



## Dealing with the Current Steel Reality II



By Tom Valvo, President

In the spring of 2002, I wrote to Steel Notes readers concerning "Dealing with the Current Steel Reality." At that time, I noted:

"...U.S. steel makers have seized upon the current steel shortage to dramatically increase prices.

Depending on the type and grade of product, market prices are 20 to 40% higher than January of this year. Supply contracts are being cancelled and many steel consuming industries are struggling to procure sufficient material to meet demand. The loser, as is typically the case when trade is restrained, will be the consumer, as much higher steel prices will eventually make their way into finished products."

Little did I know that just two years later, we would be facing a steel crisis that makes the market imbalances created by the Section 201 tariffs in 2002 look like a walk in the park.

Since December 2003, prices for steel and steel-related products are up a mind-numbing 75% to 300%, depending on the type and quality of product. Availability has become such a problem that producing mills are now allocating steel based upon their customers' historical purchasing trends. To say that the current steel reality is a "crisis" would be a huge understatement.

How did we arrive at this critical juncture for steel consuming companies like Aegis Metal Framing

and our light gauge steel truss fabricator customers? As I wrote two years ago, a bit of history is useful to better understand the current state of affairs.

In March 2002 the Bush Administration imposed tariffs of up to 30% on a variety of imported steel products from numerous nations. Ostensibly, these tariffs were intended to punish nations that were subsidizing their steel industries and provide the U.S. steel industry with "breathing room" to improve their balance sheets and modernize their facilities.

The imposition of these "Section 201" tariffs caused foreign steel producers to limit their product shipments to the



United States, thus creating an imbalance of domestic supply and demand, and hence higher prices. During this time frame, a series of plant closures and consolidations in the U.S. steel industry caused even further tightening in supply, further diminishing steel

availability. As we all learned in Economics 101, when supply is reduced, and demand remains constant, prices will rise. The shift downward in the steel supply curve thus drove prices up substantially.

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### Special points of interest:

- *Current Steel Issues*
- *Temptations of Successful Organizations*
- *New Aegis Website*
- *Reduced Lateral Bracing*
- *Maximize Production*
- *Project Profile: Deluxe Education*



# Good or Great?

## Six Temptations of Successful Organizations



By Roy Zeh,  
Regional Manager-East

The enemy of great is good. It seems that the primary reason so few organizations ever become great is they get to good and stop. Think about your organization and yourself and see if these points may apply. If so, consider change.

As we begin to enjoy success, do we stop growing, learning, risking and changing? Do we use our track record as evidence we've arrived? Are we still

approaching business with that entrepreneurial vigor? Many years ago, an article in the Harvard Business Review struck a chord with me. As you read the following, assess where your business and attitudes are today.

### Harvard Business Review

THE WEBSITE OF HARVARD BUSINESS SCHOOL PUBLISHING

#### An excerpt from Harvard Business Review, Sep/Oct, 1999:

*It's a fact. In many industries, newcomers are creating much of the new wealth. In industry after industry, unorthodox startups are challenging complacent incumbents.*

Stewardship verses entrepreneurship: that's the fundamental distinction between the mediocre mass and the revolutionary wealth creators. Stewards polish grandma's silver – they buff up the assets and capabilities they inherit from entrepreneurs long retired or long dead. Devoid of passion and imagination, they spend their time trying to unlock wealth by hammering down costs, outsourcing inefficient processes, buying back shares, selling off bad businesses, and spinning out good ones. But in today's economy, investors don't want stewards. They want entrepreneurial heroes – innovators who are obsessed with creating wealth. Stewards conserve. Entrepreneurs create.

