



The CONSTRUCTION EXECUTIVES REPORT

www.bxnetwork.org

A publication of the International Builders Exchange Executives, Inc.

December 2011

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The Construction Executives' Report is published by the International Builders Exchange Executives as a service to members.

Our website is: www.ibeeonline.org
Submissions, articles and other information for content is compiled from members of the organization.

Suggestions or submissions can be sent to :
info@ibeeonline.org/1-855-719-0733

International Builders Exchange Executives Annual Convention & Meeting June 22-25, 2011 Omni Shoreham Hotel, Washington, D.C.



The International Builders Exchange Executives (IBEE) held its 2011 Annual Meeting & Convention at the Omni Shoreham Hotel in Washington, D.C., June 22-25.

Washington, D.C. is home to the capitol of the United States of America and IBEE's theme for this meeting was to encourage its members to *Capitolize on Opportunity*. Close to 40 members and guests participated in the 4-day event.



The Annual Convention kicked off with a Board Meeting Wednesday morning followed by a golf event organized by Todd Helfrich. IBEE Delegates and their guests gathered for a welcome reception later that evening where they enjoyed hors d'oeuvres, refreshments, and the opportunity to network with fellow executives.

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On Thursday morning, the session began with an energetic presentation by Misti Burmeister entitled “Generational Changes in the Workforce.” Her humorous approach to presenting engaged the participants and started the day off on a positive note. The morning continued with presentations from Alison Fee and Mark Terzigni of SMACNA (Sheet Metal and Air Conditioning Contractors’ National Association). Their presentations gave an overview of LEED certification and Integrating BIM in to your Plan Room.

Friday included presentations from Jack Pyros of Momentum Fleet Group, and Mark Levin, CAE. Mark’s two presentations were well received and IBEE members may access his presentation online by going to “The Vault” at www.ibeeonline.com. The afternoon included an open forum session for members to discuss their best practices and vent any current issues with the group.

The Awards Banquet was held on Friday evening where many were honored. Frances Wagner and John Kelly, retiring executives and long time members of the IBEE, were presented with a beautiful video tribute, photo books, and plaques. The room filled with laughter and tears as fellow IBEE members spread their well wishes to these two respected colleagues. Darlene LaTrace was presented with the Management Award and Frances Wagner received the Dan Patrick Award. The banquet ended with the introduction of the new Board members and an inspiring speech by Daniel Cowan, the current President of IBEE. Members traveled to the exiting President Ron Hambley’s suite for a casual reception to end the evening.

The meeting concluded with a final session on Saturday morning from Willis Insurance Group. Stephen Kirsche, Sr., CPCU & Charlie Woodman presented information on captive insurance for this final presentation.

IBEE Office staff is conducting a series of surveys that will assist the IBEE in continuing to improve Annual and Mid-Year events. We hope that you will participate in these surveys and help to guide the IBEE in a positive direction. Be sure to save the date for IBEE’s Mid Year Meeting, January 25-27, 2012, in Marana, AZ.

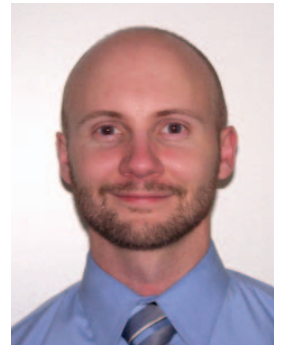


Mark Levin, CAE



Executive Director Column

*Michael Thompson, Executive Director
International Builders Exchange Executives*



Dear IBEE Members,

Although you have already received an official introduction to S&S Management and your new staff, I'd like to take this opportunity in writing my first CER article to share with you a little about myself, and what I hope to bring to the organization.

I began my career in the hospitality field, working in both the sales and operational divisions. As a graduate of Johnson and Wales University with a degree in Hospitality Sales and Meeting Management, I went on to work at a variety of hotel properties, from luxury and boutique to meeting and convention facilities. I gained a lot of experience dealing with different kinds of clientele and learning their unique needs and preferences when it came to meetings, conventions, and expositions. This experience led me into the world of association management.

I began working at S&S Management Services in Bloomfield, Connecticut about eight years ago. Since that time, I have been provided the opportunity to work with many different non-profit organizations, both professional and trade, large and small, representing various industries and professions. I've been part of various strategic planning sessions, work groups, best-practice workshops, etc. all aiming to work towards similar goals of being respected within their industry or profession as an organizational leader and valued internally by their members.

