Strategic Plan

2014 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:**

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<tr>
<th><strong>Supporting FTI and LMCI Strategic Plans through FCA and its appointed trustees.</strong></th>
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<tr>
<td>o Support FTI efforts in providing educational and training resources for instructors.</td>
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<td>× Continued monitoring the Department of Labor’s funding opportunities that will be announced for 2015 and Sen. Toomey’s draft Workforce Training Bill.</td>
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<td>o Support FTI efforts in raising training standards, recruiting and retention policies.</td>
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<td>× Trade Advisory Committee recommendations to the FTI from the FCA Workforce Advisory Committee.</td>
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<td>o Support LMCI efforts that improve the capabilities of the signatory finishing industry.</td>
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<td>o Support LMCI cooperative approach to advance the signatory finishing industry.</td>
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<th><strong>Creating systems to educate, participate and monitor the CBA process.</strong></th>
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<td>o Encourage proper use of the Model CBA.</td>
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<td>× E-Blast promotion of Model CBA language sent to FCA membership.</td>
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<td>o Provide legal advice and guidance.</td>
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<td>× Shared new collective bargaining model language.</td>
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<td>× FCAI – Provided white paper on preparing for a strike and connected with FCA legal counsel for a conference call on the topic.</td>
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<td>× AG&amp;M Association of St. Louis – Provided information on merger of councils. Provided verbal review of “Most Favored Nations” clause.</td>
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<td>× Southern Indiana FCA – Provided assistance on market recovery language and IUPAT national recovery agreement.</td>
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<tr>
<td>× SPCO (Signatory Painting Contractors Organization) – Provided CBA sample language of annual hours goals that can influence raises and the language from Seattle for painter progression. Legal counsel reviewed successor language in their current contract and provided alternative language.</td>
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<td>× LAP&amp;FCA – Provided CBA sample language of annual hours total influencing the wage raises.</td>
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| × NJG&M – Provided usable statistics on the AGMA/DC 21 mandatory random
drug/alcohol program. Provided CBA language from surrounding area for comparison. Also provided model language for the Affordable Care Act, including the Cadillac tax.

- **Educate current and future management negotiators.**
  - Hosted 10 CBA Conference Calls (average attendance: 25-30 people).
  - Revised CBA call schedule as requested by membership.

- **Providing management trustee education.**
  - Educate current and future trustees.
    - Hosted four Trustee Conference Calls (average attendance: 8-15 people).
    - Mary Jost gave a presentation on professional trustees at the 2014 Affiliate Executives’ Conference.
    - Hosted Trustee Training II course in Philadelphia.
  - 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.
    - An eastern region planning session was held on March 26 with Anthony Darkangelo (FCA CEO), Robert Weaver (FCA Eastern Region Vice President) and John Courtien (LMCI Eastern Region Liaison). The purpose was to communicate the goals of FCA and LMCI in the region for 2014 and create a plan to leverage the organizations to reach both the organizations individual and collective goals.

- **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.
    - AG&M Contractor Certification – the contract has been executed and the committee voted to approve Phase II of the program.
  - Support workforce development.
    - Member of the CURT Workforce Development Committee.
### 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.
  - Created gratuity SOP that sets max tip on FCA cards at 18 percent.
  - Created expense reporting SOP.
  - Created SOPs for file naming and requesting time off.

### Expanding the FCA community using creative and innovative programs and incentives.
- Provide networking opportunities.
  - FCA Mentor Program.
  - 2014 GlassCon Global.
  - 2014 FCA International Leadership Council.
  - 2014 Affiliate Executives’ Conference.
- Establish and maintain partner programs.
  - Developed FCA Sponsor Program.
  - Drafted Associate Partnership Program.
- Establish FCA as an industry resource.
  - Researched containment and developed an educational document based on findings.
  - Drafted proposal for PDCA standards co-branding and intellectual property rights.

