

BOARD EXCELLENCE

Planning to Replace Yourself

Perhaps you think about the day you leave the board as just that – one day. But experts in nonprofit development say that succession planning begins when you join the board. Tim Wolfred, founder of CompassPoint Non Profit Services calls succession planning “sound risk management.”

He says that organizations that maintain a “talent pool” are best situated to survive. “These associations become more nimble and flexible,” Wolfred says.

So how do you dedicate your time and energy while preparing to replace yourself? Here are three tips that can help increase your satisfaction with serving while preparing for succession.

Establish a culture of mentoring on the board.

New board members are assigned veteran mentors to help them grow and adapt. Senior members identify potential replacement members and are asked to introduce them to the leadership opportunities.

Develop job descriptions for board members.

This is a fairly new concept in nonprofit boards that affords board members the opportunity to contribute more effectively. A job description also helps explain to a potential recruit what they might be doing during their term.

Recognize generational differences.

According to the 2007 Nonprofit Governance Index, people over the age of 50 comprise 62 percent of boards in the U.S. and Canada. Remarkable associations work to make board service attractive to the “next generation.” They couple meetings with opportunities for community service, incorporate Web-based meeting alternatives and communicate the importance of the organization.

In summary, exceptional organizations are always planning for the day when they have new board members, new ideas and new energy. Your goal is to embrace the change.

AFFILIATE EXECUTIVES’ MEETING

Later this month, executives from FCA’s affiliated associations will gather in Denver, CO, where they will be asked to give recommendations on how FCA and its affiliates can work more effectively together, share best practices, discuss how the Model CBA is being used and what improvements could be made to it.

Affiliate Executives will also hear about FCA’s new service available to all of its members — surety bonding from Ullico Casualty Company.

When: Sept. 18-20, 2008

Where: Loews Denver Hotel

Hotel registration at the discounted FCA room rate is closed, however, if you have questions about attending, please contact Angela Hingston-Oliver at the FCA, (703) 448.9001.



Affiliate Executives listen during meeting.

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Plan to Attend The 2008 Finishing Industries Forum

LMCI announced registration, via its Web site, for the **2008 Finishing Industries Forum**. This is the annual event where Labor and Management come together to discuss industry issues.

Make sure to attend FCA's committee meetings. Sit-in on the **Workforce Advisory Committee** to hear what FCA is doing to increase your productivity on the job. Determine ways to improve management education, further workers' compensation and get an update on the FCA-CFMA Financial Benchmarking Survey at the **Business Practices Advisory Committee**. The **Industrial Painting Committee** will meet to discuss the unique needs of industrial painters dealing with training and market development. Also, attend the first meeting of the newly formed **Glazing Advisory Committee**.

Last year, close to 200 contractors attended the Forum. Plan to join your peers this year at **Caesars Palace in Las Vegas**. In addition to all FCA committees holding meetings, FCA will also hold its Annual Business Meeting.

The **deadline to register is Monday, Oct. 27, 2008**. Visit the LMCI Web site for further information and registration details, www.lmcionline.org.



This year's **plenary sessions** focus on topical issues such as:

- Immigration Control, Access Control and the Future of the Building Trades
- Bridging the Generations—From Mini Pearl and Pearl Harbor to Wiki and Wii
- Killer Clauses in Construction Contracts
- Interpreting Green Bid Specifications
- Workers' Compensation: Alternative Dispute Resolution

Whether you are a regular at the Forum, or have yet to come, past attendees continue to say this is the **can't miss event of the year**.

FIF 2008: Save the Date!

Sunday, Nov. 9th

Attorney's Seminar.

Monday, Nov. 10th

FCA Board of Directors Meeting.

Tuesday, Nov. 11th, 2:30—5 p.m.

FCA committees will meet, open to all attendees.

Wednesday, Nov. 12th, 2—5 p.m.

FCA Annual Business Meeting, open to all attendees.

Managing Risks, Changes and Claims for Profit Seminar

This contractor-driven seminar teaches you how to preserve your profit and margins through simple, cost-effective techniques. These include recognizing risks before they eat into your profits, risk-shifting contract terms, managing change orders and scheduling.



Roger Lenneberg,
Attorney at Law

Bring your entire project management team, from owners and estimators to project managers and field management personnel.

Facilitated by Roger Lenneberg, this one-day

session was developed by the FCA's Business Practices Advisory Committee. Lenneberg spent a combined 30 years as a construction attorney and corporate counsel

for one of the biggest subcontractor firms in the United States, where he worked on resolving complex construction and commercial disputes.

For more information, and **to register, visit the FCA Web site**, choose 'Calendar of Events' then click on 'Managing Risks and Claims Seminar.'

