Strategic Plan

2016 Activities
FCA International’s vision is to be the contractor association that makes a difference in North America. The following strategic plan lays out the goals FCA has set to achieve this vision.

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.
    - Workforce Advisory Committee sent training recommendations to the FTI.
  - 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.
    - Worked with FCA legal counsel to develop three white papers on strikes
    - Updated FCA’s CBA Negotiation checklist
  - Educate current and future management negotiators.

- **Providing management trustee education.**
  - Educate current and future trustees.
    - Developed FCA International Trustee Communication Plan.
    - Identified each region’s local trustees to increase trustee communication.
  - 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.
Maintain a high-quality organization by:

- **Adhering to consistent and cohesive governance practice.**
  - Adhere to association bylaws.
    - Maintained compliance.
  - Adhere to association policies.
    - Maintained compliance.
  - Adhere to all local, state and federal regulations and requirements.
  - Implement, develop and modify standard operating procedures.
    - Developed SOP for FCA International’s Quality Assurance Manual and Program.

- **Expanding the FCA community using creative and innovative programs and incentives.**
  - Provide networking opportunities.
    - **2016 FCA Affiliate Executives’ Conference**
    - **GlassCon Global 2016**
    - **2016 FCA International Leadership Council**
  - Establish and maintain partner programs.
  - Establish FCA as an industry resource.

- **Ensuring financial stability.**
  - Establish and maintain annual financial targets.
  - Maintain short and long-term investment policies.
  - Establish and maintain FCA financial controls.
  - Establish and maintain partnership agreements.
    - Sherwin Williams Sponsorship
    - Benjamin Moore Sponsorship
    - National Gypsum Sponsorship
    - Ames Taping Tools
    - Roman Decorating
    - ILC Sponsorships:
      - Benjamin Moore
      - Sherwin Williams
      - Graco
      - National Gypsum
      - Norton Abrasives
      - LMCI

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.
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- FORT Group
- Parex/Variance Specialty Finishes
- Project DocControl
- GlassCon Global Sponsorships:
  - Eckserly O’Callaghan
  - SAFTI First
  - Sapa Extrusion
  - Stuzki Engineering
  - W&W Glass, LLC
  - Tecno Glass
  - Kuraray
  - Eastman Chemical Company
  - Dow Corning
  - Tremco
  - Akzo Nobel

- **Developing an exceptional FCA staff.**
  - Provide personal and professional development opportunities.
    - Kevin LaRue completed training to be NACE Coating Inspector Level 1 – Certified, with additional Bridge Coating Inspection Stamp.
    - Read *Five Dysfunctions of a Team* (by Patrick Lencioni) for 12 week reading.
    - Read *Tribes* (by Seth Godin) for 12 week reading.
  - Develop and maintain individual and team accountability processes.
    - Continued with Weekly Scorecard Review.
    - Weekly Reports from FCA Field Staff to FCA CEO.
  - Empower staff with leadership opportunities.
    - Nick Carrillo continues leading Weekly Scorecard review calls.
    - Jon Lee served as GlassCon Global Project Manager.
  - Provide essential tools and work environment to maximize productivity.

- **Establishing international brand recognition.**
  - Develop a membership branding program.
  - Develop an industry-partner branding program.
  - Engage in industry-sponsor opportunities.
    - GlassCon Global sponsors funding: $236,462
    - 2016 FCA Sponsors funding: $123,500 as of 8/31/16
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.
    - FCA International Safety helpline direct mailer sent to all members.
    - Developed FCA Podcast Program

- **Providing a comprehensive electronic presence.**
  - Enhance and maintain the FCA website as an industry resource.
    - Launched and revamped the updated FCA website.
    - Launched and enhanced GlassCon Global App
    - Launched and enhanced 2016 ILC App
  - Enhance FCA’s social media presence.

- **Connecting with entire membership.**
  - Distribute regular, industry publications.
    - Distributed 28 FCA Legislative Updates.
    - Distributed six FCA Finishers.
    - Distributed seven FCA Safety bulletins
    - Distributed six editions of ASA’s The Contractor’s Compass.
  - Develop a word-of-mouth communication program.

- **Establishing media relations to promote FCA members and organization.**
  - Develop media partnerships program.
    - Drafted/pitched press release for Empirehouse NACC Certification Announcement
    - Drafted/pitched press releases for CREST winners (general and trade versions)
  - Leverage our industry partners’ existing relationships.

- **Establishing and enhancing industry relations.**
  - Take part in cross-association and industry-organizational participation.
    - FCA International profiled in CURT’s The VOICE Magazine
    - FCA leadership continued cross-country industry organization participation:
      - AWCI Industry Executives’ Conference & Committee Meetings
      - AWCI Convention and INTEX Expo 2016
      - P3 Conference
      - GANA BEC & Annual Conference
      - SSPC’s 2016 Conference
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- Façades+ Conference
  - Execute the FCA marketing program.
  - Facilitate relationships between FCA Advisory Committees and vendors.
    - The Flooring Contractors Advisory Committee worked with Dreamweaver to create the Finishing Solutions Product Line for all FCA flooring contractors.
  - Educate the industry on FCA contractors’ value.
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**FCA contractors are the economic engine of North America, and it’s important their voices are heard by lawmakers who decide legislation that will impact businesses. FCA works to represent its members’ legislative interests at all levels.**

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### Increase contractor and affiliate participation by:

- **Empowering members to participate in decision making processes.**
  - Drive member participation in FCA committees.
    - Tom Clerkin, Jr. became new Emerging Leaders’ Network Chairman
  - Diversify FCA members in leadership roles.
    - Tom Kousisis added as new board member
    - John Lignos added as new board member
    - Jerry Haber added as new board member
    - Peter Neudorf added as new board member

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

- **Expanding educational opportunities.**
  - Create distance-learning opportunities.
    - **Hosted OSHA Compliance Webinar**
    - Hosted Toolbox Talk Program Webinar
    - Hosted Confined Spaces Webinar
    - Hosted YLN Webinar – Construction Politics 101: Contractors on Capitol Hill
    - Hosted NACC webinar
  - 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.
    - **Launched the FCA Safety Helpline**
    - **Launched the FCA Toolbox Talk Program**
  - Provide safety and risk management education.
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- **Developing and deploying innovative programs that assist contractors in increasing market share.**
  - Promote FCA contractors as a resource to decision makers.
    - Developed FCA Quality Control Manual
    - Developed FCA Quality Assurance Plan (jobsite specific)
    - Developed AIA CES presentation on NACC
    - Developed and executed NACC Program marketing strategy
  - 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.
**FCA International Strategic Plan**

FCA understands that a group is stronger than an individual. Our members combine to make up the **FCA community**, a group that is more powerful than any of its individual parts. The FCA community works with other industry partners to build a better future for our families.

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**Enhance legislative and regulatory advocacy program by:**

- **Creating, influencing, promoting and opposing legislation and regulations.**
  - Develop FCA as a credible legislative entity.
    - Hosted FCA Legislative Fly-In 6/7-6/8/16.
    - Local office visit to Sen. Mark Kirk (R-IL) to continue pressing Multiemployer Pension Reform

- **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.