ed ample opportunities for “water balls” as the players vied for the coveted ’fish’ award. A complete summary of the tournament results is provided later in this newsletter.

The Wednesday session began with a presentation by Mr. Donald Rineer with the law firm of Dunlevey, Mahan & Furry. Donald provided the members with a list of ways to help them manage their companies collections policy. Donald was followed by Mr. Brock Ramey with Industrial Info Resources. Brock updated the members on his company’s forecast of capital projects that will be forthcoming over the next 3 years within the MICA region.

Mr. Steve Luse, current president of NIA, provided an update on the activities of the NIA in its efforts to promote the insulation industry nationally. He stressed the need for all members to become more active in supporting regional and national initiatives and to get involved in the national or regional association activities.

Gary Auman, MICA’s legal counsel, provided his usual update on OSHA requirements. As part of his presentation, Gary reviewed potential liability issues for businesses when its employees are traveling. His slide presentation is available from the MICA office.

Peter Gauchel, Chairman of the Manual Committee of MICA, provided an update on the newly released 8th edition of the National Commercial & Industrial Insulation Standards manual. Peter reported on the changes that were made to the 8th edition and demonstrated how the MICA plates should be used for submittal purposes.

We concluded the morning with three concurrent forums dealing with member issues. There was a union contractor forum, an open shop contractor forum, and an associate member forum, all running simultaneously. Each of the three sessions were well attended. There was some lively discussions in each of the forums.

(Continued on page 13)
Greetings!

It was great to see all of you at Chateau on the Lake in Branson this last week. I hope everyone was able to enjoy the area in spite of the heat! I also hope you all practiced proper heat stress safety during our stay.

I want to thank everyone involved in planning our successful Spring Convention; the Board of Directors, associate members and Tom & Cindy. Angela and I came home from the convention and began changing our passwords. So yes, Jared, you got at least 2 of us to change our passwords! What was so surprising to me occurred when I actually began formally listing all the different accounts that I have with various websites. I am at 35 and counting; that’s a lot of passwords to change!

Thank you to NIA President, Steve Luse, and his wife, Elaine, for attending the convention last week. It was great speaking with Steve, in particular, at the Gala about MICA and NIA. Of course, it’s pretty easy to talk with Steve since he is right from the MICA region! We look forward to the great things that NIA is accomplishing in the next year.

As I mentioned at our closing breakfast, I am extremely humbled to serve as your 60th president. When I started in this trade in 1993, I would have never imagined being recognized by our industry with this honor. I value the friendships that Angela and I have developed over the years with our MICA family. Being the introvert that I am, meeting people in large groups has always been intimidating. However, the MICA family has done an outstanding job in investing in me personally, and I can’t thank you enough. I can only hope to pay it forward when I meet new MICA Members as you did when I was new.

I also mentioned my theme at the closing breakfast. This year, I will concentrate on all things project controls related. It is imperative to our industry and in our individual businesses to properly control our projects. This includes project management, cost control, cost forecasting, schedule control, claims management, cash flow, and on and on and on. Each month, I will briefly talk about a particular topic in this area. This month, I will discuss the importance of markup versus margin.

Again, thank you for entrusting me to serve as your president. I look forward to the next 12 months; I am sure they will go by quickly.

Have a safe and fun Independence Day,

George Shimada
MICA President

Markup Versus Margin

In the construction world, we talk about markup and margin all the time. The common mistake that I often see or hear occurs when we use these two words interchangeably. There is a very distinct difference, and we need to understand the difference.

Markup, for our purposes, is a number that we put in addition to our costs. We express markup as a percentage, i.e. 5%, 10%, etc. and it is a percentage of the cost. For example, if we have $1000 in cost, and we want a 10% markup, we take 1000 * 0.10 or 100 and add that to the cost, resulting in $1100. The formula is:

\[ \text{Sell Price} = \text{Cost} \times (1 + \text{Markup Percent}) \]

This is the way many of us bid work, especially when calculating T&M labor, material, and third party rates. Most contracts from our clients state we can only mark our costs up a certain percent.

Margin is also a numerical value expressed as a percentage. However, the difference is that it is a percentage of the entire sell price, or revenue, NOT cost. Think of it as a percent of gross, not net. Markup is a percent of net, not gross. For example, if we have a job worth $1100 (the sell value in the markup example above), and we have a 10% margin in the job, we take 1100 * 0.10 to get cost of $990.00. Notice how it does NOT match the $1000 cost in the markup example. 10% margin does not equal 10% markup! We can calculate a sell price using margin and cost by using the following formula:

\[ \text{Sell Price} = \frac{\text{Cost}}{1 - \text{Margin Percent}} \]

For example, say we have the same $1000 cost, and we want to apply a 10% margin. Putting the values into the formula, we get 1000 / (1 – 0.10) equals $1111 and change. As you can see (Continued on page 5)
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(Continued from page 2)

in our two examples, applying a 10% margin results in a higher sell price than 10% markup. This is always the case; an equal % margin always results in a higher sell price than the same % markup.

