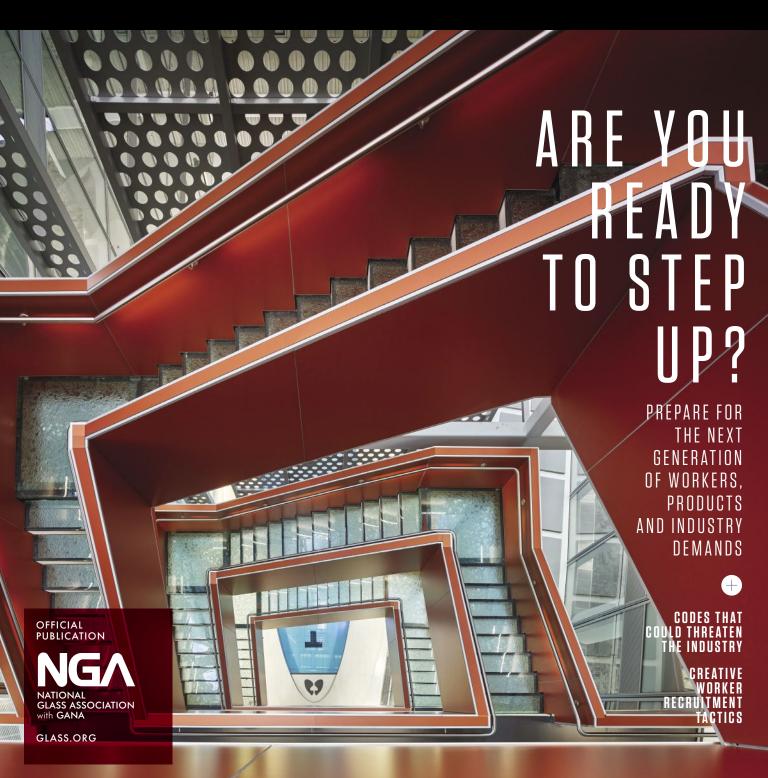
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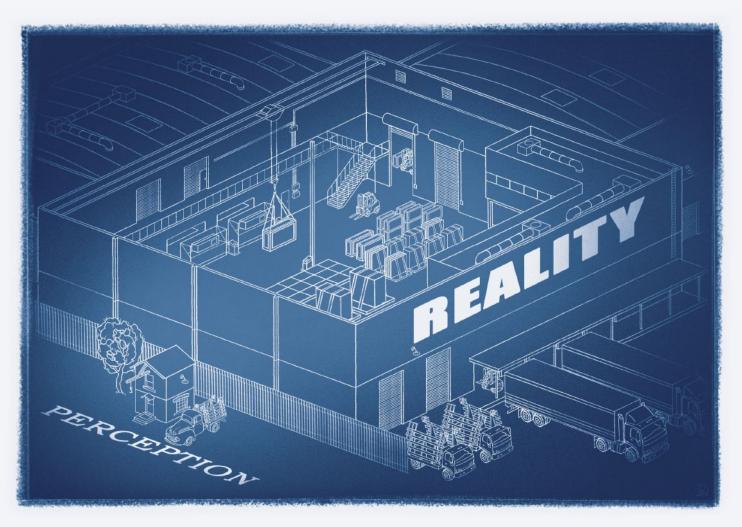


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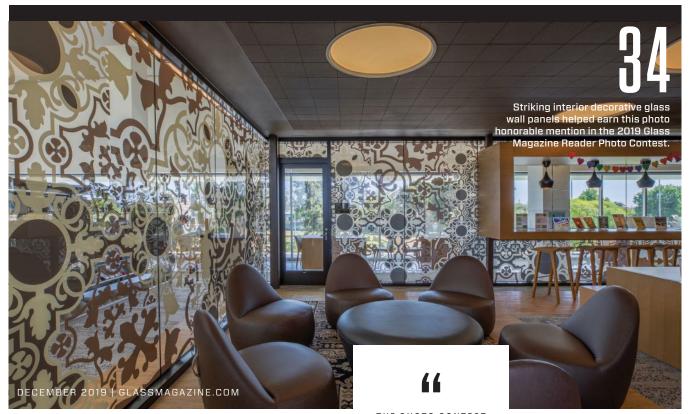
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"

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ON THE COVER: The winning photo in the 2019 Glass Magazine Reader Photo Contest depicts the innovative staircase at an office headquarters building in Silver Spring, Maryland. Jockimo Inc., jockimo.com, customfabricated the 75 stair treads and three landings of the eye-catching project.





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**FABRICATION** 

Taking the Mystery Out of Anisotropy By Riku Färm, Glaston Corp.



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**FAMILY BUSINESS** 

Glass Business is Sound Business for **New Franchisees** By Norah Dick, Glass Magazine

## **PROJECT NEWS**

Featured in e-glass weekly. To submit projects, write Norah Dick at ndick@glass.org. **Pictured:** Updates to the Biltmore Hotel in Miami included insulating glass that preserves the historic aesthetic and meets impact and energy performance goals.



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## The Industry's Next Step



KATY DEVLIN Editor-In-Chief kdevlin@glass.org

n October, I attended an educational event at the top of Chicago's John Hancock Building, where the glass-enclosed Tilt! attraction offers visitors a thrilling downward-facing view of the city from 1,000 feet in the air. The event, sponsored by Kuraray, kuraray.com, featured presentations from Tilt! engineer Matt Kuba of Thornton Tomasetti, thorntontomasetti.com, and James O'Callaghan, senior director of Eckersley O'Callaghan, eocengineers.com, the engineers instrumental in Apple's structural glass revolution at its new headquarters and global retail locations.

Kuba and O'Callaghan discussed the hurdles they faced in pushing the glass envelope—quite literally. The last two decades have seen glass in increasingly ambitious structural installations; glass in larger sizes and more complex shapes; and glass as a structural material used in lieu of metal systems and hardware.

The evolution in structural glass continues, O'Callaghan says. "Now we have glass that is 18 meters, 19 meters long. For an Apple store in Macau, we're laminating glass with translucent marble," he says.

The future industry will also feature new ways of using glass, O'Callaghan says. "There have been great inventions in glass, some of which don't make it into buildings, some which do," he says. "We're looking at the thin glass industry and additive manufacturing. Think about the power of what we can do [with new technologies]."

O'Callaghan also encourages the industry to look beyond structural and material evolution. He is part of a research group at German university TU Delft. The group is pushing for development in areas including recyclability and energy performance.

Building materials and construction are responsible for 11 percent of global carbon



A lite of curved ultra thin glass on display at the Glass Technology Live pavilion during glasstec 2018. Photo by Messe Düsseldorf, Constanze Tillmann.

emissions; building operations are responsible for 28 percent, O'Callaghan says. "We have a responsibility. How can we reduce embodied carbon in our materials and in our buildings?" he asks. "We only have one planet and we need to make sure we look after it."

This December issue of Glass Magazine closes out an amazing decade in the industry—one that has witnessed a redefining of what's possible with glass. What will the next 10 years bring? What are the long- and short-term trends, challenges and opportunities for architectural glass? How can industry leaders ensure they aren't left behind?

