ing the meeting, the Board approved the 2017 operating budget. The Board voted a minimal $25.00 increase to the annual membership dues. The 2017 annual dues is set at $700 for contractor member firms and $500 for associate member firms. The advertising rates for 2017 will remain at the same level as last year. The Board is very appreciative of our members’ financial support and anticipates a 100% renewal in 2017.

In keeping with President Shimada’s theme of “project management”, John B. Wilhelmi, President Emeritus of the Omaha Division of The Waldinger Corporation, began our Wednesday afternoon session with a presentation on managing your contract from proposal, to claims, to change orders. John has made his PowerPoint presentation available to us as well. If you would like a copy of his presentation, contact the MICA office, and we will email you a copy.

The fall business meeting really began with a half-day pre-meeting seminar on Change Management that was held on Tuesday afternoon, October 18, 2016. Fifty members attended the seminar. Peter Dumont, Vice President, with Global Strategic Projects for Pentair Technical Solutions based in Houston, Texas, was our seminar leader. Peter is responsible for global business development and the execution of strategic projects primarily in the heavy industrial sector. He provided the members with ideas and techniques for handling change orders and claims. Peter discussed the following topics during the seminar:

- Safety Moment
- Introduction
- Construction Claims
- Construction Delays
- Identifying Changes
- Documenting Changes
- The Impact of Late Changes
- The Impacts of Changes on Productivity
- Change Management Best Practices

Peter has made his PowerPoint presentation available to us. If you would like a copy of his presentation, contact the MICA office, and we will email you a copy.

We began the fall business meeting with committee meetings and a Board meeting on Wednesday morning. During the meeting, the Board approved the 2017 operating budget. The Board voted a minimal $25.00 increase to the annual membership dues. The 2017 annual dues is set at $700 for contractor member firms and $500 for associate member firms. The advertising rates for 2017 will remain at the same level as last year. The Board is very appreciative of our members’ financial support and anticipates a 100% renewal in 2017.

On Wednesday afternoon, we once again held our three concurrent forums dealing with member issues. We had a union contractor forum, an open shop contractor forum, and an associate member forum, all running simultaneously. All of the attendees were able to participate in the discussion of craft issues pertinent to them. All three sessions were very well attended.

Our Wednesday evening reception included table top displays by 23 of our associate member firms that are classified as distributors, fabricators, or independent manufacturers’ reps. The reception and table top displays were open for viewing for 90 minutes, and the members actively participated for the entire session.

We began the Thursday morning session with a presenta-
PRESIDENT’S MESSAGE

TO: THE MICA MEMBERSHIP

When you read this, we will have returned home from the Fall Business Meeting. It is a little difficult writing about the past on an event that, in the present, is in the future. Think about that twist of logic for a bit! Anyway, I hope that you found the meetings very informative and very beneficial to you and your business. I know that I always enjoy the networking with my fellow Mid-Westerners as well as those of you that have traveled a bit further. I also value the educational programs that are presented at the meeting. Yes, that even includes the OSHA and HR “bad” news that Gary presents; we may not like it, but we sure need to know it!

I also hope that you found the themed format on project controls management advantageous and educational. As I’ve mentioned, I am fairly passionate about this topic. I am convinced that if we, as individual contractors and suppliers, practice proper controls management, the industry as a whole will improve as well as our bottom lines.

On a lighter topic, I would like to point out that there are now less than 60 days left until Christmas. If you are like me, you better start thinking about your holiday plans. Also, if you are like me and you only have to worry about ONLY one gift, for your spouse, you better start planning for that, too. You would think after a “few” years of marriage, I would be able to pick a good gift with ease, but I can’t. I know, I know, Halloween hasn’t even arrived, and you are thinking that I’m just like all the retailers starting too soon in the year (and yes, I’ve started playing Christmas music already). However, I’m just not very good in the gift choosing department, and I have to start early and then I usually don’t buy anything until 12/23 or 12/24! Last year, one of Angela’s gifts was a pine scented, tree shaped car air freshener from our local truck stop…. No joke……. It was a gag gift, so you women out there, don’t berate me! I always threatened Angela that I was going to do my shopping at the truck stop….

