you will aut matically receive EDG-SAF strapping from now on.

If you are not buying Childers, you owe it to your men an yourself to give them EDG-SAF strapping for easier, safer an more efficient performance.

When you order stainless, galvanized or aluminum strappin be sure to order Childers EDG-SAF strapping.

STAINLESS STEEL BY USS • ALUMINUM BY AMAX

CHILDERS PRODUCTS COMPANY

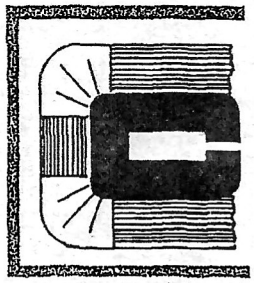
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SELIKOFF TESTIFIES BEFORE CONGRESS from page 15

tion costs. While this may be true, there is a much more important aspect to the question.

"In many instances, where there is intra-industry and inter-industry competition, it is often the most conscientious employer who is at a competitive disadvantage. This is certainly true in those industries in which there is a risk of pneumoconioses or dust diseases of the lungs, as silicosis, coal workers' pneumoconiosis, talcosis and asbestosis. Since there is, as we have seen, a long latent period—usually over 20 years—between dust exposure and disease resulting from such exposure, precautions taken today will bear fruit, in the form of the employees' good health, two decades or more hence. But at that time, it is highly likely that the employee will be working elsewhere. The employer in investing in current occupational health precautions, sees no immediate benefit, not even in reduction of workman's compensation costs. If he must pay the latter to current employees who are ill, he is paying for the neglect of another employer twenty or thirty years before.

"This analysis is relevant to the insulation trade today. I have spoken to many insulation contractors. They have been very concerned with the difficulties that have become evident and earnestly wish to remedy matters. Yet they have told me that if substantial investments or significant changes in working practices and conditions were required as part of the program to make this trade safe for the men working in it, such investments should be industry-wide and should not penalize those who undertake them in favor of those who do not.

"Standards based upon information collected and evaluated by experts in the Public Health Service, set on practical and realistic levels by the Secretary of Labor with adequate enforcement powers, and required by all employers in the industry seem essential to correct the serious situation I have outlined. The industry itself has neither the academic and scientific nor the administrative resources to prepare the appropriate corrective program and, the economic facts of life are such as to mitigate against the broad application of such a program by voluntary persuasion alone.

"Moreover, these influences are even more relevant when considering the social and community responsibilities which may exist. If the use of asbestos insulation materials should be shown to include some health hazard to other construction workmen as the result of concomitant indirect occupational exposure, we would need some mechanism as that outlined in this Bill to insure appropriate corrective measures, since many employers might hesitate to undertake expensive precautionary measures to prevent uncertain diseases that might occur many years later among men they did not know, did not employ and for whom they had no responsibility—especially if in making such an investment they assumed an intolerable competitive disadvantage."

*"BEST-YET" JOBBERS PRICES

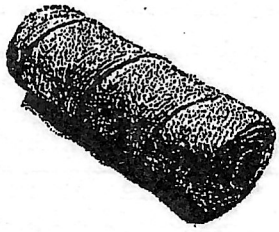
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It requires a salary of $14,000-a-year to give a family of four the purchasing power it had in 1939 with a salary of $5,000-a-year, according to the National Industrial Conference Board (NICD).

In 1939, the NICB noted, a $5,000-a-year man with three dependents had $4,941 to spend after taxes. Today he needs a gross income of $14,282 to net the same amount because taxes have chipped way $2,083 and inflation $7,258.

GIVE BUSINESS LEADERSHIP:

There are many areas in which we can get involved for the good of the nation as well as the business community.

One is a concern for the American dollar. Every American's well-being depends on the soundness of the dollar, yet we have abused it by acting as though we had all the money in the world to spend. It is unrealistic to believe that the dollar may right itself by letting things go as they have been.

Consequently, I have appointed a blue-ribbon committee of outstanding businessmen to study the problems of the dollar. This committee, headed by Archie K. Davis, chairman of the board of the Wachovia Bank and Trust Co., Winston-Salem, N.C., and former president of the American Bankers Association, is assisted by a panel of experts in the monetary field.