Now, you are probably asking, why is this so important to me and my business? It’s important because you and I probably bid work using markup, but our controllers and accountants are always expressing their values in margins. All balance sheets and profit and loss sheets are expressed in percentages of revenue – margin.

So if you are on the ball when you bid work, you would ask your accountant, “What’s my average yearly spend on say small tools?” Your accountant comes back with, “Last year, small tools ran 5%.” Don’t fall into the trap and take your costs multiplied by 1.05 and think you are covered; you’re not and you will lose money for your company if you win the job! You MUST take your cost and divide it by (1 – 0.05) or 0.95. This will make you “apples to apples” with your accountant.

Also, don’t be lulled into thinking in our 2 examples, “it’s only $11 difference, it’s no big deal.” Trap #2! It is a big deal when the amounts get larger. Also remember, this compounds across all your cost categories. If you are making the same mistake for small tools, consumables, safety equipment, etc. these dollars are going to add up in a hurry! Also, the error gets worse when you add up a bunch of little $1000 jobs at $11 per job. Remember, your P&L and balance sheets are expressing summaries over time, typically monthly, quarterly, and/or yearly.

I would recommend that you consider, when possible, converting your estimating department to bid work using margins instead of markups. That way, your operating staffs are speaking the same language as your financial departments. I know sometimes that this just isn’t possible; so here are quick formulas to use to convert margin % into markup % and vice versa:

\[
\text{Margin} = 1 - \frac{1}{1 + \text{Markup}} \\
\text{Markup} = \frac{1}{1 - \text{Margin}} - 1
\]

I hope you found this helpful even if it is basic information. Be sure to share this with your younger estimators, because I assure you, they haven’t considered the difference! It’s also a good idea to share with your accountants/financial folks how your estimating departments are using percentages.

Next month, we will discuss estimated hours, actual hours, and earned hours.
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SAFETY BEST PRACTICES AWARDS

The Safety and Environmental Committee of MICA has initiated a strategic objective that recognizes the importance of sound safety practices. Safety is recognized by MICA as a vital part of the insulation industry and a key success factor in any organization. The committee, in keeping with this notion, requested that the Board of Directors establish the “Safety Best Practices” Award. The Board did approve such an award to be given in conjunction with our annual spring convention.

This is the eleventh year that we honored the recipients of this noteworthy award for our members. The participating companies were recognized at our opening breakfast meeting for members and spouses Tuesday morning. They also set aside a “Safety Roundtable Discussion” session on Wednesday morning, at which time, the participating companies shared their “Safety Best Practices” with the general membership.

The grading process for the “Best Practices in Safety” Award Program uses a grading system that recognizes each applicant’s achievement in developing a quality safety program. The award levels are:

Platinum: 95 to 100%
Gold: 88 to 94%
Silver: 80 to 87%
Bronze: 70 to 79%


Achieving **gold status** this year were Amerisafe, APi Construction, Cornerstone Services Group, Gagnon, Inc., Industrial Construction and Engineering, Quality Insulators, and Winroc-SPI.

Achieving **silver status** this year were Armacell LLC, Cook Bros. Insulation, Inc., Ith companies, inc., Ludeman Insulation & Supply, Mid Iowa Environmental, and Proto Corporation,

Achieving **bronze status** this year were Bartelt Insulation Supply, Inc., and Brace Integrated Services, Inc.,

Education of our members in good safety practices is a strategic initiative of MICA. The safety award is MICA’s way of recognizing the efforts of our membership in implementing good safety practices. Safety is not a one year effort. Safety is not for select companies only. Safety is vital for every company, every year!

We extend a special “thank you” to Gary Auman and his graders, who so tirelessly graded the safety applications. Gary gives his expert feedback, in writing, to each participating firm.
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The social activities complimented the technical sessions. The spouses enjoyed the presentation on “Essential Oils” Tuesday morning by Mandy Hill. Wednesday morning they toured the College of the Ozarks campus. During Wednesday evening’s gala celebration, the members recognized the Manual Committee members for their work on the 8th edition of the MICA manual.

The convention concluded on Thursday morning with a farewell breakfast buffet. The Board of Directors and new officers were introduced, golf awards were presented and those in attendance even had a chance to win some nice attendance prizes. The 59th annual spring convention was truly a most enjoyable event.

Plans are already being made for next year’s convention. The 60th annual spring convention will be held June 19 – 22, 2017, at the Kona Kai Resort in San Diego, California. President George Shimada and the entire Board of Directors have already begun to plan an exciting year of member involvement in MICA.