This issue looks at a few of these key topics. On page 17, read about the next stage of the "Battle for the Wall"—the industry's fight to ensure glass and glazing products aren't limited in codes and standards. Beginning on page 26 is an in-depth look at recruitment and retention for the next generation. Learn about how Linetec, linetec.com, is building the green factory of tomorrow on page 58, and on page 38, learn about next-level handling and transportation solutions. ■

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**2019 YEAR IN REVIEW\*** In the last year, glass industry companies experienced a healthy, though complex, market. In an economic landscape complicated by the uncertainty of tariffs and potential slowdown in 2020, major industry players made strategic business decisions, including major contracts and partnerships; facility expansions, upgrades and closures; and strategic acquisitions. Below, Glass Magazine presents a compilation of the most-clicked news stories of 2019 from GlassMagazine.com.

## **Expansions**

## AGC Glass Begins Production at its Tennessee Plant

AGC Glass, agcglass.com, launched its MSVD coater at its Greenland plant in Church Hill, Tennessee. As of February 2019, the coater is fully operational and is producing glass for the residential and commercial markets.

"We're ... expanding the industry's largest product offering and continuing our commitment to world-class service," says Mike Antonucci, regional president for AGC Glass North America. "The new

coater not only allows us to better meet our customer's needs today, but also to develop and produce the coatings of tomorrow."

## YKK AP America Opens New Manufacturing Facility in Cincinnati, Upgrades Georgia Facility

In January 2019, YKK AP America, ykkap.com, opened the doors of a new manufacturing facility in Cincinnati. The manufacturing center, dedicated to production, distribution and logistics,

will improve the company's service capabilities for customers in the Midwest region, says the company.

"The opening of a manufacturing facility in the heart of the Midwest will enable us to better serve and respond to customers in the Midwest region by offering them more commercial façade systems closer to home," says Oliver Stepe, president of YKK AP America Inc.

In July, the company also completed upgrades at its commercial manufacturing facility in Dublin, Georgia, after investing more than



\$2 million in renovations. The one-million-square-foot facility houses multiple manufacturing processes under one roof and includes 50,000 square feet of office space, where most of the renovations took place.

## Saint-Gobain Group Inaugurates Modernized Float Line in Poland

In early 2019, Saint-Gobain Group, saint-gobain.pl, inaugurated its modernized float glass production line at its facility in Dąbrowa Górnicza, Poland. The investment will increase Saint-Gobain Poland's float glass production potential for the construction sector by 25 percent, say company officials.

The new float line in Dąbrowa Górnicza is equipped with a modern system of nitrogen oxides emission reduction and will consume 20 percent less energy. The line will produce almost 1,000 tons of Planiclear glass per day, in thicknesses of 1.4 millimeters and in widths up to 16.08 feet.



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## **Business Strategies**

## Guardian Glass Closes Millbury, Ohio, Plant

Guardian Glass, guardianglass.com, closed the company's Millbury, Ohio, fabrication plant in November.

"This decision comes after a review by Guardian to look at its business activities and understand the longterm competitiveness and viability of the location within the company," said Amy Hennes, director of global communications, Guardian Glass in a statement.

Hennes also affirmed the company's commitment to the vacuum insulated glass market segment, a product manufactured at the Millbury location. "Through this pilot facility, we have proven that we can deliver quality VIG units to our customers and that VIG can and will be a viable customer solution in the future," she said. "Guardian Glass



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	SDF162 II	58	16	18	30	31	0.35	0.29	0.28
	SGR150	49	16	25	25	25	0.33	0.29	0.28
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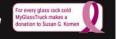
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### NEWS TO KNOW

remains enthusiastic and dedicated to developing the right value proposition for vacuum insulating glass, and the technology required to deliver it."

## Xinyi Glass Considers Canadian Locations for New Glass Plant

According to reporting in the Windsor Star, Xinyi Glass Canada, xinyiglass. com, will consider a few locations for its planned \$450-million float plant. The publication says that the company is looking at Ontario provinces Stratford, London, Welland and Amherstburg as potential new locations. Xinyi originally chose Guelph/Eramosa Township, Ontario, as the site for the new plant, but its application was rejected by the local council in July 2018.

## Oldcastle BuildingEnvelope Divests its Antamex Subcontracting Business

Oldcastle BuildingEnvelope, obe.com, part of CRH's Building Products Division, completed the divestment of Toronto-based Antamex International, OBE's fenestration subcontracting business, to New York City-based private investment company O3 Industries. The divestment was completed in January 2019.

"We are continuously evaluating our portfolio to align with our vision of being the leading supplier of glazing-focused interior and exterior products and services," says Nathan Creech, president of Oldcastle BuildingEnvelope. "This decision is another step in executing our strategy as we focus on our core business; manufacturing, fabricating and distributing high quality architectural glass, metal, engineered systems, and glazing hardware and supplies."

## Tecnoglass Enters into Joint Venture with Saint-Gobain

Tecnoglass Inc., tecnoglass.com, entered into a joint venture agreement with Saint-Gobain, saint-gobain.com, through the planned purchase of a minority ownership interest in Vidrio Andino, vidrioandino.com, a Colombia-based subsidiary of Saint-Gobain with

annualized sales of approximately \$100 million.

"We are excited to partner with Saint-Gobain and to develop one of the most advanced and efficient glass production facilities in the world near our own plant network," says José Manuel Daes, chief executive officer of Tecnoglass. "This investment reinforces our vertical integration strategy and positions Tecnoglass to capture benefits from nearly the entire value chain of our high-quality architectural glass production. The joint venture secures our float glass supply and will generate significant synergies for years to come."

## Glaston Announces Layoffs in Face of Lower-than-expected Demand

Glaston Corp., glaston.net, initiated temporary layoffs and terminated employment contracts, according to a company statement released in October. The measures are in response to a

lower-than-expected demand for heat treatment equipment, say officials. The measures could lead to the termination of 20 employees, according to the company, and, in combination with other profitability improving actions, is designed to save approximately \$2.2 million.

The company's full-year 2019 profitability guidance remains unchanged, according to the statement.

## HHH Tempering and NorthGlass Win Fuyao Contract

HHH Tempering Resources, hhhtempering.com, a wholly subsidiary of Salem Distributing, and NorthGlass earned a Fuyao Glass America, fuyaousa. com, contract for additional continuous furnaces.

Following installation at Fuyao's U.S. facility, the AX1 model continuous tempering furnaces will produce

ultra-thin solar glass. HHH is providing furnace consultation, installation and U.S.-based technical support for the new Fuyao furnaces. The equipment is expected to be up and running by spring 2020.

## **Acquisitions**

## Glaston Completes Acquisition of Bystronic Glass

Officials from Glaston Corp., glaston. net, announced the company finalized its acquisition of Bystronic Maschinen AG and Bystronic Lenhardt GmbH and subsidiaries for \$76 million, as of April 1, 2019. The acquisition was initially announced in January.

The new executive management group will include Arto Metsänen, president and CEO of Glaston; Sasu Koivumäki, chief operations officer and integration lead; Burghard Schneider, who will take responsibility for Bystronic Glass; and



Juha Liettyä, who will be responsible for Glaston Technologies.