***“Stewardship verses entrepreneurship: that's the fundamental distinction between the mediocre mass and the revolutionary wealth creators.”***

*If you want your company to join the pantheon of wealth-creating superstars, you have to shift the balance of efforts from stewardship to entrepreneurship in your organization. There's nothing wrong with stewardship-someone has to*

*safeguard all of those brands, skills, assets, and customers that underpin today's success. But in a world where strategy life cycles are increasingly measured in months, not decades, even the most skilled stewardship won't enable you to capture tomorrow's riches. It may not even enable you to survive.*

Face it: Out there in some garage, an entrepreneur is forging a bullet with your company's name on it. Once that bullet leaves the barrel, you won't be able to dodge it. You've got one option; you have to shoot first. You have to out-innovate the innovators, out-entrepreneur the entrepreneurs.

These next six stumbling blocks prevent us from making the leap from good to great. According to Dave Anderson's upcoming book: *Up Your Business: 7 steps to Fix, Build or Stretch Your Organization*, these are the six most common and devastating temptations of successful organizations. The key to overcoming them is awareness. The more aware we are of these traps, the more likely we are to recognize them and take action to overcome them.

#### **TEMPTATION ONE: THE LEADERS OF SUCCESSFUL ORGANIZATIONS STOP WORKING ON THEMSELVES.**

Why? The leaders of successful organizations sometimes think they've got it all figured out. They continue to work hard at their jobs but stop working on themselves. They may use their experience and success as a reason never to read another book or attend another course in their field.

#### **REMEDY:**

Continue to work on yourself as hard as you do your job. Commit to a personal growth plan where you deliberately upgrade your skills.

#### **TEMPTATION TWO: THE LEADERS OF SUCCESSFUL ORGANIZATIONS STOP THINKING BIG.**

Why? When some organizations get on a roll, some leaders get spooked and begin to play it safe. They stop playing to win and instead play not to lose. They loose their hunger and spend more time maintaining than stretching.

**REMEDY:**

Never break your momentum by resting, reflecting or celebrating too long, because momentum is much easier to steer than to start. Continue to think big and do the following:

- When your doing well, visit or research companies who are doing better than you.
- Stir up an inspirational dissatisfaction. This does not mean you're never satisfied. It's not a license to beat up your people or yourself. It is a creative awareness that you can do better.
- Develop a daily dose of paranoia. The best leaders are always aware there is someone out to get them. They are aware that "Out there in some garage, an entrepreneur is forging a bullet with your company's name on it. Once that bullet leaves the barrel, you won't be able to dodge it". This will keep you in an attack mode and prevent you from sinking into a rut.
- Continue to set goals and stretch your team. If you can reach your goals with a business as usual approach, your goals are too small.

**TEMPTATION THREE:** THE LEADERS OF SUCCESSFUL ORGANIZATIONS STOP LEADING FROM THE FRONT.

Why? As our businesses steamroll along, we can begin to feel that everything is tidy and under control. Leaders might hit the remote control and leave the trenches for their office.

Remedy: Stay engaged in the trenches of your business by doing the following:

- Attend meetings were your presence will make a positive difference.
- Take time to connect and build relationships with your people.
- Communicate vision and values consistently.
- Conduct one-on-one coaching sessions with your high potentials.

**TEMPTATION FOUR:** THE LEADERS OF SUCCESSFUL ORGANIZATIONS STOP DEVELOPING OTHERS.

Why? Successful leaders sometimes look at their results, stare in the mirror, pound their chest and convince themselves it's all because of them. Unfortunately, they can adopt a lone ranger mindset towards leadership.

**REMEDY:**

Commit to building your team by consistent training and coaching of all employees. Push power and decision-making down so you make your people less dependent on you. By developing leaders at all levels you broaden your capacity and build a bench competence that multiplies your own leadership and effectiveness.

**TEMPTATION FIVE:** THE LEADERS OF SUCCESSFUL ORGANIZATIONS STOP HOLDING OTHERS ACCOUNTABLE.

Why? With results satisfactory and no immediate crisis, why should we rock the boat by getting in people's face and applying pressure to perform?

**REMEDY:**

- Raise or redefine clear performance expectations so people feel a positive pressure to perform.
- Reward above-average performance loudly, tangibly and publicly, at the same time you establish consequences for those failing to get results.
- Proactively recruit to build a pipeline of talent reducing your chances of being held hostage by under-performers.

