



## Message from the President

By Ida B. Brooker

### Inside This Issue

- 1 Message from the President
- 1 Quote of the Month
- 2 **Legislative Alert! Call your Representative!**
- 2 WCOE Mid-Year Meeting Recap
- 2 New Central Regional Director
- 3 Breaking the Spell of Mediocrity
- 3 Business.gov
- 3 **WCOE Renewal Time!**
- 4 Women in Charge Conference
- 4 World of Concrete 2007
- 4 WCOE Contacts
- 4 **WCOE Annual Meeting Details!!**
- 5 Seabees Use Teamwork, Grrrl Power To Smooth Things Over On Al Taqaddum Airstrip
- 6 SBA Improves Federal Contract Opportunities for Small Business
- 8 SBA Conference Call Briefing

The WCOE Mid Year Conference was held in Chicago this year and it was great seeing so many of you there. A special thank you to Shannon Schaeffer for all of her hard work in getting everything put together. Also, a big thank you to Whirlpool and Boeing for sponsoring the Conference. Our next Conference will be in Washington D.C. February 25 - 27, 2007, so be sure that you have it on your calendar.

Over the last several months I have been telling you about the events we have been attending as an Association. It is now time that you tell us what events you attend that you find useful for your business. Of those events, are any of them of value for WCOE to attend as an association. When WCOE attends an event we want to make sure that we are doing so in light of the two objectives that we have set for those activities. We want to increase awareness in the Construction Industry of the existence of WCOE and we want to increase membership.

Further in regards to these events it would be helpful if you would also be willing to support WCOE by being the WCOE representative at the event. We now have a tabletop display that can be easily shipped for use at these events. It is important that we remember that WCOE is an all volunteer organization. That includes your Board of Directors. Deborah E. G. Wilder, Shannon Schaeffer, Arnice Lamb and I have been attending these events so far this year but we need your help. Shannon has done a marvelous job of updating all our handout materials and can send a box with all that would be needed to attend an event. If you would need additional support other members in your area might be contacted. I have found that the conversations that I have with those who stop by the WCOE table are fascinating and I have learned a great deal from those exchanges.

If you are not able to support the events yourself we are still interested in knowing which events would be useful for WCOE to attend. Please respond to Shannon Schaeffer ([sschaeffer@wilderlawfirm.com](mailto:sschaeffer@wilderlawfirm.com)) with your information by December 1<sup>st</sup>. We would like to put a calendar together for 2007 and this information is important.

*(continued on page 2)*

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## Quote of the Month

*“Success usually comes to those who are too busy to be looking for it.”*

*Henry David Thoreau (1817 - 1862)*

## Message from the President

What's next? (Actually the same things as were listed last TurningPoint) *(continued from page 1)*

First of all, membership and renewals. Have you sent in your membership or renewal information yet? If you have and have not heard anything yet from Shannon, please contact her. It has become apparent that some of our mail has gone astray. If you haven't sent in your memberships and/or renewals, why not? Remember, you will not make it into the membership directory if you do not get it in by the end of November. If you have questions or need anything concerning membership, please contact Shannon ([sschaeffer@wilderlawfirm.com](mailto:sschaeffer@wilderlawfirm.com)) and she will help you.

Annual Meeting. Our Annual meeting is set for February 25 – 27, 2007. We are exploring a new concept this year by teaming with NAWBO (National Association of Women Business Owners). Be sure to get this conference on your calendars.

Election Of Officers. Our Annual meeting is when we select the team who will be leading the organization for the next year. If you would like to serve as a representative for your district or as a member of the Executive Board, please contact Karen Huskey ([khuskey@swinerton.com](mailto:khuskey@swinerton.com)) by December 1<sup>st</sup>.