## Salem Distributing Co. Acquires HHH Tempering Resources

In July, Salem Distributing Co., salemdist.com, announced its acquisition of HHH Tempering Resources Inc., hhhtempering.com, a glass industry technical team and fabrication machinery provider. Effective immediately, HHH is a wholly owned subsidiary of Salem.

With this move, Salem substantially increases its foothold in the flat glass industry it serves as Salem Flat Glass & Mirror, and it makes Salem the standout leader through its offerings of the largest equipment, supply and service lineup found in the glass industry, according to company officials.

## AIG Acquires Great Lakes Glass Distributors

American Insulated Glass, aiglass.com, acquired Great Lakes Glass Distributors, located in Michigan, in late December 2018.

"We couldn't be more pleased with this acquisition because AIG brings a wealth of glass industry experience and resources that together will position us to accomplish so much more for our customers," says Dan Dirmeyer, president and general manager of GLGD. Dirmeyer will continue to manage the daily operations of this facility.

## Greco Aluminum Railings Acquires Petersen Metals

Greco Aluminum Railings, grecorailings. com, acquired Petersen Metals, petersenmetals.com, a regional specialty manufacturer and installer of architectural metal products, headquartered in Hudson, Florida. Petersen brings more than 30 years of manufacturing experience in high-quality stainless steel, fabricated aluminum, mild steel railing assemblies and other custom architectural building components.

"Petersen Metals has an excellent track record of profitable growth over almost 30 years while maintaining its commitment to quality, service and technical proficiency. We believe this approach optimizes the company for long-term market leadership," says Dino Aleo, president of Greco Aluminum Railings.

\*From Dec. 18, 2018 to press time, Oct. 25, 2019. Read these stories, and others, in their entirety at GlassMagazine.com/December2019.



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## UTAH AND OKLAHOMA LAUNCH GLAZIER APPRENTICESHIP PROGRAMS

The Utah Glass Association, utahglassassociation.org, recently launched a four-year glazier apprenticeship program that allows glaziers to earn a Journeyman certification recognized countrywide. Approved by the U.S. Department of Labor, the program incorporates NGA's MyGlassClass.com courses, as well as education and life-skill classes developed by UGA. While the apprentice classes of 2022 and 2023 are at capacity, UGA will begin accepting applications for the class of 2024 in Spring 2020. To learn more, contact Maren Fisher at utahglassassociation@gmail.com.

The Oklahoma Glazier Apprenticeship Program, OKGAP, under the umbrella of American Subcontractors Association of Oklahoma, asaok.org, also recently launched a three-year glazier hybrid apprenticeship program that is approved by the U.S. Department of Labor. It incorporates the NGA's glazier apprentice curriculum featuring 33 online MyGlassClass.com courses and six instructional manuals. For information on the OKGAP



The Utah Glass Association's Apprenticeship Class of 2022, with Tom Jackson, President of Steel Encounters, steelencounters.com, and the Utah Glass Association

contact Tami Hasselwander at tami@asaok.org.

The NGA glazier apprentice curriculum offers 432 hours of coursework necessary to meet the classroom requirements of most three-year state and federal apprenticeship programs. For additional information on how to incorporate the curriculum—or MyGlassClass.com courses—into your training program, contact Jenni Chase at jchase@glass.org

## PREVIEW OF UPCOMING EVENTS

## Thirsty Thursday webinar

Preventing Scratches and Edge Damage Dec. 12, 2019

## **Annual Conference**

Jan. 13-15, 2020 La Jolla, CA

## Building Envelope Contractors (BEC) Conference

March 1-3, 2020 Nashville, TN

## **NGA Technical Conference**

July 28-30, 2020 Chicago

## GlassBuild America

Sept. 15-17, 2020 Las Vegas

## ADVOCACY, FABRICATION AND CODE DISCUSSIONS TO TOP ANNUAL CONFERENCE AGENDA

The 2020 NGA Annual Conference heads to La Jolla, California, Jan. 13-15, where the Advocacy, Fabrication, and Forming Committees will gather to discuss leading industry topics and challenges.

Top priority for the Advocacy Committee is identifying new ways to advocate for glass materials among stakeholders and the broader construction industry, as well as mobilizing a "strike team" to respond to immediate concerns. Other topics to be addressed include glass recycling and methods for tracking glass racks, both of which can lead to increased operational efficiencies. The Fabricating and Forming Committees will meet to address items relevant to decorative, energy, fire-rated,

insulating, laminating, protective glazing and tempering applications. The technical and codes team will also provide the latest updates to the technical resources available within the industry and the results from the most recent ICC hearings.

For networking activities, attendees will be able to participate in a round of golf at Torrey Pines, one of the top four courses in the country that is set to host the U.S. Open in 2021. The conference will also include the 5th annual Fun Run/Walk.



Visit glass.org for information on all upcoming NGA events.



## THE GLASS ADVOCATE

EDUCATION, ADVOCACY AND TECHNICAL CONTENT FROM THE NGA



## Challenges and Opportunities in the Battle for the Wall

By Tom Culp

Between 2010-2014, the industry successfully fought off attempts to significantly reduce the amount of window area prescriptively allowed in the building standards, which many called "The Battle for the Wall." Five years later, how's the battle going?

As a result of the initial battle, the various committees learned two key points. First, reducing window area is counter to the design of high-performance buildings and will harm occupant health and wellbeing by reducing access to daylighting and quality views. Second, the industry is resolved to fight against these harmful changes. Consequently, there have been no serious attempts to reduce window area in the prescriptive requirements of ASHRAE 90.1, IECC, or the green codes (ASHRAE 189.1 and IgCC) since the initial battle.

The industry has worked with the committees to advance fenestration requirements while still being costeffective and practical. The most recent example is the comprehensive update to the U-factor and solar heat gain coefficient requirements and alignment between ASHRAE 90.1-2019 and the 2021 IECC. Additionally, the green codes have taken the issue of occupant health and well-being seriously by greatly expanding the daylighting requirements in the most recent edition and proposing a minimum views requirement for the next edition.

Does that mean the battle for the wall is over? Obviously not, when we see headlines from New York City about "banning glass and steel skyscrapers" like we did earlier in the year. We also heard an architect recently claim that "curtain wall is dead in Massachusetts starting January."

What is going on? First and foremost, there is nothing in the New York City code or anywhere else that "bans" glass skyscrapers, and no, curtain wall is not dead. That is unhelpful, untrue rhetoric that also ignores the positive contribution of high-performance glazing to energy efficiency, daylighting, occupant health and well-being, and real estate values. However, it is true that there is a growing threat to highly glazed buildings in some indirect ways.

The threat is coming in two areas.

First, as fenestration requirements are advancing, so is everything else in the code—lighting, HVAC, hot water, controls, etc. As the overall baseline code requirements advance, there is less room to make trade-offs. Second, there is a recent effort to develop "envelope backstops" that require a minimum level of envelope performance no matter what else is done in the building. The backstops would limit how much highefficiency HVAC, lighting and hot water systems can be used as a trade-off against envelope components, including window area. These new backstops will

not be in ASHRAE 90.1-2019 or 2021 IECC, but are being enacted in certain locations: New York City, Massachusetts and Washington state.