George Shimada
MICA President

Forecasting

To date, we have talked about a number of project management metrics in order to know such things as task percent complete, earned values, and ahead/behind schedule of cost/hours. All these metrics tell us where we’ve been and where we currently are. As owners or employees answering to the owner/stockholder(s), we ultimately want to know, based on what is happening currently, where profit will be at the end of a project. In order to do this, we must talk about forecasting. Forecasting uses the current metrics to estimate, at a particular instant in time, what the job performance will be at the end.

There are many ways to forecast, but I will discuss three. One method I will bring up is a very poor method, but one we probably use too often. The other two are better methods, but have different assumptions that drive the forecast. It will be up to you to decide which of the two make the most sense in your case.

The first method is a very subjective method, with no metrically driven calculations. It is the “stick your thumb in the air” and guess where you will be at the end of the project. You try to use your past experience to extrapolate an estimate. Some people are very good at this, but most of us (including me) are not. In fact, emotion plays into the calculation of this method. Because we NEED the job to go well, we “forecast” the job to go well. Unfortunately, at the end, we get the truth and our money holders are often not happy with our ability to know where project profit progress is at. Obviously, I don’t recommend this method, but it is probably a method that we most use.

The second method is a formula driven method of fore-
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tion by Dr. Charlie Cartwright, a consultant, author and entrepreneur. His presentation emphasized the importance of pre-task planning, production, people, and safety on the job site.

Gary Auman, MICA’s legal counsel, gave the attendees an update on the status of recent OSHA rulings and the interpretation of the potential impact these rulings can have on your business operations. If you would like a copy of Gary’s slide presentation, contact the MICA office, and we will send you a copy.

We concluded the meeting with a discussion of project management from a legal perspective. Richard Carr, a Director with the firm of Dunlevey, Mahan & Furry, in Dayton, Ohio, gave a presentation on general scope issues in a contract and how to avoid some of the standard contract clauses that are not favorable to a sub-contractor. His presentation included a discussion of “pay when paid” clauses, and errors and omissions issues. A copy of Richard’s slide presentation is also available. Just contact the MICA office, and we will send you a copy.

The fall business meeting was designed to help members to “Manage Your Projects”, and it did. Our record attendance was a testament to our members’ involvement in their industry association.

The members were reminded of the winter Board and committee meetings that are scheduled for January 19 — 22, 2017, at the Le Pavillon Hotel in New Orleans.

You are all encouraged to begin planning your attendance at our 60th annual spring convention to be held June 19 — 22, 2017, at the Kona Kai Resort in San Diego, California.

Fall Seminar Speaker, Peter Dumont, with MICA Executive Secretary, Tom Shimerda.
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FUTURE MICA MEETING DATES

Winter Board and Committee Meetings — January 19 — 22, 2017, Le Pavillon Hotel, New Orleans, LA.

60th Annual Spring Convention — June 19 — 22, 2017, Kona Kai Resort, San Diego, CA.

Fall 2017 Annual Fall Business Meeting — October 18 & 19, 2017, Embassy Suites Downtown, Omaha, NE.

61st Annual Spring Convention — June 18 — 21, 2018, In region. The Board of Directors is open to suggestions.

Fall 2018 Annual Fall Business Meeting — October 17 & 18, 2018, Omaha, NE.

MICA MEMBER ADDRESS/INFO. UPDATES

Be sure to inform the MICA office of any changes or corrections to your listing for either the MICA Directory, e-mail correspondence or mailing address. Even if you update your company listing on the MICA website, please inform the MICA office of the changes. We try to be as current as possible with your help.

(Continued from page 2)

casting. The formula assumes that work from the particular point forward will progress at estimated productivities. It does not recognize whether or not actual productivities to date have met, exceeded, or lagged estimate. The formula is:

\[
FAC = (ACWP) + (BAC - BCWP)
\]

Where
- \( FAC \) = Forecast at Completion (dollars or work hours)
- \( ACWP \) = Actual Cost of Work Performed to Date (dollars or work hours)
- \( BAC \) = Current Budget at Completion (dollars or work hours)
- \( BCWP \) = Budgeted Cost of Work Performed to Date (dollars or work hours)

\( BAC \) must be estimated, and you must know the \( BCWP \) (originally estimated cost you should be at). Because of these two numbers and the fact that you have to assume making productivity, this is not my favorite method.