### Ensuring financial stability.
- Establish and maintain annual financial targets.
  - Budget was established and FCA has maintained annual, financial targets by providing monthly reports to the Executive Committee. Additionally, FCA is providing and reviewing staff-allocated financial responsibilities.
- Maintain short and long-term investment policies.
FCA International Strategic Plan

- FCA Investment Deposit Analysis – to date, FCA has deposited $43,000 into short-term investments in 2014.
  o Establish and maintain FCA financial controls.
    - Created a Gratuity SOP that sets max tip on FCA cards at 18 percent.
    - Created expense reporting SOP.
    - Continued execution of current fiscal controls.
  o Establish and maintain partnership agreements.
    - GRACO Sponsorship ($10,000 – New Sponsor).
    - TapeTech Sponsorship ($5,000 – New Sponsor).
    - Benjamin Moore Sponsorship ($25,000 – Renewal).
    - Sherwin Williams Sponsorship ($35,000 – Renewal).

- Developing an exceptional FCA staff.
  o Provide personal and professional development opportunities.
    - Staff has participated in ToastMasters.
    - Staff has participated in a leadership development reading program (*Remarkable, Slight Edge, 8 Attributes of Highly Effective Leaders, Return of the Rag Picker*).
  o Develop and maintain individual and team accountability processes.
    - Continued Weekly Scorecard Review.
    - Hosted 12 Week Rocks Meetings.
    - Weekly Reports from FCA field staff to FCA CEO.
    - Scorecard developed for staff. The scorecard sets weekly goals, agreed upon by the staff, to help the team hit their 12 week goals and continue moving forward in a focused direction. We have a call each week to discuss the status of these goals, stay on the same page and determine how we can help each other achieve our goals. This process holds staff accountable to themselves and their team.
  o Empower staff with leadership opportunities.
    - Bob Weaver leads Weekly Scorecard Review calls.
    - Nick Carrillo has worked with legal counsel to create an agenda for and moderate the CBA conference calls.
    - Cindi Spangler has been empowered to develop a safety program that can be utilized by FCA members.
  o Provide essential tools and work environment to maximize productivity.
    - Selected Project Management Software (ACT).
    - Completed FCA IT Assessment.
    - Signed lease for new office in Chicago.

- Establishing international brand recognition.
  o Develop a membership branding program.
  o Develop an industry-partner branding program.
  o Engage in industry-sponsor opportunities.
    - CURT Membership Meeting sponsor.
    - Union Sportsmans Alliance Sponsor.
    - Local Golf Outings sponsors.
    - Secured $39,350 in sponsorship funding for the 2014 International Leadership Council.
# FCA International Strategic Plan

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.
    - Drafted industry communication plan.

- **Providing a comprehensive electronic presence.**
  - Enhance and maintain the FCA website as an industry resource.
    - Drafted FCA Website Network plan.
    - Enhanced FCA web calendar for future events.
  - Enhance FCA’s social media presence.

- **Connecting with entire membership.**
  - Distribute regular, industry publications.
    - Developed 2012 and 2013 FCA Annual Reports.
    - Developed New FCA Essentials.
    - Distributed 32 Legislative Updates.
  - Develop a word-of-mouth communication program.

- **Establishing media relations to promote FCA members and organization.**
  - Develop media partnerships program.
    - Invite members of the press to industry events.
    - Promote FCA members’ achievements to the press.
  - Leverage our industry partners’ existing relationships.

- **Establishing and enhancing industry relations.**
  - Take part in cross-association and industry-organizational participation.
    - PDCA Standards – Joint Program.
    - GANA Partnership (for GlassCon Global and beyond).
    - CURT Workforce Advisory Committee and Young Professionals.
    - FCA leadership continued cross-industry organization participation:
      - AWCI’s Convention and Intex Expo
      - SSPC’s 2014 Conference
      - GANA’s BEC Conference
      - CURT’s Membership Conference
FCA International Strategic Plan

- PDCA’s Painting & Decorating Expo
- CLRC’s Board Meeting
  - Execute the FCA marketing program.
  - Facilitate relationships between FCA Advisory Committees and vendors.
  - Educate the industry on FCA contractors’ value.

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.

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.
    - Business Practices Advisory Committee, Architectural Glass & Metal Contractors Advisory Committee and the Young Leaders’ Network placed new Chairmen.
    - Added Three FTI Management Trustees (Leo Gallagher, Tim Wies and James Bringle).

