



Dear Colleagues and Friends,

FINALLY, we leave the brutal winter of 2015 behind us and look forward to the return of "birds singing" and the "banging of hammers, the humming of screw guns and other productive construction sounds!"

From all indications there should be plenty of work to bid and hopefully we will all get our fair share. BUT, a word of caution, that one should not be overly aggressive just to "build back log."

It would be prudent to take the time to assess our companies' goals for the upcoming year and to reflect on last year's projects to see how jobs performed. *Were we able to be profitable, given the high credit lines and vendor costs we all face*? We all hope to expand our cash reserves in anticipation of an increased work load. Given that most of what we sell is "labor time," we need to make sure we are getting the "right # for the job," the maximum production from our work force while providing our crews the necessary resources and equipment to do so. There is no real growth without profitability ... one can only "swap dollars" for so long!!!

In our past fiscal year, IFCA achieved several significant accomplishments including an extension of our CBA with the Philadelphia carpenters, initiation of a safety consulting program, updating of our Legal Binder and revamping our Web Site–where you'll see a couple of videos about what our members enjoy about IFCA and why they are proud to be union contractors. The association feels confident that our other union contracts will settle early and I expect that over the next year we will be even more productive.

I encourage everyone to attend our meetings on a regular basis and to solicit new members for our Association. There is no better resource than "networking" with your peers and we all benefit from an honest exchange of experiences.

In closing, I want to thank our Executive Director, Kim Clerkin, on the outstanding effort she puts forth year after year making our annual Winter Conference and all of our programs a rewarding success. The conference is not only an educational opportunity, but also affords our membership an opportunity to interact without the day-to-day stress of "running the company or having the company run you!"

> Let's have a great a 2015! Tim Donohue, President