The deadline to register is Friday, Oct. 3, 2008. Please contact Kristin Bromberg at the FCA with any questions you may have, kbromberg@finishingcontractors.org, or via telephone at (703) 448.9001.

Attend a Local Seminar, 8 a.m.—3 p.m.

Los Angeles, CA, DC 36 Training Center Oct. 17, 2008

Aurora, IL, FCA of Illinois Office Oct. 23, 2008

Chicago, IL, DC 14 Training Center Oct. 24, 2008

LEED AP What You Need to Know



When Members Ask

your end, the exam is structured to encompass all areas of a building's design/build lifecycle.

This doesn't mean that everyone in your company needs to rush out and begin studying for the LEED AP exam.

Having a LEED AP in your company, however, will help you establish credibility in the marketplace, facilitate the LEED certification process and bridge the gap between LEED standards and professionals practices.

It is important to remember all LEED points are open to interpretation.

Therefore, the LEED AP on your staff will be able to figure out a way to meet the point requirement while maintaining a smooth workflow within your company.

For questions about the LEED AP exam, contact Kristin Bromberg at the FCA, (703) 448.9001.



Buildings are certified. People are accredited. The huge focus in the building trades to build green buildings, use green best practices, and use low-VOC and recycled material has prompted many subs to consider becoming LEED Accredited Professionals, or LEED AP. If you're thinking about getting certified, plan on doing some homework. According to the Green Building Certification Institute, the average passing rate for first-time test takers is 30 percent. The LEED rating system is meant to provide a set of performance standards for buildings, and to become a LEED AP, you must be familiar with this system. The LEED AP exam tests your applied knowledge of the basic theories and techniques of sustainable design and construction. While you may only need to know about one specific trade to get the job done on

Excellent Solution

District Council 4's "Brush-Up" Buffalo

Imitation is the highest form of flattery. When Buffalo saw what Detroit was doing, the attempt to emulate Detroit's best practice was a success. Twelve years ago, the city of Buffalo and the Leadership of the American Axle Corporation, a division of General Motors, decided to model the Detroit program, where volunteers gave low-income neighborhoods a fresh coat of paint.

Buffalo began "brushing-up" more than ten years ago, and Dan Boody, Business Manager/Secretary Treasurer for DC 4, in Buffalo said "this year, about 40 businesses stepped up to volunteer."

Contractors and Labor went to each home and oversaw the work, but more importantly, they were there to show volunteers how to get the work done. Don't worry, all of the very tall painting, such as the second

story, was performed by trained apprentices and journeymen.

John O'Hare, president of the Painting and Decorating Contractors of Buffalo, donated time in planning as well as man hours. With over half a dozen contractors and equipment, the PDC of Buffalo was an instrumental part of Brush Up 2008.

Thanks to local businesses, volunteers were never at a loss for materials. From paint and

ladders and scaffolding, all tools and materials were specifically donated for this project.

The work did not stop with painting alone. There were people raking leaves and doing yard work while others planted fresh flowers at the front of the house.

"It brings tears to their [homeowners] eyes because they come out and see the house, and they are so appreciative," Boody said.



46 Plymouth Street



51 Plymouth Street



31 Plymouth Street



Attend Your Local Association Event

Who: Association of Master Painters & Decorators of New York

When: Oct. 22-25, 2008

What: 183rd Annual Convention

Where: The Ritz Carlton, Naples, FL.

New Service**Surety Bonding Program for FCA Members**

FCA recently endorsed Ullico Casualty Company as the official surety provider for our members in the United States. The company is an established provider for labor and union employers.

The FCA Surety Bonding Program will be underwritten by CCI Surety, Inc., a firm that works to provide innovative solutions for small to medium sized construction firms. So, beginning Sept. 18, 2008, members or their underwriters will be able to call a special, toll free number and speak to a CCI underwriter to purchase the FCA Surety Bonds.

Benefits to FCA Members

- Competitive rates and acceptable work programs for well-established and financed contractors.
- Smaller contractors can expect a quick response through Ullico's credit approval program, with its single application for projects of up to \$300,000, with an aggregate of \$500,000.
- Challenged contractors who might not otherwise have the opportunity to secure bonding will get personalized, custom solutions.

Ullico Casualty is treasury listed to \$5.8 million and the program is available in 47 states, the District of Columbia and Virgin Islands.

Workshop for Affiliate Executives

In order to help you communicate this program to FCA members in your association, FCA will sponsor a workshop during the FCA Affiliate Executives Meeting, Sept. 18-20, 2008, in Denver. Mike Williams, President of CCI Surety Inc. and Jeff Jacobs, Vice-President of Ullico Casualty Company will present details and answer questions.

FCA Vice President Jay Weaver is the project manager. He can be reached via e-mail at jweaver@finishingcontractors.org, or call him at the FCA, (703) 448-9001.



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