When the recommendations of this committee become available, we will bring them to your attention so that you may alert your congressman and senators and get some action in Congress.

Another area demanding attention is to persuade more businessmen to participate in practical political action. It goes without saying that politics is too important to leave to the politicians alone. Businessmen must get involved. The nation needs to hear from all of you a reaffirmation of the democratic process as the proper and most effective expression of the public will. This is especially true in this election year.

My distinguished predecessor, Gov. Allan Shivers, spent much of his time meeting with prominent businessmen all over the country to stimulate them into more political activity. He will continue his good work in the arena of political action.

Finally, there is an obvious need for some type of organization on national priorities to anticipate the kinds of problems we may face in the future and then propose business-oriented solutions.

In the past as some of you well know, business has been put in a position of reacting to politically appealing but often unsound solutions proposed by government. We have tried to improve on them, but this usually puts us in a negative posture and hampers our effectiveness.

We must take the offensive. We must have within this great federation of the National Chamber a mechanism for identifying major future problems and studying means for attacking them and establishing priorities—a "think tank," if you will. Local chambers also would set up their own "think tanks," so that there could be a feed-back on problems and solutions.

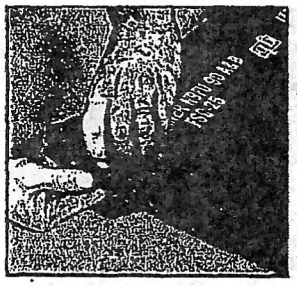
This would put us in a positive posture of offering solutions conceived and proposed by the business community—and based on sound principles.

There is much to be done. Your commitment is desperately needed.

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WHAT'S NEW FROM THE MANUFACTURERS

As a special service to our advertisers, we are introducing a new feature in the Newsletter under the above heading "What New From the Manufacturers".

This space will enable the manufacturers to announce new products and/or services that are available to the industry.

To be included in this section, please send a glossy photograph of the product, with a brief description and availability information, and we will see that it is published in the first available issue at no charge.

We are sure that this feature will further our intention to make the IDCNA Newsletter of utmost interest and importance to the industry.



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For any size pipe and tubing from ½" to 20", Vapo-Lock can now provide a complete interlocking insulation system of molded, solid, non-laminated polystyrene pipe covering, combined with matching ells, tees and small valves (molded up through 4" IPS, fabricated for larger-size pipe).

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For free consultation on specific insulation problems, contact your Vapo-Lock distributor or call MMM today.

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October 5-11

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WIRTZ OPPOSES QUOTA

Secretary of Labor W. Willard Wirtz said June 25th he opposed any quota for non-white employees working on Federal contracts, the basis of dissension in the highly controversial Philadelphia Plan.

Wirtz told a press conference at the Union Industries Show at the Civic Center in Philadelphia, "To whatever extent there is to be a quota, I'm against it."

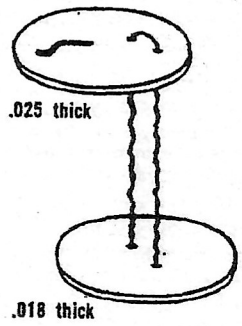
"I'm in support of no discrimination because of color," he continued, "but there will be no quota." The secretary also disclosed negotiations between top officials of the Department of Labor and local union officials had been under way for "the last five or six days." He said that the controversy about the hiring of Negroes, which has slowed work on the U.S. Mint and other area construction totalling almost $110 million in the five-county area, may be over soon. "I'm very strongly inclined to believe that the problem is on the verge of being worked out," he said. Wirtz also said Federally aided job training programs will have placed almost one million persons in on-the-job training by the June 30 end of fiscal 1968 and that 1.3 million will be training by the end of the next fiscal year. Wirtz toured the Union Industries Show for 45 minutes and flew back to Washington.