- **Hosting and participating in industry events.**
  - Provide educational and networking opportunities through FCA events.
    - 2014 FCA International Leadership Council:
      - Collaborating for a Better Tomorrow plenary session (David Stutzman, Conspectus, Inc.)
      - The Need for a Highly Skilled Workforce plenary session (Eddie Clayton, Southern Company)
      - Dollars and Cents – Making Sense of the Dollars breakout session (Carey Peters, CLRC)
      - Analyzing Construction Workforce Trends breakout session (Robert Volkman, CURT)
      - Current Pension Issues breakout session (Bill Ecklund, FCA legal counsel)
      - Architectural Glass & Metal: Clear Sight to a Better Future breakout session (David Stutzman, Conspectus, Inc.)
      - Creating Flooring Opportunities with Words breakout session (David Stutzman, Conspectus, Inc.)
      - Newest Innovations and Trends in Drywall Finishing Product Development and Performance breakout session (Bob Negri, USG)
      - PAT-VP Initiative: New Opportunities for Industrial Coating Contractors breakout session (Beth Rollo, IUPAT)
      - Newest Innovations and Trends in Painting and Coating Product Development and Performance breakout session (Bob Cusumano, Coatings Consultants, Inc.)


- **2014 GlassCon Global.**
- **2014 Affiliate Executives’ Conference:**
  - Meeting the Growing Demands for Professional Trustees presentation (Mary Jost, Professional Trustee Services, LLC)
  - The Art of Negotiations presentation (Bernie Gingras, NJGMCA)
    - 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.
    - Developed University Program Development Plan.
  - 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.
    - Completed final draft of FCA Safety Plan.

- **Developing and deploying innovative programs that assist contractors in increasing market share.**
  - Promote FCA contractors as a resource to decision makers.
    - Executed Phase I of Contractor Certification (for the AG&M trade).
    - Updated and printed 2015 CREST brochures.
  - Leverage industry professionals to educate decision makers.
    - Completed final draft of the FCA Interior Systems Guide.

- **Assessing members’ needs**
  - Develop members and partners survey program.
  - Provide industry and trade specific forums.
  - Provide post-activity evaluations.
    - Developed post-event surveys to provide to attendees of FCA events to solicit feedback and assess their needs:
      - 2014 International Leadership Council
      - 2014 GlassCon Global
      - 2014 Affiliate Executives’ Conference
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.

Enhance legislative and regulatory advocacy program by:

- **Creating, influencing, promoting and opposing legislation and regulations.**
  - Develop FCA as a credible legislative entity.
    - FCA took a lead role in the NCCMP Committee on Pension Reform
    - Led a QCA pension meeting between contractors and Sen. Wyden (D-OR), Chairman of the Senate Finance Committee.
    - Hosted three Capitol Hill visits.
    - Continued educating members of Congress on the Solutions Not Bailouts proposal, and we are collaborating with the U.S. Chamber of Commerce on its effort to move the proposal forward.
    - Provided documentation from the Industrial Coating Contractors Advisory Committee on the OSHA Silica language proposal.
    - Worked with the House and Senate Health, Education, Labor, and Pension Committees on alternative plan design provisions of the multiemployer pension reform bill.
    - Worked with both the House and Senate Transportation and Finance Committees on our nation’s infrastructure investment including the upcoming highway bill and comprehensive tax reform bill.
    - Worked with both the House and Senate Judiciary Committees to ensure Congress crafts a comprehensive immigration reform bill in the 114th Congress.
    - Continued education of Members of Congress on opposing efforts to modify, suspend, or repeal Davis Bacon Act.
    - Prevented the misclassification of employees as independent contractors.
    - Supported bid listing on federal construction projects.

- **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.
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- **Developing legislative strategies.**
  - Collaborate with FCA committees.
    - Developed an Educational Document on Silica Exposure Regulation
  - Collaborate with industry partners.
    - Supported the IUPAT’s corrosion prevention amendment to the highway bill.
    - Worked with the Northern California Curtainwall Coalition to consider inserting legislative language into this year’s miscellaneous tariff bill regarding the pending Chinese Curtainwall Tariff.
    - Worked with the IUPAT to include potential green energy tax credits in the upcoming tax reform bill.
    - Issued a support statement of the fair pay and safe workplaces Executive Order 13673.
    - Supported Sen. Thune’s Amendment blocking the EPA Ozone Regulation, which would lower the ozone standard and could cost the economy $90 billion a year.
    - Supported EPA’s Lead Paint Reduction Standard.
    - Continued monitoring OSHA’s rulings on silica, beryllium and workplace safety tracking rules.
    - Supported blocking more attacks on workers’ right at the federal and state levels.

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