### Legislation Alert! Contact your Representative!

Congress returned November 13<sup>th</sup> and all of our help is needed to pass the SBA's full Reauthorization Bill S 3778. This bill, introduced by Olympia Snowe (Chair of the Senate Small business Committee), authorizes funding for all SBA programs through September 2009. The result of Congress passing a continuing resolution before they adjourned in September will allow interim funding of the Small Business Administration through February 2007. S 3778 has many provisions which WCOE has advocated for many years:

1. Reciprocal acceptance of comprehensive WBE certification
2. Rules strengthening subcontracting requirements
3. Stronger enforcement of de-bundling contracts
4. 90 day requirement to implement the Women-Owned Small Business Contracting program

**It is very important that you write and/or visit your Senator and Member of Congress by December 1<sup>st</sup>** to garner their support for this legislation!! This legislation can easily affect your bottom line.

To find your local representative go to:

<http://www.house.gov/writerep/>

To find your local senator go to:

[http://www.senate.gov/general/contact\\_informat ion/senators\\_cfm.cfm](http://www.senate.gov/general/contact_informat ion/senators_cfm.cfm)

To find more information on the SBA go to:

[www.sba.gov](http://www.sba.gov)

### WCOE Mid-Year Meeting Recap

The WCOE Mid-Year Meeting held October 6<sup>th</sup> at The Boeing Company Corporate Headquarters in downtown Chicago was a great success. We had great representation from our members through out the country. The topics discussed proved to provide those in attendance great information, new ideas, and important insight. I would like to take this opportunity to thank all of the speakers: Ida Brooker – The Boeing Company & WCOE President; Margery Newman – Ogletree, Deakins, Nash, Smoak & Stewart & WCOE Member; Kathy Nelson – Whirlpool Corporation; Colette Holt – Holt Law; Mary Kay Minaghan – MKM Services; and Deborah Wilder – Contractor, Compliance & Monitoring, Inc. & WCOE Member.

#### Doing Business with The Boeing Company

The day started with WCOE President, Ida Brooker speaking on "How to do Business with the Boeing Company." She provided a candid opportunity for attendees to learn about Boeing. Her presentation covered the companies core competencies, global scope and challenges for the Boeing Supplier Diversity.

*(continued on page 6)*

### New Central Regional Director Elected to the Board

**Congratulations to Rosana Privitera-Biondo for her new position on the National Board of Directors by becoming the new Central Regional Director!**

## Breaking the Spell of Mediocrity

By: Ann Elliott

The Old Scottish prayer "From ghosties and ghoulies and long leggety beasties and things that go bump in the night, good Lord deliver us" is a petition for protection. In our complex world today, mediocrity and status quo are what go bump in the night. These are the ghosties and ghoulies in today's world.

How recently have you heard the mantra, "If it ain't broke don't fix it?" Could this be the mantra of mediocrity? Peter M. Senge in his ground breaking work THE FIFTH DISCIPLINE, says that "the prevailing system of management is, at its core, dedicated to mediocrity." Only by tapping into the great reservoir of spirit and collective intelligence created when people work together at their highest level do organizations and people excel. To meet the challenges and opportunities of our world we are compelled to break the spell of mediocrity. An organization which is committed to innovation, flexibility and thriving must be able to learn faster than the competition. It is only sustainable competitive advantage according to Senge. He defines a learning organization as one that is continually expanding its capacity to create its future.

Leaders committed to developing organizations that contribute and thrive provide the context for people to develop personal mastery. People who are committed to their own life long learning and are able to "consistently realize the results that matter most deeply to them" have a high level of personal mastery. Like a master craftsman, they have reached a special level of proficiency. They are not willing to simply mark time in a job.

