

FCA'S STRATEGIC PLAN

GOAL 1: Enhance the value of contractors' and local affiliates' FCA investment by offering them more tangible value-added services that will save time and/or make contractors money, particularly by providing them with educational opportunities.

OBJECTIVES:

1. Offer money-saving programs, products, and services that help make contractors more profitable and productive.
 - (Short) Develop a portfolio of tangible, money-saving products and value-added services that will save contractor members money in operating their businesses.
 - (Short) Create an FCA Sponsorship program with vendors and suppliers, with possible Associate Member status, that will support increasing services to contractor members.
 - (Short) Provide and promote the FCA's legal and technical consulting hotline services.
 - (Mid/Long) Create FCA Convention/Annual Meeting with exhibitors, educational programs, committee meetings, and keynote speakers.
2. Provide direct support to FCA contractors and local affiliates through business educational programs, leadership seminars, and strategic planning.
 - (Short) Facilitate local strategic planning sessions and leadership analysis seminars.
 - (Short) Distribute our [Crisis Management Handbook](#) and offer crisis management seminars.
 - (Short) Offer public speaking seminars for our local affiliate leaders.
 - (Short) Offer local affiliates our video production capabilities.
 - (Short) Promote and encourage FCA members to participate in FTI and LMCI programs that will grow their expertise and their knowledge of different facets of the industry.
 - (Mid/Long) Address health and safety needs by providing a dedicated full-time staff person to address those needs.

GOAL 2: Enhance our effectiveness in labor-management activities, particularly those efforts that help to expand the contractors' ability to engage in market control, recovery, and expansion.

OBJECTIVES:

1. Support national, regional, and local labor-management cooperation activities that help to improve market share.
 - (Short) Co-Host Annual Finishing Industries Forum.
 - (Short) Work with FTI's recruitment managers in their efforts to recruit and retain apprentices, to pass along best practices to be emulated nationwide, to encourage building additional training centers, to attract top students into the construction career field, and to encourage union workers to pursue ongoing journeymen upgrade training and advanced degrees.
 - (Short) Appoint FCA's equal management representation as trustees on joint national trust funds.
 - (Short/Mid) Co-Host regional labor-management roundtable biennial conferences.
 - (Short/Mid) Conduct mini-regional roundtable conferences the year that regional conferences are not held.

2. Provide CBA assistance to local affiliates that helps them to engage in market control, recovery, and expansion activities.
 - (Short) Offer the Mutual Gains Bargaining Seminar annually, prior to our affiliates' CBA negotiations.
 - (Short) Offer FCA's CBA Conference Call Program to contractor groups engaged in CBA negotiations.
 - (Short) Offer our affiliates' collective bargaining teams a training program on the legal framework for collective bargaining and the basic skills required to succeed during contract negotiations.
 - (Short) Offer the assistance of FCA's Regional Vice Presidents (RVPs) in reviewing the local affiliates' current CBAs and providing advice on specific language for future CBAs.
 - (Short) Negotiate innovative, model collective bargaining provisions with the IUPAT that will be recommended to labor and management at the local levels to enhance contractor competitiveness.
 - (Short/Mid) Interact closely with LMCI's regional industry liaisons and FTI's apprenticeship training representatives to have a positive impact on the finishing trades' marketplace; to increase FTI and LMCI recognition, especially the skilled and professional workforce they provide; and to create recognition by contractors and users of that highly competitive workforce's ability to perform efficiently at high productivity levels.
 - (Mid) Expand collective bargaining data by developing an enhanced and searchable database of CBAs and key clauses.
 - (Mid) Participate as management's team in writing and revising IUPAT's national agreements.

GOAL 3: Provide an FCA affiliate funding methodology that would increase the FCA's direct funding either through increased LMCI contributions or another funding mechanism.

OBJECTIVES:

1. Increase FCA's direct FCIF funding opportunities.
 - (Short) Seek to increase FCA funding by pursuing the additional \$.02 direct FCIF funding through a "participatory agreement" until the second LMCI \$.05 becomes a joint FCA/IUPAT effort.
2. Increase the contractors' LMCI contribution.
 - (Short/Mid) Encourage Affiliates to increase LMCI's contribution to \$.10, thereby increasing FCA's funding contribution to \$.03.

GOAL 4: Create an identifiable and valuable national, regional, and local FCA presence aligned with our affiliate organizations.

OBJECTIVES:

1. Create a national FCA presence by working closely with our local Affiliate executives.
 - (Short) Create Affiliate Executives Council to support and give advice to the National FCA about the needs of local affiliates.

2. Create a regional and local FCA presence through interaction with labor and management's regional and local leaders.
 - (Short) Support local affiliates by offering FCA's resources and by facilitating the \$5,000 LMCI new affiliate grant application process.
 - (Short/Mid) Increase the number of RVPs and have them work strategically with labor's RVPs, the district council/local union's business managers, the LMCI's industry liaisons, the FTI's apprenticeship training representatives and recruitment managers, and our local Affiliate leaders.
 - (Long) Consider FCA funding in support of FCA's affiliates, based on their needs and FCA's ability to provide such funding.

GOAL 5: Provide more opportunities for contractor participation in the FCA that will positively influence the industry, the business environment, and best business practices, as well as lead to the participants' personal and professional growth.

OBJECTIVES:

1. Provide more FCA participation and visibility opportunities for our members.
 - (Short) Establish and expand FCA Leadership Council.
 - (Short) Expand FCA Standing Committees to increase member participation.
 - (Mid) Expand Awards Programs to give members and affiliates more visibility (e.g., Outstanding Safety, Labor-Management, and Affiliate Awards).
2. Assist in identifying and disseminating best business practices.
 - (Short) Expand FCA Advisory Committees and create Task Forces to identify key issues facing industry contractors, to propose programs and strategies to address those issues, and to disseminate proposed solutions as best business practices for all Affiliates to emulate.
 - (Mid) Expand Special Interest Groups to include trade-specific committees of all crafts that have a common interest in working on specific industry topics and in identifying best practices within their crafts.

GOAL 6: Provide an FCA legislative and regulatory advocacy program.

OBJECTIVES:

1. Provide a national and local legislative presence and a process for tracking ongoing key national and local legislation that affects our industry.
 - (Short) Partner with the Campaign for Quality Construction Conference Coalition and participate in its annual Capitol Hill meeting and visits with Members of Congress.
 - (Short) Offer affiliates the Congressional Ambassador Program by working with them to schedule visits with their national Members of Congress in their local districts.
 - (Short) Track legislation and publish our monthly legislative update, the Federal Connection.
 - (Short) Offer to work with our local affiliates on select local legislative issues by visiting state senators and assemblymen.

2. Provide ongoing regulatory advocacy for FCA's members.

- (Short) Offer to work with our local affiliates on OSHA, EPA, and DOL regulatory issues.

GOAL 7: Produce FCA marketing materials and expand our communications capabilities and network.

OBJECTIVES:

1. Market the FCA brand throughout the finishing industry, particularly to owners and architects.

- (Short/Mid) Improve the image and awareness of the unionized segment of the finishing trades' industry by working closely with the IUPAT, FTI, LMCI, and the BCTD.
- (Short/Mid) Brand the FCA name and logo throughout the finishing industries.

2. Expand FCA's communications capabilities with its members and networking opportunities with all organizations within the unionized segment of the finishing industries.

- (Short) Distribute our recurring publications: Contractor Talk, LeaderSource, Contract Insight, and Trustee Update to all the finishing industries' key players.
- (Short) Produce and update FCA's website regularly, always looking for industry links that might have positively impact our members.