**TEMPTATION SIX:** THE LEADERS OF SUCCESSFUL ORGANIZATIONS BEGIN TO ABANDON THE BASICS.

Why? Since the natural tendency when things are going well is to let up, people start getting away from the disciplines and decisions that made them successful.

**REMEDY:**

- Sweat the small stuff. Contrary to prevailing pundit wisdom, Dave Anderson, in this book, suggests that leaders should sweat the basics, the other five temptations, and the tendency to let up and abandon vital disciplines, just because there is no visual crisis.

Without an awareness of these six temptations, starting at the top of your business, your organization will never make the leap from good to great. The effort you expend in overcoming these temptations of successful organizations is worth the price. As General Patton said, "Never yield ground. It is always cheaper to hold on to what you have, than to retake it once it is lost."

As we develop the light gauge steel fabrication business together, it is important that we remind each other of the fundamental practices that have created our organizations success and will assure we maintain it. Remember, Out there in some garage, an entrepreneur is forging a bullet with your company's name on it. Once that bullet leaves the barrel, you won't be able to dodge it. You've got one option; you have to shoot first. You have to out-innovate the innovators, out-entrepreneur the entrepreneurs. While, avoiding the six temptations of successful organizations.

*Portions of this article were taken from Dave Anderson's upcoming book: Up Your Business: 7 Steps to Fix, Build and Stretch Your Organization (John Wiley & Sons) and an article by Gary Hamel in the Harvard Business Review Sep/Oct, 1999.*

# Dealing with the Current Steel Reality II (cont.)

(Continued from page 1)

Fast forward to December 4, 2003. The Bush Administration, bowing to pressure from the European Union, removed the Section 201 tariffs, more than a year ahead of their scheduled expiration. At the time, U.S. steel producers decried the move, claiming that eliminating Section 201 would be injurious to their restructuring efforts. As one leading steel executive stated:

"This decision will only make it harder to deal with the underlying problems distorting the global steel market... Without the discipline of these tariffs in the U.S. market, it will be much more difficult to get our trading partners to seriously address the subsidies and other unfair practices that have plagued the global industry for decades and that have led to hundreds of millions of tons of excess capacity"

Common sense argued that eliminating the tariffs would open the doors to increased foreign shipments to the U.S., and a corresponding decline in prices.

However, a funny thing happened on the way to impending trouble for U. S. steel producers.

Beginning in late December 2003, prices for all steel products began rising, not falling! In fact, the scale and rapidity with which prices rose (and continue to rise) was breathtaking, and unparalleled in the history to the U.S. steel industry. Domestic steel suppliers began strictly controlling their order book and canceling supply agreements. Base price increases of 50 to 200% were instituted. In addition, a novel new concept called the "raw materials surcharge" was implemented by large mini-mill producers (steel mills that use scrap steel as their primary raw material) in an effort to recover rapidly rising scrap steel costs. These surcharges were indexed to published scrap prices and added another 20 to 50% to the base cost.

Not to be outdone, the major integrated mills (producers whose primary raw materials are coke (coal), iron ore, and limestone) tacked on their own surcharges, based loosely on "rising materials costs" and subject to change without notice. Interestingly enough, these less-well-defined surcharges in some cases have since been retracted and replaced with even greater base price increases.

No steel-intensive construction product has been immune to the dramatic price run-up. Structural steel, bar joist, light gauge framing, re-bar, door frames, nails, screws, deck, and wire have all seen raw material increases of no less than 80 to 100%. Unable to absorb such massive cost increases, these manufacturers have been forced to pass at least some of their cost increases on to their end customers. At the same time, tight

supplies and late deliveries from the mills have caused lead times for many steel construction products to triple (or worse.) By now, you get the picture. These are highly unusual and very challenging times for all consumers of steel products: manufacturers, fabricators, sub-contractors, general contractors, and building owners alike.

So, how did we arrive at this critical level? Although, this is a complex, multi-layered problem involving geo-economic and geo-political issues, here are the primary factors involved.