Although I have some experience with the construction industry in general, I must confess that I still have a lot more to

learn about builders' exchanges and plan rooms. However, the more I learn, the more appreciation I gain for the unique value that they provide to contractors, architects, engineers, and other industry professionals.

Under the leadership of our newly elected Board of Directors, I hope to advance IBEE in ways that serve our members and their local exchanges. I hope that you will view us as a valuable resource with which to keep your local exchanges running successfully. By providing valuable, relevant, and up-to-date tools to help increase builders exchange and plan room awareness, IBEE can help you increase membership and expand their businesses.

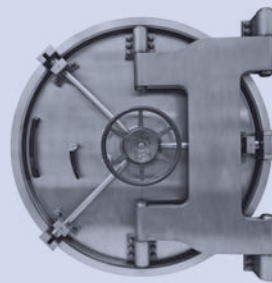
I also want to continue to build upon your already strong network of professionals and their knowledge and experience to provide a forum for information and best practice sharing. This will be the focus of our Mid Year Meetings. I hope I will see you at our next one at the beautiful Ritz Carlton Dove Mountain Resort & Spa in Marana, Arizona.

I also believe that an essential role of the organization is that of educating it's members. This includes seminars at our Mid-Year and Annual Meetings, webinars, and training courses.

Finally, if we can be of help in any way or if you would like to share thoughts and perspectives regarding IBEE and ways to improve your overall membership value, please feel free to contact me at any time. I look forward to working with you all for years to come.



The Vault



Access **The Vault** at www.IBEEonline.com to view member-only information including the 2012 RS Means price list, presentations from the 2011 Annual Meeting, the CER archives and much more.

Members are encouraged to post information in **The Vault** to share announcements with your fellow IBEE members.

Log in information for **The Vault** will change January 1 of each year. Active members who have paid their membership dues will be provided the updated password, so be sure to pay your membership dues in a timely manner.

IBEE Mid-Year Meeting

January 25-27, 2012

Ritz-Carlton, Dove Mountain
15000 North Secret Springs Drive,
Marana, AZ 85658



THE VENUE

Newly renovated, the Ritz-Carlton at Dove Mountain has a variety of amenities to offer its guests. Group activities range from cooking lessons to sunset horseback rides through scenic mountain trails.

Guests may enjoy a number of spa luxuries including facials, massages, yoga, Pilates, manicures, pedicures, and much more. Spa treatments are available for groups, individuals, kids, teens and adults.

There are a plethora of outdoor activities on this luxurious resort. The Ritz-Carlton has partnered with the White Stallion Ranch to provide its guests with authentic rodeo, cattle penning, and horseback riding. The venue also offers hiking, biking, stargazing, aerobics, water sports, tennis and golf. The Golf Club, host of the WGC-Accenture Match Play Championships, includes 27 holes of *Jack Nicklaus Signature Golf*, an award-winning clubhouse, and a 12-acre practice facility. Individuals and families are encouraged to enjoy these facilities.

With five restaurants to choose from, guests will enjoy a variety of choices for each meal. *CORE Kitchen & Wine bar* offers American cuisine inspired by the region. *Ignite* is a casual pub style venue offering lunch and dinner menus fireside. *Turquesa Latin Grill* is a family friendly, pool-side grill, open for lunch near the resorts 235 foot water slide. *Cayton's* offers a mountainside view and Southwestern cuisine. Brunch is available on weekends and reservations are recommended. Lastly, *TO/GO* offers guests *Peet's* coffee and tea and a variety of pastries each morning. This venue provides backpacks encouraging guests to take their meals and snacks "to-go" and enjoy the scenery.

Although secluded, the Ritz-Carlton still has nearby attractions for those who wish to venture off-site.

La Encantada Mall	18 miles
Tucson Mall	20 miles
DeGrazia Gallery in the Sun	21 miles
Tucson Museum of Art	26 miles
Tucson Symphony Orchestra	26 miles
Laff's Comedy Club	26 miles
The Rialto Theatre	27 miles

Arizona Sonora Desert Museum	29 miles
Biosphere 2	29 miles
Pima Air and Space Museum	37 miles
Old Tucson Studios	38 miles
Colossal Cave Mountain Park	55 miles
Mt. Lemmon	61 miles

GUEST ROOMS

The IBEE has a room block in place for members for January 24 - January 29, 2012 at the Ritz-Carlton, Dove Mountain. All rooms include complementary high-speed Internet access, Egyptian cotton linens, separate shower and soaking tub, 42-inch flat screen TV, 24-hour in room dining, a fully automated mini-bar, and private balcony.

