Strategic Plan
Enhance FCA’s effectiveness locally, nationally and internationally in labor-management activities by:

- **Supporting FTI and LMCI Strategic Plans through FCA and its appointed trustees.**
  - Support FTI efforts in providing educational and training resources for instructors.
  - Support FTI efforts in raising training standards, recruiting and retention policies.
  - Support LMCI efforts that improve the capabilities of the signatory finishing industry.
  - Support LMCI cooperative approach to advance the signatory finishing industry.

- **Creating systems to educate, participate and monitor the CBA process.**
  - Encourage proper use of the Model CBA.
  - Provide legal advice and guidance.
  - Educate current and future management negotiators.

- **Providing management trustee education.**
  - Educate current and future trustees.
  - Provide legal advice and guidance.
  - Leverage assets to influence decision makers.

- **Developing and consistently updating a shared vision and goals with our industry partners.**
  - Facilitate annual, international strategic planning sessions.
  - Facilitate annual, regional strategic planning sessions.

- **Assisting our labor partners to provide, promote and enhance a qualified and productive workforce.**
  - Assist in the development of an ebb and flow program.
  - Assist in the development of education and certification.
  - Support workforce development.
FCA International understands that education is key for our industry to continue moving forward. FCA offers many educational opportunities for its members designed to increase their knowledge base and help them capture more marketshare.
FCA’s more than 7,000 members provide value to our industry’s decision makers. FCA advocates on behalf of our members and industry to promote the expertise and quality that makes our contractors an important part of our industry.

Enhance industry-wide communications by:

- **Maintaining regular industry communications.**
  - Develop and maintain a master communication plan.

- **Providing a comprehensive electronic presence.**
  - Enhance and maintain the FCA website as an industry resource.
  - Enhance FCA’s social media presence.

- **Connecting with entire membership.**
  - Distribute regular, industry publications.
  - Develop a word-of-mouth communication program.

- **Establishing media relations to promote FCA members and organization.**
  - Develop media partnerships program.
  - Leverage our industry partners’ existing relationships.

- **Establishing and enhancing industry relations.**
  - Take part in cross-association and industry-organizational participation.
  - Execute the FCA marketing program.
  - Facilitate relationships between FCA Advisory Committees and vendors.
  - Educate the industry on FCA contractors’ value.
Increase contractor and affiliate participation by:

- **Empowering members to participate in decision making processes.**
  - Drive member participation in FCA committees.
  - Diversify FCA members in leadership roles.

- **Hosting and participating in industry events.**
  - Provide educational and networking opportunities through FCA events.
  - Promote labor-management meetings.
  - Provide regional and international representation at industry events.

- **Expanding educational opportunities.**
  - Create distance-learning opportunities.
  - Develop an international network of colleges and universities.
  - Partner with manufacturers to bring industry innovations.
  - Increase educational consultant network.
  - Provide live seminars.

- **Providing a safety and risk management program.**
  - Provide tools and resources compliant to local and national regulations.
  - Provide safety and risk management education.

- **Developing and deploying innovative programs that assist contractors in increasing market share.**
  - Promote FCA contractors as a resource to decision makers.
  - Leverage industry professionals to educate decision makers.

- **Assessing members’ needs**
  - Develop members and partners survey program.
  - Provide industry and trade specific forums.
  - Provide post-activity evaluations.
Enhance legislative and regulatory advocacy program by:

- **Creating, influencing, promoting and opposing legislation and regulations.**
  - Develop FCA as a credible legislative entity.

- **Securing funding and legislative opportunities.**
  - Identify workforce development and training grants.
  - Identify economic development opportunities.

- **Building relationships with members of national and local legislative bodies, their staff and relative agencies.**
  - Provide a national and local legislative presence.
  - Maintain and enhance legislative fly-ins.
  - Develop a congressional ambassador program.

- **Developing legislative strategies.**
  - Collaborate with FCA committees.
  - Collaborate with industry partners.

- **Creating an issue advocacy program.**
  - Leverage the FCA community.
  - Target contractors for specific intent.