Where is the opportunity? The solution for the threats to the industry is to promote high-performance façades with advanced glazing, framing and shading systems to enable higher window areas. Not only does this offer higher performance, but also higher value-add. One problem has always been short-term value-engineering to remove higher performance features. Developers understand the financial value of offering superior views. If they want to keep that, they will no longer be able to cut out these features.

The second opportunity is also coming from some of the same places as the threats: New York City and Washington state. The same initiatives that are imposing envelope backstops are also imposing carbon emission or energy use limits on existing buildings. Starting in 2024 with progressively tighter requirements by 2030, building owners must report energy usage annually, and pay substantial fines (essentially a carbon tax) for exceeding limits or not reporting. This will create a large incentive to upgrade existing buildings with glazing and window replacement, and secondary glazing systems.

Yes, the battle continues, but on a different front. The threat is to business as usual, but not necessarily to glazing area for those who adapt and jump on the opportunity to promote high-performance façades and pursue existing building prospects. ■

Tom Culp is technical code consultant for the NGA and owner of Birch Point Consulting LLC.

## INSIGHTS

18. LEGAL 22. YOUR PROFITS: MANAGEMENT 24. SAFETY

## CONTRACTOR OR EMPLOYEE?

Misclassifying workers puts companies at risk of penalties, fines and even criminal charges

BY MATT JOHNSON



here is a battle in most states these days regarding how to define when an independent contractor is actually an employee. It is a battle that involves politics, legislatures and voters. And for companies misclassifying workers there are real risks of penalties, fines and even criminal charges.

Two perspectives on this battle can be seen in California and Arkansas. In 2019 each state passed legislation designed to modify their labor and employment statutes to define the classification of when independent contractors are actually employees. Each state took a different approach.

California AB 5 was enacted in



September of 2019. The legislation overruled a decision from the California Supreme Court and reinstated a flexible standard for general determinations of employee-status and then carved out specific occupations from its application. Perhaps more notably, the new legislation now allows the state itself to sue companies for misclassifying workers and requires hirers to prove that a worker is an independent contractor.

Arkansas enacted HB 1850 in March of 2019. This legislation adopts a set of criteria used by the Internal Revenue Service when evaluating alleged misclassification in connection with Social Security and Medicare taxes. These criteria establish more rigid

thresholds to be met and leave less room for interpreting the particulars of job duties. Arkansas also left the burden with the worker to prove misclassification. Over the last few years states like Florida, Indiana, Iowa and Tennessee have taken similar, but not identical, approaches to Arkansas.

The approaches to addressing labor classifications may differ, but the consequences of misclassification are serious regardless of location. When an employee has been improperly defined as an independent contractor, the hirer has avoided withholding taxes and possibly providing for required compensation. This can result in local and federal fines, penalties, and wage



## Merry Christmas!

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and taxation claims. Equally, fines related to I-9, employment eligibility and Homeland Security qualifications can arise. Intentional misclassification can even lead to criminal charges. Class action litigation for affected employees is also a real risk.

One source of the more recent battle over employment classification is "gigeconomy" workers; i.e., individuals providing on-demand labor coordinated by a singular entity such as Uber, Lyft or GrubHub. But the glass industry is not immune. We tend to see these issues arise more in connection with captive subcontractors, jumbo piece movers, and even office overhead, such as janitorial, maintenance and upkeep contractors. So, what can be done?

### Learn the standards

Education is a first step. The different approaches taken by California and Arkansas mean that location dictates

the legal standards and burdens. California's more flexible standards and requirements that an employer prove a worker is not an employee needs more documentation and support than the requirements imposed by Arkansas. Learning and understanding the rules is essential to proper risk management. Resources for this information are usually available from state labor boards.

## Mitigate the risk

Once the standards are known, take steps to address the risk. A good start might be defining those roles within a company's expertise and those where others must be brought in. This process can help identify essential work performed by others and allow a review of the arrangements by which that work is provided. Contracting for specific scopes of work and documenting the means by which it is performed can help address uncertainty regarding

both employment status and the nature of work to be done by independent contractors.

### Get involved

Finally, if necessary, advocate for change. Look at California. Companies like Uber, Lyft and GrubHub have pledged millions of dollars to take the battle over worker classification to the voters and try to repeal the legislation through voter initiatives. And while that kind of commitment might be beyond most companies, stay engaged with industry groups like the National Glass Association to stay educated and active in the issues essential to the industry.

Matt Johnson is a member of The Gary Law Group, prgarylaw.com, a Portlandbased firm specializing in legal and risk issues facing manufacturers of glazing products. He can be reached at matt@ prgarylaw.com.







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AN EXIT. IF AN OWNER CAN'T
REPLACE THEMSELVES,
THEY WILL BE STUCK IN THE
BUSINESS WITHOUT A BUYER.

"

## MANAGEMENT

## THREE ELEPHANTS IN THE ROOM DURING AN OWNER'S EXIT

BY KEVIN KENNEDY



here are no guarantees in owning a business except for one: the owner will eventually exit their business, voluntarily or involuntarily. That is why planning for the owner and the business is critical.

This article presents three key considerations for owners as they plan for their exit. I call them the Three Elephants in the Room: taxes, succession and planning for what's next.

## Taxes

There are three parties involved in the sale of a business: the buyer, the seller and Uncle Sam. The effective tax rate in the sale of a business could range from o percent to over 60 percent, including corporate and personal federal and state taxes. That could mean the government would get more than the owner in the transaction.

Exit planning helps owners understand the various taxes associated with each type of transfer and make sound financial decisions to reduce their financial risk.

Tax treatments that are common in exits:

- Tax deferral.
- Capital gains (from o-to-23.8 percent plus the state burden).
- Ordinary income tax treatment without payroll taxes (from o-to-37 percent plus state taxes).
- Ordinary income tax treatment with payroll taxes (from o-to-37 percent plus Social Security and Medicare taxes of 15.3 percent).
- Tax on pass-through corporate income. The tax rate for business income will be 29.6 percent versus the highest individual income tax rate of 37 percent.
- Tax on C Corp income (21 percent). There are tax savings strategies and tools that owners can employ during their exit. This is particularly the case when it comes to internal sales—sales to family or managers.

### Succession

Succession replaces the owner by moving chosen performers into a championship team, then into leadership, and

establishes a process to replace the owner. This requires time, training and stretching of the team members.

Successful succession is a critical aspect of an exit. If an owner can't replace themselves, they will be stuck in the business without a buyer.

To succeed, both the company and the owner must be ready for the transition. It is critical that the management team and future CEO are ready to move into their new roles, so the present owner can, over time, relinquish the day-to-day management, leadership and strategic role in the business.

A flexible plan may take several months to write and several years to execute. Depending on the readiness of a company's management and the type of exit and current payout, a succession plan may last from three to 10 years.

On the other hand, if the business is systematized and has strong financials with mature management in place and the owner can take a four-week vacation, then the company could be sale ready in less than two years.

### What's next for the owner?

In addition to preparing the business for an exit, the owner must prepare themselves. They must be able to answer the question: what do I do next?