CLIMATE

In the high Sonoran Desert, this region has an average temperature of 44° - 66° during the week of the Mid-Year Meeting. Chance of precipitation is low.

MEETING AGENDA

Taking feedback from the recent member surveys into account, IBEE staff is working on creating an exciting, fun, and informative schedule of events for the Mid-Year Meeting.



Wednesday, January 25

4:00 p.m.—5:30 p.m.	Board of Directors Meeting
6:00 p.m.—8:00 p.m.	Welcome & Reception <i>Light Hors d'oeuvres will be served</i>

Thursday, January 26

8:00 a.m.—8:30 a.m.	Continental Breakfast
8:30 a.m.—8:45 a.m.	Welcome and Introductions
8:45 a.m.—9:00 a.m.	Board of Directors Update
9:00 a.m.—10:00 a.m.	Leadership Essentials Part I Organization, Delegation, Communication and more. Join in a peer-to-peer discussion on what it takes to be an effective leader.
10:15 a.m.—11:15 a.m.	Leadership Essentials Part II Continuing from Part I, strategize on how to implement what you've learned in your own exchange.
11:15 a.m.—12:15 p.m.	The New Era of Membership Management, an Avectra Services Presentation Presentation by: Mara Croce, Avectra
12:15 p.m.—1:15 p.m.	Lunch
1:15 p.m.—3:00 p.m.	Best Practices Session Share your Exchange's best practices with fellow IBEE members on a variety of topics including BIM Training, GC Hosting, Social Networking, Publications, Marketing and much more.
5:00 p.m.—6:30 p.m.	Networking Reception <i>Light Hors d'oeuvres will be served</i>

Friday, January 27

8:00 a.m.—8:30 a.m.	Continental Breakfast
8:30 a.m.—9:30 a.m.	Plan Room Discussion An open forum to share plan room experiences.
9:30 a.m.—10:45 a.m.	Social Media Madness Presentation by: Brenda Romano followed by a moderated discussion on social networking tools and how to make them work for your Exchange.
11:00 a.m.—12:00 noon	What's New in Your Exchange? Wrap up session - network with your peers and share what's new in your Exchange.

Join us in Marana, AZ for what promises to be a memorable event.

IBEE Mid-Year Meeting

January 25-27, 2012

REGISTRATION FORM

Register online at www.ibeeonline.com

or mail/email or fax a completed registration form to: **IBEE**

**One Regency Drive, PO Box 30,
Bloomfield, CT 06002**

Phone: 855.719.0733 Fax: 860.286.0787

Email: info@ibeeonline.com

REGISTRANT INFORMATION:

First Name: _____ Last Name: _____

Organization: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

Email: _____

Guest(s): _____

Please list any dietary restrictions: _____

SPONSORSHIP:

☐ I would like to be a Member Sponsor for this event

☐ Gold \$500.00 US ☐ Silver \$250.00 US ☐ Bronze \$100.00 US

(Please send a JPEG or GIF file of your company's logo for use in our marketing materials)

REGISTRATION FEE:

IBEE Delegate: \$299.00 US Spouse/Companion: \$100.00 US

(includes receptions, breakfasts, lunch, and breaks)



PAYMENT: ☐ Check (in US dollars) - Remit to "IBEE"

☐ Credit card: ☐ Visa ☐ MasterCard ☐ AMEX

Card number: _____ Expiration Date: ____/____

Cardholder's name: _____

Cardholder's Signature: _____

Register online at www.ibeeonline.com

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Over the Top Member/Supporter Service



by Mark Levin, CAE, CSP



Since the retention of members and supporters is one of the most important and ongoing challenges for any nonprofit, there should be no limit on the effort these organizations make to keep their member/supporter base satisfied. Too often, however, organizations seem to think that because of their nonprofit status they can't "compete" for these supporters the same way that a private, for-profit company can. Not so. The only limits on what nonprofits can do to keep their members/supporters satisfied are the limits of their budget - and their imagination!