1. The value of the U.S. dollar. As the dollar weakens, it becomes increasingly more costly for foreign steel producers to export product to the U.S. Since January 2002, the dollar has fallen 40% against the Euro. In addition, ocean freight costs have also risen dramatically. Bottom line, foreign steel producers are not interested in shipping product to the U.S. Besides, they have a ready and willing customer in...
2. China! The Chinese are purchasing literally every pound of steel they can find to feed their insatiable appetite for growth. Total Chinese demand for all steel products was up 22% last year and is forecasted to increase another 13% in 2004.
3. Consolidation of the domestic steel industry. The past two years have seen a dramatic reduction in the number of domestic steel producers. U.S. Steel purchased National Steel. International Steel Group (ISG) purchased the assets of LTV and Bethlehem and is now pursuing Weirton Steel. Several smaller players have closed entirely. Hence, the supply of domestically produced steel has become increasingly consolidated and downsized.
4. Demand. The U.S. economy is strong and getting stronger. Manufacturing is rebounding. Commercial and institutional construction is recovering nicely. And home building continues at a torrid pace. On top of all these factors, some steel buyers have attempted to "hoard" steel in hopes of beating future price increases, exacerbating the supply situation.

So, after this long-winded dissertation, what is an architect, specifier, contractor, or light gauge truss fabricator to do?

1. First, recognize that this situation will not persist forever. Already, we are hearing of improved availability of some raw steel products. Prices continue to remain high, and are likely to for some time, but at least availability of supply is showing some modest signs of improvement. However, this improvement won't be felt for several months yet.

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2. Plan for extended lead times. As the pipeline remains clogged, all deliveries are affected. Steel mills are late delivering product to manufacturers like Aegis. We in turn are faced with extended production lead times. As fabricators see our lead times move out, they begin to place orders for projects that are further out, causing future production schedules to fill up more quickly. Finally, as fabricators are forced to wait longer for Ultra-Span materials from Aegis, their lead times for fabricated trusses push out further than usual. It really is a "domino effect".

To add to the fun, as a result of increased truck traffic (due in part to a growing manufacturing economy) and reduced Hours of Service (HOS) as dictated by the Department of Transportation, freight has become an issue. Carriers are being much more selective in the loads they will take and the routes they will run. At the same time, overall carrier reliability has declined.

3. Contractors and sub-contractors, please do not wait to place your truss orders with your fabricator. The longer you delay, the longer the wait for trusses.
4. Architects and engineers, please review truss submittal drawings as quickly as possible. The sooner you have these back to the fabricator, the better the chance of getting into the fabricator's production schedule.
5. Communicate, Communicate, Communicate. None of this is made up. Steel, that long-abused stepchild of a commodity, is scarce and expensive. Contractors, if your truss fabricator tells you that their deliveries are delayed due to lack of material availability and that prices are way up, believe them!

The good news is that, to call on a much over-used cliché, "This too shall pass." The important thing for all members of the building team to remember is that we are all in this together, and by cooperating, coordinating and communicating, we will make it through to more stable times.

## New and Improved, *REALLY!*

By David Boyd, Marketing Manager

I used to be skeptical of products that advertised to be new and improved. What could have been done to make the product much better? Sometimes it seems like the only thing new is the packaging.

For those of you who are regular visitors to our website, [www.aegismetallframing.com](http://www.aegismetallframing.com), you have noticed a change over recent months. We have created a new look and layout along with great new information. The truss information including connection details, bearing connections and UL listings are still available, be now easier to access. New to the site are details, examples and UL listings for TradeReady® Floors. If you are not familiar with TradeReady, just click the photo showing the joist knock-out for more information. Not sure what WallSolutions™ can offer? Browse that section to see example projects of pre-engineered, pre-fabricated light gauge wall panels. Aegis has recently released to its fabricator network WallSolutions™ software.