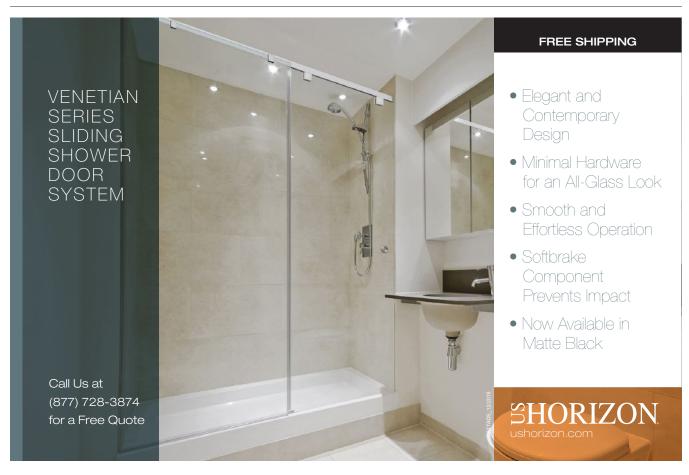
This process can be more challenging than anticipated. Exiting a business will have an emotional effect on a business owner. An owner who has been associated with their business for 20, 30 or even 40 or more years will undoubtedly have an emotional response when preparing for their exit.

The business is not just what an owner does; it becomes who they are. Owners have deep ties to their teammates, families, suppliers and the community.

The owner must begin letting go emotionally and managerially during the exit and succession process. Spending less time in the office will allow the team to stretch and grow. This time away will allow the owner to travel and develop or continue other interests which will occupy their time in retirement.

Each exit is different and based on the owner's short and long-term goals. Some owners want to stay attached with the business as a consultant or as chairman of the board. Others prefer separation. The key is to have a strategy to meet the desired outcome.

Kevin Kennedy is founder and CEO of Beacon Exit Planning LLC (America's Exit Planner), beaconexitplanning.com. He is co-author of the Amazon No. 1 Best Seller "The Contractor's 60 Minute Exit Plan," and collaborated with the National Glass Association on the 2019 Gold Stevie Award book "An Owner's Guide to Exit & Succession Planning." Kennedy can be reached at kjkennedy@beaconexitplanning.com.





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## TIPS FOR GLASS HANDLING SAFETY

BY STEVEN SAFFELL



he consequences for mishandling glass can include punctures, crush and strain injuries, severe cuts, amputations and even death. Observing proper glass handling techniques is a major aspect of safety in any workplace where large volumes of glass are handled daily—from glass fabrication facilities to fenestration manufacturing plants.

Safe glass handling took center stage during a recent presentation of the Manufacturing Safety Forum for the American Architectural Manufacturers Association, aamanet.org. Mike Troutman, director of safety and environmental excellence for MI Windows and Doors, miwindows.com, and chair of the Insulating Glass Manufacturers Alliance, igmaonline.org, Do's and Don'ts of Safety Technical Manual Task Group, offered a 16-point "Safe Practices for Glass Handling" checklist.

- 1. CARRY GLASS to your side with two hands.
- 2. **NEVER CARRY** glass under your arm or above your head.
- 3. ALWAYS USE two team members to move large sheets of glass.

## SAFETY RESOURCES

Visit GlassMagazine.com/ December2019 for links to these and other safety resources

### MvGlassClass.com

MyGlassClass.com from the National Glass Association, glass.org, offers online safety courses that cover topics ranging from safe glass handling to aerial lifts, to fall protection, to personal protect equipment.

## **Employee Safety Guide**

The "Employee Safety Guide: Creating a safer glass and glazing industry" from the NGA offers information on topics from safe operation of tools to general first aid, to general glass handling guidelines and more.

- **4. USE PROPER** hand and body position such that you are not in the "line of fire" in the event of breakage.
- **5. REPLACE** worn safety equipment prior to performing the job.
- **6. DO NOT** stand or walk on broken glass.
- 7. **NEVER** break glass into smaller pieces with your foot or hand.
- **8. DO NOT** hold on to broken glass or try to stop falling glass; move out of the way to a safe location.
- **9. DO NOT** reach or catch glass by the corner of the lite.
- ALWAYS be aware of your surroundings and other team members.
- INSPECT containers and glass before unpacking, which is essential to reducing potential hazards.
- **12. ENSURE** that no team members are in the area of glass movement.
- 13. DO NOT stand on racks.
- **14. ENSURE** that glass is strapped to the rack before moving it.

GOBSERVING PROPER GLASS
HANDLING TECHNIQUES IS A
MAJOR ASPECT OF SAFETY
IN ANY WORKPLACE WHERE
LARGE VOLUMES OF GLASS
ARE HANDLED DAILY.

- **15. OBSERVE** strapping for wear and replace if necessary.
- 16. BE AWARE of forklift truck traffic and never stand in front of any container or rack of glass when it is being moved or being set down. Verify that the rack is secure.

During the presentation, Troutman also pointed out safe handling of vertical

glass sheet storage racks, or I-racks. At MI Windows and Doors, a written procedure covers proper handling of the racks, use of personal protective equipment, proper loading/unloading of glass, and handling of damaged glass and scraps.

In addition to these recommendations, OSHA has noted the relatively common incidence of a lack of hearing protection in areas where glass is cut, as well as inadequate use of protection to preclude inhalation of silica dust in edge deletion and glass cutting operations.

Troutman is currently developing a comprehensive safety manual on glass handling throughout the glass and fenestration industry, due for release in 2020.

Steven Saffell is technical director for the American Architectural Manufacturers Association, aamanet.org. He can be reached at ssaffell@aamanet.org.



# INSIGHTS ON HIRING

## LOW LABOR PARTICIPATION RATE REQUIRES EMPLOYERS TO GET CREATIVE

## By Bethany Stough

ince Glass Magazine began covering the post-Recession labor shortage in 2014, a similar theme has been clear throughout: the process of recruiting and retaining employees is constant and ever-changing. Every aspect of the process—from recruitment tactics to branding to labor pools to internal procedures—must adapt to new types of hires and new challenges.

The labor shortage isn't going away and some metrics indicate it's getting worse. According to a study from The Manufacturing Institute and Deloitte, 2 million manufacturing jobs are expected to go unfilled between now and 2025. The national unemployment rate is a mere 3.7 percent; however, a low participation rate of 62.9 percent is more telling of the severity of the shortage.

The rate means that "millions of people are sitting on the sidelines or are of working age but have not yet entered the labor force," said John Manzella, speaker, author and nationally syndicated columnist on global business and the latest economic trends, during a webinar hosted by AAMA, aamanet.org. "The unemployment rate is low, but take the people on the sidelines and that percentage is significantly higher."

Without a major mindset shift—from inside, looking at new hire pools, and outside, looking at a job in the trades—success in finding and keeping labor is questionable. To help glass and glazing professionals in this tricky conundrum, we've compiled a comprehensive look at coverage from our Workforce Development series to provide a guide to navigating the current labor market.

## RESOURCES

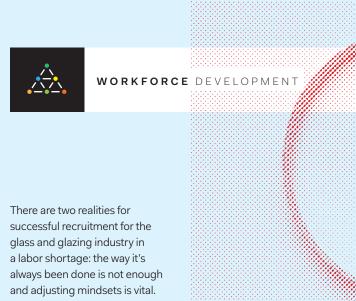
Consider getting involved with these local trade organizations and building associations.