Maybe what membership organizations need to do is spend less time complaining about the advantages of these for-profit competitors and more time learning from them. If these companies are so good at customer service and keeping customers, maybe membership organizations should learn from their success. Instead of fighting the competition, maybe membership organizations should be emulating the competition. Not-for-profit is a designation given to membership organizations by some government agency, it doesn't have to be a business philosophy. Remember - even nonprofits can - and should - be run in a businesslike manner. They are just different kinds of businesses. The need to give top-quality member/customer/supporter service is the same for all organizations.

STEP #1

Create a Positive Member Service Environment

Successful companies and organizations of all types believe that good customer service has to be part of a culture, not just a slogan. These organizations understand that every employee plays a part in good customer service, regardless of his or her position in the company.

Nonprofits also need to institutionalize a customer/member service culture. The first step is to develop some member service policies and standards. This can't be just a reminder to the staff to answer the phone quickly and be polite. Real commitment means identifying as many ways as possible to actually measure good customer service, and then setting standards of good performance. Try to identify what top-level performance means in areas like turnaround time on orders; how many times a phone rings before it's answered; how many times a caller gets transferred before

speaking to the right person; how accurate the member listings are in the organization's database and directory; etc.

STEP #2

Develop Top-down Involvement

If the top leaders in the organization (Board members, officers, top-level staff) aren't committed to better member service through a systematic approach, then the other staff and members are unlikely to be as concerned about it as they should be. The organization's Board of Directors and top staff need to adopt a formal, specific, written set of customer service policies and guidelines. These need to be developed with input from various sources, and then communicated to everyone in the organization's staff and volunteer leadership. These policies should be reviewed frequently and used as part of the evaluation of the organization's retention efforts.

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STEP #3**Empower Member/Customer Service Personnel**

One of America's major U.S. telecommunications giants has a very interesting philosophy regarding who is responsible for solving their customers' problems. According to their Chairman, "No matter who you are, when you come in contact with a customer who has a problem, you *own* that problem until you help the customer get it solved."

Nonprofits need to take note of this concept. If there was ever a great slogan for member service and member retention, it is "You own the problem until it is solved." That doesn't mean that the leader or staffer who is the first contact with the member and his/her problem has to be the person with the answer to the problem. It's very possible that the member's problem is better handled by another staff person or volunteer leader. It **DOES** mean that the person who first interacted with the member is responsible not just for transferring the problem to someone else, but also for making sure that the problem is solved.

It also means that everyone on the membership organization's staff needs to buy into the concept of top-level member service. It means that the days of "It's not my job" are over. It means that staffers can no longer consider themselves or their departments separate entities, dedicated to only one area such as legislation or education. It means that all leaders, volunteer and staff, have to be willing to accept "reminders" and inquiries from others who have asked them to help solve a member problem. It means that the organization's leadership needs to establish a teambuilding system that will create a culture that focuses not on the organization, but on the members.

**STEP #4****REALLY Understand Your Member/Customer Needs and Wants**

The Marriott Corporation, the worldwide hotel chain, works hard to instill the notion of top quality customer service in all of its employees (not just the service people). One of the techniques they employ is something that, for lack of a better term, is known as "empathy training." Every management-level employee is asked to go out into Marriott's various business enterprises (hotels, food service, etc.) and perform the work required of the people who are employed in the areas for which the manager is responsible. This means that every manager is going to experience (at least for a short while) the challenges, frustrations, and rewards of working for Marriott in these various jobs.

Nonprofit membership organizations can use the same technique to give staffers at least a small idea of what members face every day in their jobs and in their professions. One association asked its staffers to spend a day with one of the organization's members. Association staff members actually went out and spent an entire day with a member, from the opening of the business in the morning to the last after-hours meeting in the evening. The idea was to let the staffers really get some insight into the problems members faced. The goal was simple - when the staffer picked up the phone and listened to the requests of members calling their Headquarters office, the staff could actually "picture" the situation the member was describing.

STEP #5**Determine the Elements of Your Organization's Member Service Program**

By looking at these successful companies, membership organizations can pick up many ideas for enhanced member/customer service, and retention. Here are some additional tips on giving the best member service.

1. Ask the right questions.

Sometimes members aren't really sure what they want from an organization. Even when asked something as simple as "How may we help you?" there can be a miscommunication. Members actually don't know how the organization can help them unless they know everything that the organization does. What they *do* know, in all cases, is what problem they need solved. Try to guide them into explaining what their problem is, and get them in touch with the correct person or department.