The first stage of this software is to efficiently layout and estimate panels. The next step for Aegis is to develop load analysis capabilities. Look for this and other exciting features like load transfer coming soon! If you would like additional information on any of these products, just submit a request for more information. I will be happy to send you a product catalog, forward your name to a local Aegis fabricator, or call you direct to answer your question.

New visitors to [aegismetallframing.com](http://aegismetallframing.com) will enjoy a first look at a large number of Aegis Standard Details, each able to be downloaded to your computer in four formats, Aegis' own PrimeCad DGN, DXF, DWG and PDF. Details cover bearings connections, truss to truss, and other items that often occur on a jobsite. This information is useful to architects and specifiers, general contractors and sub-contractors.

So the next time you are online, check out our New and Improved website [aegismetallframing.com](http://aegismetallframing.com) for the latest in light gauge metal framing.

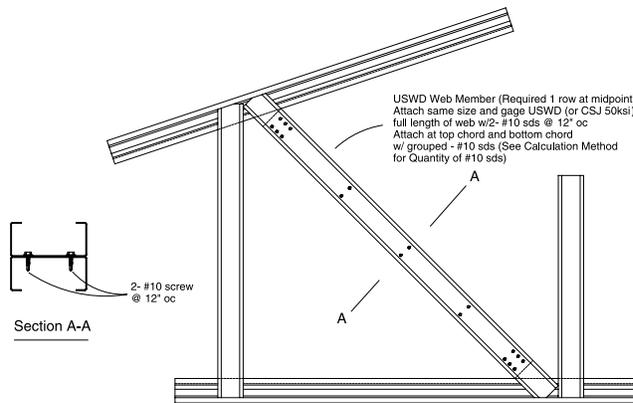
## New Truss Members Reduce Lateral Bracing



By Travis Keys, Engineering Systems Manager

With the introduction of the new USD Ultra-Span Deluxe product line, requirements for web lateral bracing have been greatly reduced. The compression capacity of the new web members is a significant increase from the original truss web based largely on the fact that the flange width of the new truss web, the USWD, is 1-5/8" compared to the 15/16" width of the original truss web, the USW. However, there will still be situations where lateral bracing is required

for the USWD, but because of the existing parameters, a brace cannot be applied. As with the USW web, a CSJ member of the same mil thickness (gage) of the existing web can be added to the USWD web (see detail below) to eliminate need for lateral bracing. This detail can be used to eliminate one row of lateral bracing in all cases.



The CSJ brace (which can be added in the field) is attached with a cluster of screws at each end and a field of screws along its length.

To determine the quantity of screws, first establish the maximum compression, P, in the web (may not be the standard gravity load case) and the gage of the web. Using the following equation the quantity of screws at the top and bottom attachment can be determined.

$$\text{Quantity of \#10-16 T/3} = (\text{Max Compression}) / (2 * \text{Shear Value of \#10 sds})$$

The rest of the CSJ is attached to the USWD with 2 rows of #10 sds at 12" o.c.

In the near future, we will be adding automatic design of C-stud bracing for USWD in Aegis Design. As you probably know, this feature already exists for T-bracing USW members with C-studs.

For webs with multiple rows of lateral bracing or 2-ply trusses with lateral bracing requirements contact Aegis for specific details.

## A Stronger "Link"

Aegis customers are all familiar with Aegis-Link as the site you use to transmit your drawings for engineering seals. What you may not be aware of are the new features we're building into Link. We have chosen Aegis-Link as the medium for providing you access to online technical support.

When you enter the site you'll notice the large free-form star highlighting the new tech support functions; and, you'll see the menus on the left side of the screen after you sign in. So what's all the fuss about?? - We now have four categories for technical support. The first was installed some time ago and it allows you to get software security codes 24/7. You no longer have to wait on us to provide a code. The second portion of the Technical Support section consists of a "View Tutorials" section. These are "how-to" videos on subjects that many designers may need to review. This group of videos will continue to grow and will include many design issues that you would want to have available. As a matter of fact, we would appreciate your input - what videos do you want to see included in this section? E-mail any suggestions you have to [bfreeman@aegismetallframing.com](mailto:bfreeman@aegismetallframing.com).