- National Glass Association, glass.org, Installing Committee Recruiting Resources Task Group
- MikeRoweWorks Foundation
- Manufacturing Day
- Dream It. Do It.

Find labor market statistics and the following tips and tools online at GlassMagazine.com/December2019.

- The full Workforce Development series
- Downloadable resources for hiring, improving culture and retaining employees
- The full-length AAMA webinar
- Resources from the NGA

The NGA has several initiatives underway that focus on recruiting, educating and training new employees. These include the NGA Installing Committee Recruitment Resources task group; the online training platform, MyGlassClass.com; and the newly launched Friese Foundation partnership, through which individuals interested in training will have access to scholarships and discounted rates via MyGlassClass.com. For more information on these initiatives, read the January/February issue of Glass Magazine and visit glass.org.



The new way of recruiting requires employers to consider new labor pools.

## RECRUITMENT

## SIX LABOR POOLS TO CONSIDER

## 01 // VETERANS

"Veterans have a commitment to mission, they know how to work with a team and they understand how to be trained. These are all soft skills that every company needs in their workers." —Carolyn Lee, executive director, The Manufacturing Institute, themanufacturinginstitute.org

## **02 // WOMEN**

"Today, women still represent less than 30 percent of manufacturing employees, although they comprise 47.5 percent of the total workforce. But change is in the wind again due to a new sense of urgency to involve women in manufacturing, this time at the foundations of workplace culture. ... some two million manufacturing jobs may go begging over the next decade. Yet, at least one critical element that can aid in closing the gap remains largely untapped: women."—Janice Yglesias, executive director, AAMA, aamanet.org

## 03 // ALTERNATE SKILLS

"Go outside the box. Find skills that can convert, and train for the rest. Find someone who's detail oriented for quality assurance. Find a car detailer for the paint line. Correlate other training into this industry." -Jeanne Clary, human resources manager, EFI. efi-us.com

## **04** // LEGAL IMMIGRANTS AND **REFUGEES**

"We attract the world's best and brightest and then send them home to compete against us. That's a failure of our immigration policy. If you can't find laborers, you need immigrants. Negative feelings about immigrants and immigration are working against what U.S. businesses need." -John Manzella, speaker, author and nationally syndicated columnist

## 05 // SECOND-CHANCE HIRES

Second-chance programs rehabilitate former inmates for a life in society, including training for job skills.

"Look for strategic partnerships in your community. We would not be successful if others hadn't [vouched for] these guys. Dig in and find programs; there are resources to help vet people, and you'll be surprised with the type of people you'll find."—Courtney Little, president and general counsel, Ace Glass Inc., aceglass.com

### 06 // RETIREES AND THE ELDERLY

"People are living longer; consider hiring older workers. They offer similar productivity levels and, in some cases, provide higher quality."—John Manzella

## PERCEPTION

Beyond changing an internal mindset to consider new recruitment avenues, the industry must work to adjust public assumptions early on, getting in front of young people and redefining what it means to work in the trades.

"We need to get people excited about glass," said Keith Boswell, technical partner, Skidmore, Owings & Merrill LLP, som.com, during the State of the Industry panel at 2019 BEC.

The panelists discussed the technical growth in the glass industry, noting that the glass industry, along with the rest of the design and construction industry, has become more sophisticated. Automation and computerization have begun to permeate all levels of the supply chain, and product innovations continue to advance and impress.

"The industry has so much to offer; we just need to work on the message and its delivery," said Boswell.



## SIX WAYS TO CONNECT AND CHALLENGE PERCEPTION

## 01 // CONTACT LOCAL HIGH SCHOOLS. GET CONNECTED WITH GUIDANCE DEPARTMENTS.

"Introduce young people to manufacturing. Talk to them about how we work and what we produce; have them get to know us and our culture." —Kim Moore, managing director of human resources, Quanex Building Products, quanex.com

## 02 // USE DIGITAL PLATFORMS TO BROADCAST THE BENEFITS OF INDUSTRY JOBS.

"The candidate population is so much more connected with ... the social aspect of looking for an employer. We're working to formulate branding of who we are, what we do. Someone looking for a job doesn't think about unitized, but talking about product integrity on social media is brand awareness. It makes people aware of our products and

projects and what we do." —Patrys Wiid, vice president of organizational excellence, YKK AP America, ykkap.com

## 03 // PARTNER WITH COMMUNITY ORGANIZATIONS.

"Collaborate with [local chambers of commerce] to inspire the next generation workforce to consider the many career options the industry offers." —Filip Geeraert, CEO, Deceuninck North America, deceuninckna.com

## 04 // PARTNER WITH A TECHNICAL COLLEGE.

"Reach out to vocational schools beyond high school. There are degree programs in manufacturing technology; these are a great segue to this industry. Reach out to them directly for recruiting help." —Cindy Caplice, hiring manager, Sigco Inc., sigcoinc.com

## 05 // WORK WITH SCHOOLS TO SET UP FACILITY AND JOBSITE TOURS.

"The view of manufacturing is that it's hard, dirty work. We hear stories from students who tour. It's key to get them inside our plant: they see happy workers, equipment to do heavy lifting, technological advances. They are then more comfortable at career age because they have met us and seen our plant."—Jane Kessel, human resources director, Linetec, linetec.com

## 06 // CONNECT WITH YOUR INDUSTRY ASSOCIATION.

"There is no one path to success in the glass industry; there are many. People just don't know about them. We need to show [job seekers] a career path that can be both personally and financially rewarding."—Jenni Chase, director of content, education & training, NGA, glass.org



## RETENTION

As the labor shortage continues, so does the struggle to keep top-quality employees. Ensuring people know their value could be a key element in alleviating some of the pressure. Actions from top management down to the manufacturing line effect positive change within a company's culture. Making investments in people pays dividends to a company's bottom line, impacting employee recruitment, retention and overall success.



## THREE TIPS ON RETAINING EMPLOYEES

## 01 // PERFORM THOROUGH ONBOARDING.

"Both candidates and employers ... never really get to know each other until after employment starts. For this reason, we have placed significant emphasis on onboarding, during which time we try to cover basic needs but also company philosophies and core values. Thereafter employees may receive specialized, onthe-job training based on needs of the role and the individual."—Oliver Stepe, president, YKK AP America, ykkap.com

## 02 // TRAIN WELL.

"If you can show people that glazing is not just a job, but a career, your company will be more appealing to them. A training program can help with that, outlining how they can learn new skills and grow within the company."—Stephanie Ellis, associate director of education & training, NGA, glass.org

## 03 // CREATE A GREAT CULTURE. ◆

Ninety-five percent of job candidates believe culture is more important than compensation, according to research from Johns Hopkins University, making it essential to recruiting and retaining talent.

## HOW TO BUILD COMPANY CULTURE

Companies can build a great company culture by understanding employee needs and making them feel valued. Here are a few ways sources from our Workforce Development series suggest industry companies step up their culture game.