2. Learn to be a little bilingual

Sometimes people who work for membership organizations forget that the members and customers contacting the organization aren't familiar with everything the organization does. Staffers can fall into the trap of using names and initials and references that are well-known to staff and organizational leaders but not necessarily to members at large. Be careful to speak the "language" of members/customers.



3. Repeat important information.

When a member request requires some sort of follow-up action by a staff person, be sure to repeat important information before breaking off the contact with the member. Reconfirm what is to be done, in what time frame, etc. so there are no misconceptions about what is going to be done. If staffers make sure they are clear on what members' expectations are, they have a good chance of meeting or exceeding them.

4. Set quality control standards on everything the organization does.

Membership organizations need to emulate the "big boys" by establishing standards of performance on all aspects of customer service. Tracking the organization's performance in such things as turn around time on orders, meeting deadlines on publications, returning phone calls in a specified time frame, etc., isn't supposed to put undo pressure on overworked staff members. It is supposed to remind everyone of the organization's commitment to meeting member/customer needs.

5. When in doubt about whether or not the organization can "do it" for a member, DO IT! Handle the internal battles later.

Membership organizations must empower their staffers to make good, common sense judgments when handling member requests. Within reason (i.e. within the legal and financial guidelines of your organization), staffers should be encouraged to give members what they want as often as possible. Staffers should handle the "internal" battles after the member's problem has been solved.

6. Handle problems as they arise.

If a problem looks as though it might grow into something worse, don't take the attitude of "We'll cross that bridge when we come to it." Stop and find ways to correct the problem

immediately. This philosophy of finding solutions to problems as they arise has saved private companies millions of dollars over the years. They found that to delay dealing with current problems only creates more expensive problems later on.

7. Don't panic if something goes wrong.

Improving an organization's member/customer service is an important goal, but the effort must focus on continuous improvement, not on perfection. No organization is ever going to be perfect in member/customer service. If something goes wrong (and it will), the ability to retain that member or customer is dependent upon how your organization handles the situation. Customer service surveys over the years indicate that a vast majority of members/customers who have a problem with an organization's products or services *will* do business with that organization again, as long as the problem is solved to the member/customer's satisfaction. Apologize for mistakes, ask the member/customer what it will take to make the situation right, and then (within reason) do what they ask.

Nonprofits face competition from many sources for their members' time and support. Providing over-the-top member/supporter service may be the nonprofit's biggest competitive advantage.

Mark Levin, CAE, CSP is an association executive and professional speaker who specializes in helping associations in the areas of membership growth, leadership development, staff and volunteer training, and strategic planning. He can be reached at mark@baileadership.com or via his website at www.baileadership.com

IBEE RS Means Affinity Program



We would like to remind our members of our affinity program with RS Means and how the program can benefit your exchange. The following list gives a general breakdown of the terms of the agreement and ordering and shipping process:

- IBEE is the authorized buying/marketing group for member exchanges of IBEE
- IBEE Members have two RSMeans distribution options available: Inventory Stocking or Customer Drop Shipment

Inventory Stocking

IBEE Members who choose to maintain an inventory of RSMeans products will receive a 45% discount on all RS Means publications ordered by your exchange and for your respective members. You will be able to resell the materials to your membership at whatever discount you choose, thereby generating non-dues revenue for your exchange. For example, when you purchase items at 45% discount if you resell at a 25% discount to your members, you are earning a 20% reseller profit.

Inventory may be returned for full credit provided it is in saleable condition and it is received by RSMeans on or before March 31 of the subsequent