The last method is also a formula driven method, but the starting assumption is a little different. It assumes, instead of all remaining work meeting estimated productivity, that the current rate of progress occurring to date will continue. If you are exceeding productivity, this forecasting method assumes you will continue this exact rate of over-productivity to the end. If you are lagging productivity, the method assumes you will continue at the exact level of under-performance to the end. The formula is:

\[
FAC = \frac{BAC}{CPI}
\]

Where
- \( CPI \) = Cost Performance Index
- Other terms from above

Cost Performance Index; what’s that? It’s another way to calculate current progress. Instead of this formula, the way I personally like the formula is:

\[
FAC = \frac{ACWP}{\% \text{ Complete}}
\]

Getting the actual cost/hours to date is fairly easy. We also know from previous conversations how to get \% complete. Therefore, calculating the forecast is fairly accurate and easy.

The downside of this formula is the fact that the level of over/under-productivity is left static. As you can see, both formulas are unable to exactly calculate where you will be at; thus a forecast. However, if you update the

(Continued on page 13)
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forecast often, your values will become more accurate over time. Even though productivity can change over time (usually to the worse), I think the assumption of this last method is much better and closer than assuming that you suddenly “start making productivity.” This is especially true for jobs that have not been going too well to date.

Why is forecasting important? Most of our companies are running on an accrual style of accounting. This is just a fancy way of stating that our accountants try to get the “right revenue” with the “right costs” in a particular accounting period.

If you did not pay attention to last month’s article about billing the correct percent complete or your client will not allow you to bill the correct percent complete of some of your tasks, your revenue is not being billed in the same month as its cost. Your accountant must then “recognize” the missing revenue that you were unable to bill. This is where forecasting comes in. In order to know the proper revenue to recognize, the accountant wants to know what profit margin you think you are going to make at the end of the job. The accountant then takes the cost of the particular period and adds in the appropriate margin of profit that you forecasted. This is the revenue that is stated on the profit/loss statement.

As you can see, proper forecasting is very important and should be done very regularly.

What to Expect
Building upon the success of last year’s fall meeting, we’ve designed the Fall Summit 2016 schedule to decrease your time away from your office and to maximize your time for education and business-building networking in our Nation’s Capital, just days before the 2016 national election. NIA looks forward to welcoming our members back to Washington, DC.

NIA’s Fall Summit offers members:
- **Convenience**—All events take place in 1 location just minutes from Ronald Reagan Washington National Airport (DCA).
- **Flexibility**—Minimizing members’ time out of the office is a priority, and all Committee meetings will take place on Wednesday with a General Session and Breakfast Speaker on Thursday.
- **Value**—15 hours of education, 2 breakfasts, 1 luncheon, and 1 networking reception are included in the affordable registration rate. Additional multiple-registrant discounts are available.
- **Highlights of the Fall Summit include:**
  - Forum-style committee meetings with industry-specific speakers;
  - General Session and Breakfast (a complimentary hot, full breakfast);
  - Luncheon and Keynote Speaker; and
  - Networking Reception on Wednesday evening.

Who Should Attend
All NIA members are welcome and encouraged to attend this meeting that will focus on member-driven educational programming and increased business networking opportunities. If you have attended Committee Days in the past, the new Fall Summit format brings even more of what you have come to expect from NIA’s events. You do not have to sit on a committee to attend any of these meetings. Don’t miss out!

NIA Member Benefits
NIA’s Fall Summit is an exclusive event for NIA members only. If you are not already a NIA member, please visit the Join NIA page on NIA’s website, which includes information about the benefits of belonging and testimonials from current members. For more information, please contact Kristin V. DiDomenico at 703-464-6422, ext. 115, or via email at kdidomenico@insulation.org.
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THE PASSING OF JERRY BARTON

It is with sadness that we inform you of the death of a long-time member of MICA and friend, Jerry Barton. Jerry owned and operated Midwest Insulation Services in Omaha, Nebraska. He was one of the first MICA members that Cindy and I were introduced to when we started with MICA in 1983. Jerry was always supportive of MICA and us. He shared his passion for the insulation industry and for association involvement with his sons. His son, Doug, serves as Treasurer for MICA. Below is his obituary.