- Offer more generous daycare options.
- Offer more flexibility

   (i.e. give employees a chance for input on work schedule, or consider work- from-home schedules).
- Improve benefits
   packages, especially
   health care benefits.
   Sometimes this has
   proven more important
   than increased wages,
   says Manzella.
- Understand generational differences, especially those of millennials, and accommodate them better.

## APPEALING TO THE NEXT GENERATION

By 2025, millennials will make up 75 percent of the workforce, according to research conducted by the Pew Research Center. Our Workforce Development series experts share the following assets this next generation of the workforce values.

- Appreciation for work done
- · Feeling "in" on things
- Sympathetic help with personal problems
- Job security
- Good wages
- Interesting work
- Promotion/growth opportunities
- Personal loyalty to workers
- Good working conditions
- Tactful discipline
- Incentives with tangible short-term benefits
- Find more online at GlassMagazine.com/
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INDUSTRY
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In its fourth year, Glass Magazine's Reader Photo Contest is highlighting exceptional glass in the interior. Editors asked for submissions showcasing innovative interior glass applications, from staircases to glass partitions. The Photo Contest is intended to celebrate what's possible with interior glass and to recognize the complexity and aesthetic value of these industry products, which are part of a still-booming market for interior glass. The array of submissions, and the striking nature of the three finalists, speaks to the wide range of glass solutions for interiors. Architects and designers continue to look to glass to do more on the interior—maximizing daylighting, adding transparency while addressing privacy concerns, presenting custom and complicated designs, and more. The finalists and winners were selected through internal review, as well as a public voting process. Photos were judged on content, composition and their ability to highlight what's possible with interior glass.

# HONORABLE MENTIONS

Young adult readers can enjoy the new Teen Room at the newly renovated Lions Park Library in Costa Mesa, California, enclosed by custom graphic glass installed by Giroux Glass, girouxglass.com. The room's mosaic walls are %-inch custom graphic, D2G Mosaic, tempered, laminated and lowiron glass, fabricated by Pulp Studio, pulpstudio.com. "This photo very much shows the graphic appeal of glass and what can be accomplished with it design-wise," says Melissa Fischer, instructional designer & LMS administrator, National Glass Association, glass.org. "It isn't difficult to discern the reason why we are looking at this photo: because of the beautiful glass walls."

The chic Sequoia Restaurant, located in upscale Georgetown in Washington, D.C., features understated glass railings from GGI, generalglass.com. "This image ... demonstrates the capabilities of digitally-printed glass fades," says Marianna Villate, marketing manager, GGI, generalglass.com. "The beautiful white fade provides privacy without obstructing the stunning views of the river and while fitting in with the restaurant's modern aesthetic." GGI fabricated %-inch low-iron laminated glass with 0.060 SGP interlayer and digitally printed white fade design. Design Glazing Concepts, dgconcepts.net, was the glazing contractor. "Simple, smart and classy," says Max Perilstein, staff judge. "The fade on the glass is perfect to achieve what everyone wants in this case—privacy but without losing natural light or the view."



## PRODUCTS



## **GLASS SOLUTIONS**

Privacy, security, daylighting and more by CATELYN HERMAN



The demand for natural daylight in the spaces where people live and

work is on the rise. Natural daylight has proven to boost productivity, improve mood and enhance well-being, making it critical in workplaces, schools and health care facilities. Meanwhile, design trends have shifted from private and enclosed rooms, toward collaborative spaces that fuel discussion and transparency. Glass makes both possible.

As a result, commercial designers and builders have sought ways to incorporate glass solutions that invite more light and fluidity into spaces. However, while glass

allows for more attractive environments, the solutions available have not always been versatile enough to provide privacy and security. Recent innovations, however, have made glass more secure and attractive than ever, enabling it to be used without jeopardizing operability or customization.

These three trends are at the forefront of glass solutions:

## 1. Bigger sizes and advanced technologies

The structural flexibility of glass used to be a limitation in commercial installations. Yet today, as architects look to create open offices with high ceilings, tall glass doors are perfect for establishing separate rooms within a larger space without sacrificing a collaborative, bright feeling. And, as a result of breakthroughs in glass manufacturing technology, suppliers have found how to work with the consistency and weight of glass, making it feasible for use with larger openings and even those with significant height. Today. there is a growing range of products to support even the most ambitious of glass projects—from panic devices that enable greater safety without disrupting the aesthetic appeal of a glass door, to pivots and door closers that are durable enough to support heavy duty glass.

### 2. Customization

Traditionally, glass has been a one-sizefits-all option, with standard transparency and sterile, industrial hardware. Now, with shading and frosted glass, opportunities to modify glass design are more sophisticated than ever. Designers looking to create private spaces can instantly employ glass that fades from translucent to opaque. Beyond privacy, glass solutions that incorporate color can be of particular value in offices. schools and other commercial buildings that want to enhance corporate or school identity. Companies or schools can apply signature colors to every element of a glass solution—from the handles and door pulls to the glass itself.

## 3. Security

Glass is inherently a security tool, as visitors can be seen through doors and walls. Yet access control is still necessary to secure these openings, while allowing ease of use for authorized personnel. Today, electronic access control solutions have evolved to fit onto standing glass doors to maintain aesthetics while seamlessly integrating with existing security software.



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PlumbLine 4400 (left) on display at GlassBuild America 2019.





#### SHOWCASE

## GLASS HANDLING AND TRANSPORTATION





#### Lifting

#### 01. Inline manipulator

A powered inline manipulator, Ergo Robotic Solutions' PlumbLine 4400 handles glass up to 4,400 pounds and can bring glass to plumb or beyond. Wireless remote controls provide control for four distinct manipulation functions, as well as a redundant vacuum system. In addition to bringing glass to plumb, the manipulator can articulate glass from flat to vertical. The complete system is compact, modular and easy to transport, says the company. 518/409-8810 | ERGOROBOTIC.COM

#### 02. Extendable lifter

Eurotech Vertriebs GmbH, represented in North
America by ETK International, released its eT-Hover-univac, a modularly extendable vacuum lifting system. The product is designed as an attachment for crane and lifting equipment in accordance with the DIN EN 13155 standard. It is suitable for lifting and moving largesurface loads. 704/438-6111 | ETKINTERNATIONAL.COM

#### 03. Handling lifter

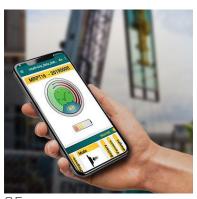
Nemo Power Tools' Nemo Grabo is a glass lifter designed for glass installers. Grabo can be used to lift loads up to 375 pounds, and the product's vacuum-assisted lifting technology transforms the way heavy lifting and cumbersome moving and installation tasks are performed, say officials. Users can handle patterned glass and diamond pattern steel, as well as other surfaces.