The second half of the tech support section includes items from the engineering team. We have uploaded a presentation given by

Travis Keys a few months ago. The presentation booklet that accompanied that presentation has been broken up into subjects and you can download them whenever you need them. You'll be able to save them for future reference as well. The last item in the list is the "Reference Details" section. As you know, our engineering team develops custom details on a regular basis. We have taken many of these details, categorized them, and provided them to you in a zip file format. The "Miscellaneous" group contains bracing and blocking, outrigger and structural fascia details. The truss-to bearing file is grouped by bearing material and each detail name is the number of plies - the max load - and a brief descriptor. The truss-to-truss details are grouped by the specific type of connection and then named using the same format as the truss-to-bearing details.

The bottom line is that we want to give you as much access to technical information as we can. We will continue to improve and expand this area of Aegis-Link and we would, as always, appreciate any ideas you may have. You can contact the Technical Support team at 1-866-902-3447 ext 2224 (Phil Neely) or 2225 (Blake Freeman).



By Blake Freeman, Technical Support and Training Coordinator

## Productus Maximus



By Steve Detter, Regional Manager-Central and West

In the fast paced environment of today's market, it becomes increasingly more important to maximize each and every aspect of production we possibly can. As you all know there are many parts and pieces that enter into the equation of plant efficiency. Let's examine what some of those are and how it may be of benefit to your operation with respect to time and profitability.

Major labor issues in fabrication of light gauge steel trusses are, but not limited to, the following:

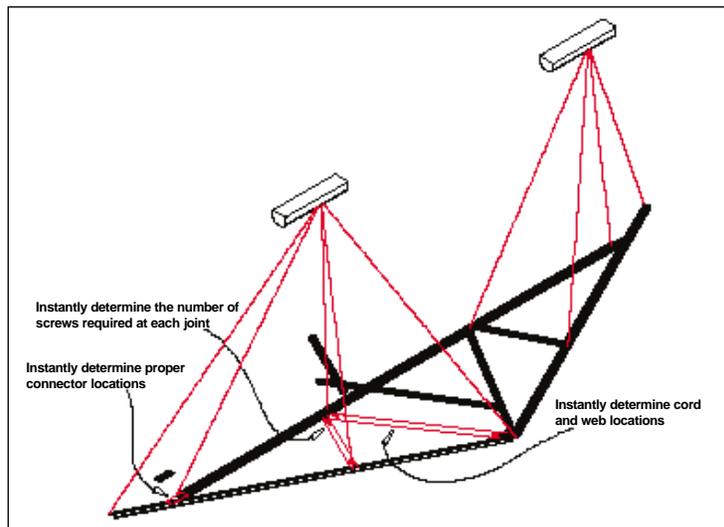
- Raw Material handling
- Cutting
- Jig Setup
- Fabrication (fastening of parts and pieces)
- Movement of finished truss product
- Loading of trucks

In this issue I would like to address some of these items with a broad brush. Keeping in mind there is no right or wrong answer for a particular plant. Little things that affect any of the above mentioned labor functions could, in the end, reap huge rewards in productivity and profits, not to mention meeting the demand of delivery schedules. Again, not every plant is the same. Some of what we face is utilizing the space in which we have to work.

Raw material handling and cutting are the first step in the whole process. How is material moved to and from the cutting area? What is the accessibility to that area? How many times is the same size/gauge of that material brought back and forth? Do you already use batch-cutting techniques? How are length factors determined? Does your sawyer have to pull out a tape measure and mark for every cut he makes? These are only a few of the questions that should be asked in order to streamline the material handling process.



Jig setup can eat a tremendous amount of man-hours in the plant. Spending a few extra minutes ahead of time determining the best order to fabricate trusses can result in several hours of savings by reducing or even eliminating the need for full breakdown and resetting of jigs.