RESEARCH BRIEFS

As if we didn't know!—A recent news article reported that . . . Pollution experts have found a new disease to worry about: asbestosis. Similar to emphysema, this lung problem shows high incidence in "laggers," or asbestos workers. Prolonged exposure to asbestos leads to a higher incidence of lung cancer, says Dr. Benjamin Felson of the University of Cincinnati. And the disease can strike more than asbestos workers: Asbestos from brake linings is helping to pollute city air.

INSULATION ANYONE?

The National Park Services reported from Yellowstone National Park, Wyoming, that on the 30th of June, Beartooth Pass, the northeast entrance to the Park was closed that day because of snow and drifting snow. Anyone for insulation?



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SAVE • • • • installation time, material, labor

LESS MATERIAL — SAME INSULATION VALUE

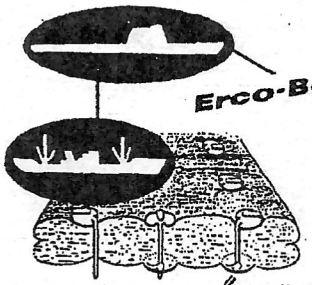
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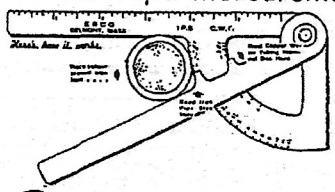
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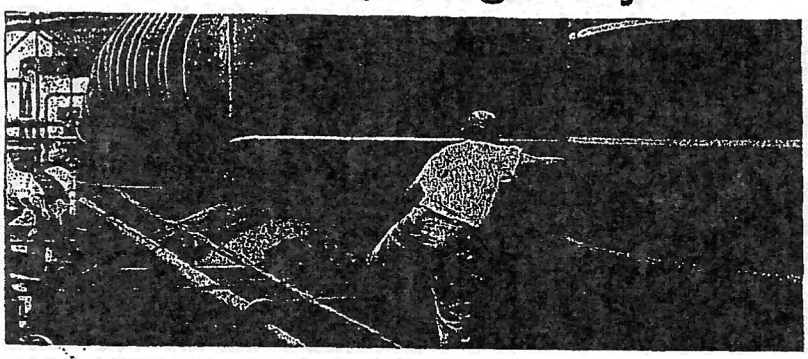
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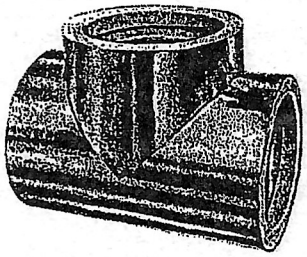
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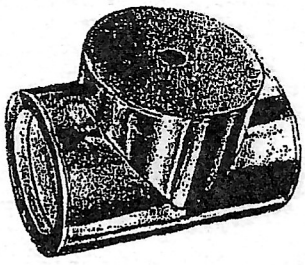
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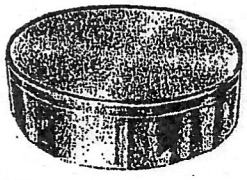
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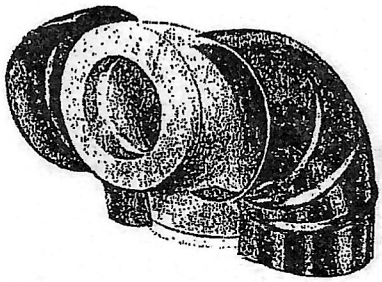
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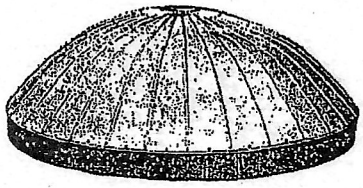
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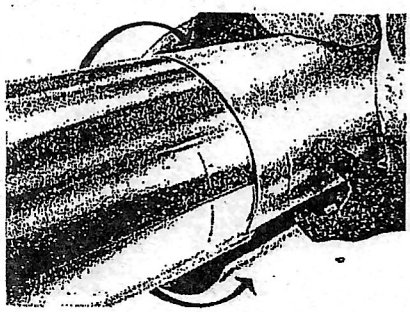
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