Barton, Gerald "Jerry" Jul 17, 1929 - Oct 6, 2016 Jerry was born in Belmar, New Jersey to the late Tom and Irene (Hollinger) Barton. While attending Georgia Tech, on a ROTC scholarship, he met the love of his life, Marilyn Somers while both were on Spring break in Pensicola, Florida. He graduated with a degree in mechanical engineering, then served as a Lieutenant Commander on a Destroyer ship during the Korean War. Jerry and Marilyn moved to Omaha in the mid 50’s and Jerry owned and worked at Midwest Insulation Services until one year ago. Together they raised three sons, Randy, Brian and Doug. Jerry and Marilyn enjoyed traveling, and spent their winters in Vero Beach, Florida. Jerry was preceded in death by his parents, siblings; Tom, Richard, and Patty, and son, Randy. Survived by wife of 63 years, Marilyn, sons Brian and Doug (Diane), and eight grandchildren and one great-grandchild. Memorials to the Nebraska Humane Society.

Cards of sympathy may be sent to the family in care of Doug at the company address; Midwest Insulation Services, 900 South 15th Street, Omaha, NE 68108.

OSHA DELAYS ENFORCEMENT OF ANTI-RETACTION PROVISIONS OF INJURY AND ILLNESS TRACKING RULE UNTIL DECEMBER 1

The Occupational Safety and Health Administration has agreed to further delay enforcement of the anti-retaliation provisions in its injury and illness tracking rule until December 1, 2016. The U.S. District Court for the Northern District of Texas requested the delay to allow additional time to consider a motion challenging the new provisions.

The anti-retaliation provisions were originally scheduled to begin August 10, 2016, but were previously delayed until Nov. 10 to allow time for outreach to the regulated community.

Under the rule, employers are required to inform workers of their right to report work-related injuries and illnesses without fear of retaliation; implement procedures for reporting injuries and illnesses that are reasonable and do not deter workers from reporting; and incorporate the existing statutory prohibition on retaliating against workers for reporting injuries and illnesses.
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OSHA RELEASES UPDATED RECOMMENDED PRACTICES TO ENCOURAGE WORKPLACE SAFETY AND HEALTH PROGRAMS

The Occupational Safety and Health Administration released a set of Recommended Practices for Safety and Health Programs to help employers establish a methodical approach to improving safety and health in their workplaces.

The recommendations update OSHA's 1989 guidelines to reflect changes in the economy, workplaces, and evolving safety and health issues. The recommendations feature a new, easier-to-use format and should be particularly helpful to small- and medium-sized businesses. Also new is a section on multi-employer workplaces and a greater emphasis on continuous improvement. Supporting tools and resources are included.

The programs are not prescriptive; they are built around a core set of business processes that can be implemented to suit a particular workplace in any industry. OSHA has seen them successfully implemented in manufacturing, construction, health care, technology, retail, services, higher education, and government.

Key principles include: leadership from the top to send a message that safety and health is critical to the business operations; worker participation in finding solutions; and a systematic approach to find and fix hazards.

"Since OSHA's original guidelines were published more than 25 years ago, employers and employees have gained a lot of experience in how to use safety and health programs to systematically prevent injuries and illnesses in the workplace," said Assistant Secretary of Labor for Occupational Safety and Health Dr. David Michaels. "We know that working together to implement these programs will help prevent injuries and illnesses, and also make businesses more sustainable."

The OSHA recommendations include seven core elements for a safety and health program: management leadership; worker participation; hazard identification and assessment; hazard prevention and control; education and training; program evaluation and improvement; and communication and coordination for host employers, contractors and staffing agencies.

Dr. Michaels released the new document at the National Safety Council Congress in Anaheim, Calif. In his remarks, he asked business groups and safety and health professionals to help spread the word through a campaign that encourages creation of a safety and health program using OSHA or other program recommendations that may be more appropriate to their businesses.