For the ultimate in jig set efficiency, why not look into TrussLine™ from Virtek Vision? This state-of-the-art laser jiggling system marketed by Aegis can reduce jig set labor by up to 70%!

Once you have the truss built, what method do you have for moving and stacking in preparation for loading and shipping? Depending on the size of the truss, do you disrupt workers from other tasks to move the bigger trusses? Is there the possibility of carts to stack finished trusses and then wheel out of the plant instead of manually caring one truss at a time to the staging area? Is a forklift or overhead crane a better solution, or does it slow down the process?

Lastly there is the final step of loading trucks. This in itself can be a challenge all its own, especially with larger span trusses. How many can you load at a time etc? Is vertical placement possible? Again, creativity and imagination will allow you get the most out of each truckload.

As with all of these conditions, change typically requires investment in either dollars and cents or manual labor cost to implement, and sometimes both to accomplish the final objective. Think outside the box, be creative, and ask for the opinion of

your staff that works in these areas. The main thought I want to leave you with this issue is to always strive for better and more efficient ways to utilize your facility.



# ULTRA-SPAN® PROJECT PROFILE

<b>Project:</b>	United Services Rainbow Connections Preschool Dardenne Prairie, MO
<b>Ultra-Span Fabricator:</b>	Rehkemper and Son St. Rose, IL
<b>Architect:</b>	LePique & Orne St. Charles, MO
<b>Structural Engineer:</b>	Ameristrucre Eureka, MO
<b>Installation Contractor:</b>	Advanced Drywall O'Fallon, MO

## Deluxe Education

required 5 rows of lateral web bracing or more, resulting in a more expensive installation. Adding to the Deluxe advantage, USD webs are the familiar shape of 1-5/8" cee studs. Just like all Ultra-Span products and accessories, quality and consistency are ensured by utilizing 100% prime steel. And, in addition to our standard 20 through 14 gauge offerings, we offer USD chords in 12-gauge (.097), the beefiest proprietary truss section available today.

What advantages does the new USD offer truss installation contractors? According to Rudy Serna of Advanced Drywall, "Everything has been great! On long clear span trusses like these, we found the lateral stability to be exceptional. With a crane and spreader bar, these trusses were easy to install, and the minimal lateral web bracing requirements were a real bonus."

The Rainbow Connections Preschool, which will open in Fall 2004, will be the first of its kind. That is, the first light gauge steel project to utilize the new Ultra-Span Deluxe (USD).

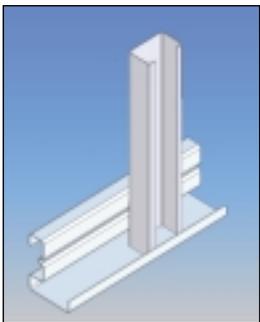
Aegis Metal Framing began producing the new USD chord and web sections in February 2004 to round out our product line and give our fabricators the most complete and cost-effective line of steel truss products available. Ultra-Span fabricator Rehkemper and Son took advantage of this outstanding new product line by incorporating it into Rainbow Connection trusses they began fabricating in early March 2004.



Another inherent advantage of the Ultra-Span system is the relative ease of connections. All Aegis truss shapes are designed to work together. Therefore, smaller trusses and jacks that are built with the standard USC product line can be easily connected to larger USD trusses without elaborate or expensive connectors. As with other Ultra-Span trusses, most

of the connectors for the Rainbow Connections project were assembled in the factory, so all that field assembly was accomplished simply by following the connection details provided by Rehkemper and Aegis.

The Ultra-Span Deluxe product is rapidly becoming a fabricator and installer favorite for longer span, wide-spaced light gauge truss projects. With dramatically reduced web bracing and significantly greater rigidity, USD offers tremendous advantages for all members of the building team.



You will recall that in the last issue of Steel Notes, you read about a water treatment facility in Birmingham, AL with 84-foot clear span trusses. In this issue, we are presenting 74-foot trusses that require only two rows of permanent lateral web bracing, compliments of the new USD! This span, designed with other light gauge truss systems, would have



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