Personal mastery involves:

- Knowing our personal values
- Clarifying and refining at a deeper and deeper level our personal vision
- Taking responsibility for our current reality without blame or playing the victim
- Saying "Yes" to what supports our vision and values
- Releasing what distracts or drains our energies
- Knowing we are worthy and able to have what we passionately desire
- Willing to be patient

*(continued on page 5)*

## Business.gov

*A New Government Search Engine*

Have you ever tried to search for information related to the government on a regular search engine such as Google or Yahoo and found that the results were not relevant? Now you can go to Business.gov's search engine which only returns compliance-related results from official government websites. The Business.gov home page provides two main ways for businesses to quickly search for compliance information: 1) a basic, easy-to-use search box that allows for keyword searches; and 2) industry-specific searches and topic categories that help business users find the information they need.

The sba.gov website is the best place to find information on starting, growing and financing your business. The business.gov website is for compliance issues and subsequent forms you may need. The business resource library contains small business guides for a variety of industries. The website's main goal is to provide information on federal compliance from across multiple government agencies and allows you to click through to your state's official website. Instead of having to navigate through multiple government websites for compliance information from various agencies, you can search one site. This will reduce the time and money spent on complying with federal regulations and allows you to focus on running your business.

In the future, Business.gov plans to have state and municipal government compliance information available through the website and allow users to customize the site to meet their specific needs. Any updates or enhancements will be customer driven, and they are collecting user feedback to inform those enhancements.

[www.business.gov](http://www.business.gov)

## WCOE Renewal Time!

**December 1<sup>st</sup> is the DEADLINE to be included in the membership directory!!!**

**If you did not receive your renewal please contact Shannon Schaeffer at 800-788-3548 or email [info@wcoeusa.org](mailto:info@wcoeusa.org).**

**Don't miss out!**

## Women in Charge Conference

### Winning Strategies for Women Business Owners

**Conference attendance is ENTIRELY FREE!**

**January 31, 2007 - Long Beach, CA**

At the Women in Charge Conference, you'll discover hundreds of actionable tactics to solve your complex business challenges. Register now and attend these focused sessions to launch and grow your business:

- [Search Engine Marketing Success](#)
- [Online PR: The Low-Cost Online Marketing Strategy That Works](#)
- [Work Your Network](#)
- [The Money Game: How to Get What you Deserve](#)
- [Email Marketing Power](#)
- [Weekend Entrepreneur](#)
- [How to Start a Business on eBay](#)

#### Meet the Editors

You'll get the unique opportunity to pitch the editors of Entrepreneur magazine and Entrepreneur.com. As a conference attendee, you'll have 5 minutes to pitch an editor about your company and why you should be featured in Entrepreneur or on Entrepreneur.com. Make sure to bring a press kit or other information about your business to leave with the editor.

## World of Concrete

**JANUARY 23-26, 2007**

**Las Vegas, NV**

**Sign up NOW for the 2007 World of Concrete Conference and Exhibition to be held in Las Vegas, NV.**

WCOE will be attending with an exhibit booth. For more information and to register go to:  
<http://www.worldofconcrete.com/>

When you register be sure to use the Source Code: **WCO**. This will allow World of Concrete to know you are a member of WCOE.

## WCOE Contacts

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## WCOE Annual Meeting

**FEBRUARY 25-28, 2007**  
**Washington, DC**

WCOE has partnered with NAWBO and will be in Washington DC during their "Public Policy Days"

Look for a schedule to be released the first of December and make sure to book your hotel room early!

**Mark your calendar now for the WCOE 2007 Annual Meeting.**

If you would like a registration application please contact, Shannon Schaeffer at [sschaeffer@wilderlawfirm.com](mailto:sschaeffer@wilderlawfirm.com).

## Breaking the Spell of Mediocrity

By: Ann Elliott

*(continued from page 3)*

Organizations rarely encourage the development of their employees in this manner. To some it must seem as if the inmates are running the asylum. According to Senge, personal mastery is an "essential corner stone of the learning organization—the learning organization's spiritual foundation." Bill O'Brien, CEO of Hanover Insurance, observes 30 year olds. He says they "...lose their commitment, the sense of mission, and the excitement with which they started their careers. We get damn little of their energy and almost none of their spirit."