The recommendations are advisory only and do not create any new legal obligations or alter existing obligations created by OSHA standards or regulations.

DEPARTMENT OF VETERANS AFFAIRS TO BEGIN MECHANICAL INSULATION ASSESSMENTS

The National Insulation Association (NIA) is pleased to announce that the Department of Veterans Affairs (VA) will be conducting mechanical insulation energy and water assessments as directed by the 2017 Military Construction-VA Appropriations bill, which NIA worked to get passed. The bill was included in Congress's continuing resolution (CR) to fund the federal government through December 9, 2016. The bill included the following language:

Mechanical insulation assessments - The Committee acknowledges the cost savings possible through energy savings associated with proper insulation, and encourages VA to work in collaboration with industry partners to conduct a mechanical insulation energy and water assessment at several representative VA hospitals. The assessment should study the potential for improved energy and water efficiency of the selected medical center mechanical systems by applying mechanical insulation in repair, replacement, or upgrade applications. Assessment results shall be shared through a report to the Committee not later than 60 days after enactment of this Act.

NIA's Executive Vice President/CEO Michele M. Jones noted, "This is a huge success for the insulation industry, and NIA will pursue working alongside the VA to complete these case studies. Our hope is that these studies are used as best practices for all VA facilities and to expand these assessments to other federal agencies." She added, "Every assessment that proves the value of a properly insulated system is one more tool that we can use to bring increased awareness of the benefits of insulation and get our industry out in front of the energy-efficiency discussion."
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DODGE MOMENTUM INDEX STUMBLES IN SEPTEMBER

The Dodge Momentum Index fell 4.3% in September to 129.0 from its revised August reading of 134.8 (2000=100). The Momentum Index is a monthly measure of the first (or initial) report for nonresidential building projects in planning, which have been shown to lead construction spending for nonresidential buildings by a full year. The decline in September was the result of a 5.3% drop in institutional planning and a 3.6% decrease in commercial planning, retreating from the strong performance in August which benefitted from an influx of large projects ($100 million +) into planning. September’s decline follows five consecutive months of gains for the Momentum Index, and resumes for now the saw-tooth pattern that’s often been present in the data since 2014. Even with the recent volatility on a month-to-month basis, the Momentum Index continues to trend higher, signaling that developers have moved plans forward despite economic and political uncertainty. With the September release the Momentum Index is 5.1% higher than one year ago. The institutional component is 5.4% above its September 2015 reading, while the commercial component is up 4.9%.

In September, five projects entered planning each with a value that exceeded $100 million. For the commercial building sector, the leading projects were a $200 million office tower in Chicago, IL and a $150 million JW Marriott Hotel in Irvine, CA. The leading institutional projects were a $150 million hospital in Evanston, WY and a $105 million hospital in Salt Lake City, UT.

AUGUST CONSTRUCTION STARTS JUMP 21%

New construction starts in August soared 21% to a seasonally adjusted annual rate of $711.2 billion, according to Dodge Data & Analytics, following lackluster activity in July. The August rise for total construction starts featured an especially elevated amount for nonresidential building, which was helped by the start of a $3 billion petrochemical plant in Louisiana, the $1.7 billion Wynn Casino in the Boston MA area, and a $508 million terminal upgrade at Seattle-Tacoma International Airport. The non-building construction sector also experienced strong growth, with its public works segment lifted by the start of a $3 billion natural gas pipeline project in the states of Alabama, Georgia, and Florida. In addition, residential building contributed with a moderate August gain, reflecting another advance for multifamily housing which included groundbreaking for the $900 million Wanda Vista Tower in Chicago IL. Through the first eight months of 2016, total construction starts on an unadjusted basis were $439.3 billion, down 7% from a year ago. As 2016 is proceeding, the year-to-date decline for total construction is becoming smaller, affected to a lesser extent by the comparison to the massive projects reported during the first half of 2015 and now benefitting from the start of several massive projects in this year’s second half. If projects valued at $1 billion or more are excluded, total construction starts during the first eight months of 2016 would be down a slight 1%, or essentially even, with a year ago.
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