MICA OFFICERS ELECTED FOR 2016-2017

During the 59th Annual Spring Convention, the Board of Directors elected officers for the association for the 2016-2017 year. The following members will be serving as officers of MICA:

- **President** George Shimada, Gagnon Incorporated, Sturtevant, WI.
- **President-Elect** Dale Winters, hth companies, inc., Union, MO.
- **Vice-President** Scott Weekley, Mid Plains Insulation, Omaha, NE.
- **Co-Treasurer** Doug Barton, Midwest Insulation Services, Omaha, NE, & Steve Beresh, Mid-Plains Insulation, Omaha, NE.
- **Associate President** Mark Horvat, Distribution International, Hammond, IN.

Please congratulate these individuals for their willingness to serve our association and our industry. They are not compensated for their time. They are giving of their time and efforts solely to help improve the insulation industry and MICA. Give them your support and when asked to help, please find it in your heart to say “yes”.

NEW BOARD MEMBERS ELECTED

The membership voted on vacancies for four positions on the Board of Directors of MICA. The following members were nominated and elected to serve three-year terms on the Board:

(Continued from page 1)
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George Shimada, Gagnon, Inc., Sturtevant, WI.
Scott Weekley – Mid Plains Insulation, Omaha, NE.

We are most grateful to these individuals for their willingness to continue to serve MICA and the insulation industry. Their leadership and involvement at the Board level is most valuable. The Board establishes the strategic initiatives and objectives that drive MICA. We are continually looking for new member involvement at the Board and committee levels. Contact the MICA office or an officer if you are interested in taking a more active role in MICA.

Stepping down from the Board of Directors after serving nine years on the Board was Ben Pfister with Ludeman Insulation & Supply, in Wichita, KS. We extend our sincere gratitude to Ben and his wife, Mandy, for their many years of service to MICA and the insulation industry. Ben is a past president of MICA and will continue to serve in an advisory capacity as a member of the Past Presidents’ Planning Committee. Ben has been attending MICA meetings since he was old enough to walk, and we expect to see his son, Jay, as the next Pfister on the Board of Directors!

Right Column are Pictures from the 2016 Spring Convention

Speaker Jared Wolthuis. MICA First Lady, Amanda Heilman, and First Lady in Waiting, Angela Shimada.

(Continued from page 13)

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SPORTS AWARDS

This year’s golf tournament marked the eighteenth annual “Mick Van Horn Memorial Scramble Golf Tournament” of MICA. The golf tournament drew 78 golfers. The LedgeStone Country Club was the site of this year’s tournament. The course was as challenging as it was unique. Twenty-six associate member firms sponsored holes and nine firms sponsored the special events at this year’s golf outing. The sponsorship signs were placed on the appropriate holes throughout the course. We want to extend a special thank you to the thirty-three associate member firms for their added financial support of MICA. Mick would be proud!

There was ample water and wooded areas on this year’s course that added to the possibility of qualifying for the coveted “fish” award. Several associate member firms donated golf items to this year’s grab bags. The extra golf balls were much appreciated! We are very thankful for these gifts.

There were several worthy candidates for the “fish” award this year. This year the coveted “fish” award went to Jeff Dineen, with Armacell LLC, in North Aurora, IL. It was reported that Jeff had lost a ball on each of the first 10 holes that he played. He recovered later in the round, but he had already secured his place as the award winner! The following is a list of the winners of the golf awards:

- **Prestigious “Fish” Award**  Jeff Dineen, Armacell LLC, North Aurora, IL.
- **Elliott Company, Closest to the Pin**  Dean Oestreich, Elliott Company, Indianapolis, IN.
- **Distribution International, Longest Putt**  John Ward, Aeroflex USA, Berkeley Lake, GA.
- **Cook Brothers, Longest Drive (Men)**  Mike Emmett, F & H Insulation, Kechi, KS.
- **Bradco Supply, Inc., Longest Drive (Women)**  Kathi Coyle, ITW Insulation Systems, Palatine, IL.
- **Ideal Products of America, Longest Putt**  Doug Barton, Midwest Insulation Services, Omaha, NE.
- **Midwest Fasteners, Inc., Closest to the Pin**  Mike Emmett, F & H Insulation, Kechi, KS.
- **Foster Products, Longest Drive (Women)**  Amy Andersen, Iowa Illinois Taylor Insulation, Hiawatha, IA.
- **Knauf Insulation, Longest Drive (Men)**  Nick Barnett, Winroc SPI, Tulsa, OK.
- **Proto Corporation, Most Accurate Drive**  Amy Andersen, Iowa Illinois Taylor Insulation, Hiawatha, IA.

**Winning Team:** Doug Barton, Midwest Insulation Services, Omaha, NE, Mark Horvat, Distribution International, Hammond, IN, and Kurt Goranson, Allied Insulation Supply, Co., Milwaukee, WI.
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[Images of people attending the convention]
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