415/846-6213 | NEMOGRABO.COM

#### 04. Hydraulic speed dial

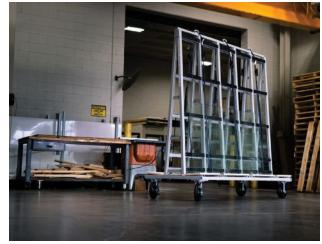
Quattrolifts added a variable hydraulic speed dial to its Vector 880. Vector 880 Off Road and Vector 1800 Off Road glazing robots, alleviating glazier concerns about jerky movement when micro movement is required, say company officials. Using the dial, glaziers can manipulate glass lites and windows weighing upwards of 1,800 pounds with micrometer precision, mitigating a large fear of damaging expensive glass while also improving safety. 301/748-7127 | QUATTROLIFTS.COM











08

07

#### 05. Monitoring app

Wood's Powr-Grip advanced its Intelli-Grip Technology with the introduction of a monitoring app for Android-powered devices. The app puts the same information as what is on the vacuum lifter gauges, but at a user's fingertips, offering better access and greater detail. Lifter information can now be viewed from greater distances by multiple people on the jobsite. For safety reasons, the app is only for monitoring and cannot control the lifter. 800/548-7341| WPG.COM

### Moving and storing

#### 06. All-terrain mover

Saw Trax's Panel Express is a self-adjusting all-terrain panel, sheet and slab cart that can navigate over obstacles both inside and outside a user's facility, according to the company. The cart has a 26-inch wheelbase and a low carry height, making it ideal for back door entries, says the company. Other features include locking casters, flatfree 12 1/4-inch tires, and the capacity to make low-profile maneuvers in small spaces. 770/974-0021 | SAWTRAX.COM

#### 07. Low-E harp rack

Glassroll Fabrication's harp rack for low-emissivity glass measures 72 inches deep, 55 inches wide and 53 inches high on the back side. The rack contains 50 slots, all %-inch, numbered one to 50. The base of the rack is covered with slotted high-density polyethylene resin. Other features include two swivel casters, two rigid casters and a floor lock. 888/651-0001 | GLASSROLLFAB.COM

#### 08. Glass carts

Groves Inc. glass carts are designed especially for the glass and mirror industry. They come in four different sizes and have capacity ranging from 4,000 to 8,000 pounds, depending on a shop's transportation and storage needs. All the carts feature steel frames equipped with plywood bases, ratchet straps for security and a heavy-duty powder coated finish. 800/991-2120 | GROVESGLASSANDSTONE.COM







#### Moving and storing (cont'd)

#### 01. Racking system

01

Users of the Integrated **Automation Systems** AutoRack1 can rack and un-rack from horizontal and vertical lines anywhere in the operation. On horizontal lines, the AutoRack1 indexer can be extended after racking so units can be cooled, gas-filled and closed, achieving onepiece flow. AutoRack1 reduces handling damage, thanks to a rack design that makes it nearly impossible to scratch glass in combination with the company's automated process that consistently and gently racks and un-racks glass. 330/954-3070 | OPTIGAS.COM

#### **Transporting**

#### 02. Flatbed A-frame

Bromer introduced its aluminum A-frame rack for a flatbed trailer. The product is lightweight and equipped with poles with a glass locking system, including four ratchet binders to assist the poles and D-rings on each end for binder. As with Bromer's other products, the product is customizable to meet the needs of the customer.

#### 03. Cargo harp rack

MyGlassTruck.com introduced a new harp glass rack for transporting as many as 12 sheets or lites of glass in the cargo bay of all popular full-size vans. The rack has a capacity to hold sizes up to 96 inches by 48 inches. For glass protection and easy loading, each of the rack's eight 5/16-inch wide and four 3/4-inch wide glass storage sections has a grooved floor channel, and glass is separated by padded rods. A hinged front latch keeps glass in place. The product enables customers to store and transport different-sized sheets of glass to jobsites. 844/364-4022 | MYGLASSTRUCK.COM

#### Glass trucks (not pictured)

F. Barkow introduces the model P212-S on a 2020 Hino 155 chassis cab. The Hino includes a 14,500 gross vehicle weight rating and an approximate 7,000-pound payload capacity. A fourcylinder turbo-charged diesel engine and six-speed automatic transmission paired with the Barkow 12-foot stainless steel body offer many years of efficient and safe glass transportation, say company officials. The cantilevered metal carrier allows for the transportation of stock lengths. This truck is in stock and available for immediate delivery. 800/558-5580 | BARKOW.COM



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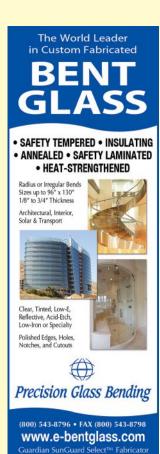
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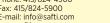
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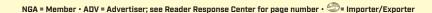
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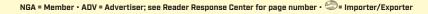
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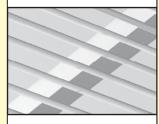
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Companies from all parts of the glass and glazing industry have implemented innovative, out-of-the-box ideas to improve business from the ground up. Here's an Idea showcases these sometimes small behind-the-scenes ideas that can make a big impact on a company's bottom line. If you have an idea that you would like to share, contact Norah Dick, ndick@glass.org.

## LINETEC FOCUSES ON SUSTAINABILITY

oing green is becoming mainstream, and companies are finding many ways of embracing sustainability, from the manufacturing process to the finished product. Linetec, linetec. com, is one company that has made sustainability a cornerstone of its methods and business practices. "One of Linetec's core values is environmental responsibility, so engineering, maintenance and operations teams are regularly seeking out new technologies and processes that reduce our environmental footprint and/or save money," says Rick Marshall, Linetec's president.

#### **Green options**

As Marshall's statement would suggest, the company's policy of sustainability has led to a variety of changes. The company's efforts include some of the following:

 Replacing all fluorescent and incandescent lights with energyefficient LED lights, resulting in an estimated energy savings of \$55,000 per year, according to the company.



Linetec uses its regenerative thermal oxidizer, pictured, to destroy volatile organic compounds. VOCs are created in the painting process; the company captures all VOCs, and destroys 99.4 percent in the regenerative thermal oxidizer, according to the company.

- Giving the company's solid waste created from the anodize process to the local landfill to use as daily cover. Cover is applied each day to manage the odor, blown litter, dust and potential for disease present in a landfill, say company officials.
- Creating a paint solvent management and recycling program with one of Linetec's suppliers. The supplier cleans the used solvent, resulting in 190.6 tons of recycled solvent.

#### Notable results

Marshall says the company's green efforts have been successful across several vectors, inside and outside the company. One effect has been increased efficiency, including lower energy consumption, greater yields out of the same input, and reduced waste streams, he says.

The company's efforts have also benefited outward-facing relationships with utility suppliers, as well as with customers. "Some of these efforts have ... directly helped our customer relationships, such as when we jointly develop re-usable

shipping containers to avoid the traditional packaging material waste," he says.

#### Going green

When asked to give advice about implementing green practices, Marshall emphasizes the variety of ways to go green. "The number of opportunities out there is immense—it's a matter of focus and using the resources that are out there," he says. Here are some of Marshall's tips to get started:

- Solicit input from utility providers and ask about utility rebates for every project idea.
- Use the expertise of suppliers and equipment manufacturers to suggest ideas or best practices.
- When reviewing financial justification and payback, recognize that these types of projects typically have very firm, reliable savings estimates. "A project that involves labor savings or additional sales often has uncertainty and risk around it," says Marshall. "A three-year payback that is certain should get the nod over a three-year payback with uncertainty."



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