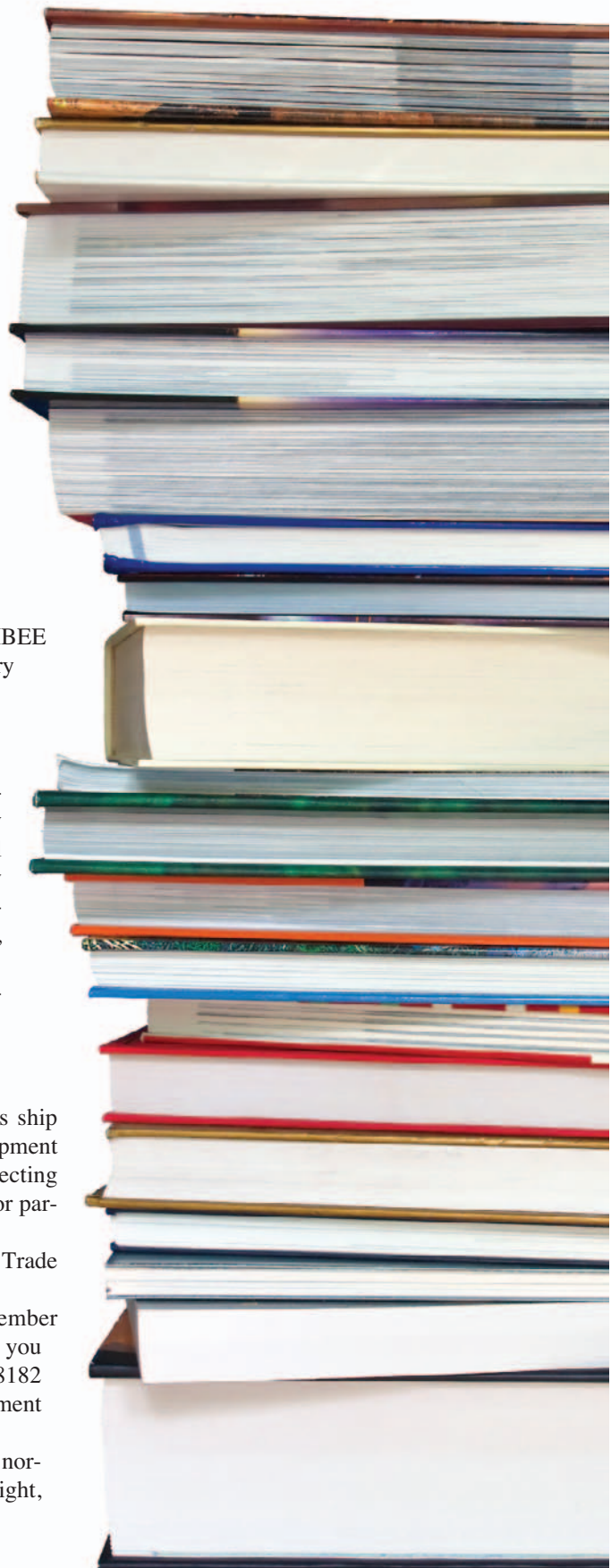
Customer Drop Shipment

IBEE Members who elect not to inventory products may have RSMeans ship products directly to the IBEE Members customer. In the case of drop shipment RSMeans will invoice the IBEE Member who will be responsible for collecting payment from the IBEE customer. IBEE Members receive a 25% discount for participation in the drop shipment program.

Order forms and price lists will be sent annually or upon request from the Trade Sales Department.

This program is for publications and CostWorks CD products only. Member exchanges place orders directly with RS Means Trade Sales Department. If you wish to order, contact the RS Means Trade Sales Department at 1-800-448-8182 and identify yourself as a member of the IBEE, as the Trade Sales Department will maintain a complete list of IBEE Member participants.

RS Means has waived the normal shipping and handling charges that they normally place on all orders not prepaid, but they will include actual UPS freight, IBEE will invoice members quarterly for a 5% commission on purchases.





The IBEE's Mission, Vision and Strategic Goals

IBEE MISSION

The International Builders Exchange Executives (IBEE) serves as a catalyst for the exchange of ideas and experiences to advance and enhance the role and effectiveness of construction association and plan room executives and their organizations. The IBEE also aims to assist the construction industry in obtaining information, services, and support at the local level.

VISION

The IBEE is a representative organization of Construction Association Executives and their organizations, dedicated to the pursuit of excellence in Construction Association and Plan Room services through cooperation and participatory action.

IBEE STRATEGIC GOALS

- Increase awareness and enhance the image of Builders Exchanges and their services among owners and design firms;
- Provide a forum for managing executives to share information, enhance management skills, develop professional standards and explore new methods;
- Provide tangible services, resources and support that will improve Exchange operations and member service at the local level;
- Identify common problems and seek solutions that benefit IBEE members and the construction industry they serve.



www.ibeeonline.org
info@ibeeonline.org/1-855-719-0733



The International Builders Exchange Executives
will hold its **2012 Annual Meeting**

Wednesday, June 13 – Friday, June 15, 2012

at the Hilton San Francisco at Fisherman's Wharf
in San Francisco, CA

Updates will be posted as they become available: www.ibeeonline.com/june-convention.asp