Rumi, thirteenth century poet said, "Everyone has been made for some particular work and the desire for that work has been put in his heart." Traditional management practices discount the power of "getting to the heart of the matter" because it isn't a line item on a balance sheet or profit and loss statement. Your organization can be no better than the individuals that you hire, develop and nurture.

Are you willing to settle for compliance or are you looking for commitment to your vision, mission and goals? Is your organization masquerading as excellent when, in fact, it is mediocre compared to what it could be?

Ann Elliott is the founder of The Berkana Company LLC. She is the author of "What Successful Women Know about Leadership," a study of women executives in the construction industry coast to coast. She coaches and consults entrepreneurs and business leaders to improve operation efficiencies, increase profitability and build teamwork. Ann speaks professionally at conferences, workshops and seminars. For more information, visit [www.BerkanaCompany.com](http://www.BerkanaCompany.com) or contact [aelliott@BerkanaCompany.com](mailto:aelliott@BerkanaCompany.com).

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## Seabees Use Teamwork, Grrrl Power To Smooth Things Over On Al Taqaddum Airstrip

By Mass Communication Specialist First Class Martin Wright



Al Taqaddum, Iraq – In the Seabees runway repair in exotic locations is something of a religious activity for the Navy's construction battalions. It's an activity that typifies the groups values and a way to commune with their ancestors.

In the very first days of the Seabees, Rapid Runway Repair was a vital part of the island hopping campaign in the Pacific during World War II. Now, while the task doesn't dominate the Seabee's activity, the increased sophistication of aircraft requires the task to be done with a higher level of skill, as a smooth runway is vital to ensuring today's supersonic aircraft have a safe landing.

During a hand off of responsibility for the repairs on the runway here, Naval Mobile Construction Battalions 18 and 74 are working together to ensure the job is done right. While the transfer of all responsibility from 18 to 74 sees an active duty battalion replacing a reserve battalion, it also means the role of project supervisor falls to Builder Second Class Cara Barton of Ludlow, Vt. She is in charge of not only a crew much older than her, but has allowed her the opportunities very few 23 year-old women get - leading a 20-man crew of ribald construction experts. This day they are pouring 80 square yards of concrete damaged in air strikes in the 1991 Gulf War. The soon to be filled spots have had the damaged concrete removed and the bare patches stand out like a few tiles missing from a giant bathroom floor. A Navy Second Class Petty Officer, like Barton is the equivalent to an Army Sergeant.

In preparation for 'the pour,' the crew has laid down a plastic sheet to hold in the concrete's moisture. Steel dowels stick out the surrounding concrete like the oversized pins on the side of a bank vault. These will help lock the new slab to the surrounding ones.

For the Seabees this is a normal business day. They are the Navy's construction experts and support Marine wherever they deploy. Currently as part of 3<sup>rd</sup> Naval Construction Regiment, NMCB 74 and NMCB 18 are deployed to Southwest Asia in support of Operation Iraqi Freedom. They are building bridges, drilling water wells and myriad other projects to help build up the infrastructure necessary for Iraqi people to provide for their own security and make their country a safe and productive democracy.

*(continued on page 6)*

## Seabees Use Teamwork

*(continued from page 6)*

Before the pour begins there is some more preparation work. Seabees baste the protruding steel dowels rods in an oily resin. This helps the concrete stick to the steel. At the same time, a line is being hauled out for the automatic screed. Resembling a miniature crane support laying on its side, the screed vibrates and helps smooth the concrete surface. While this all this is going on, Barton is doing what any good leader would do. She goes from group to group making sure everyone know what the plan is and working the small issues that arise when ever a group of people put their mind to getting something done. With attentive brown eyes and wavy black hair tied in a tight military bun, she whips back and forth checking equipment, making sure everyone has their protective equipment on and more importantly wearing it correctly. Don't forget, this is a combat zone, so there are extra matters to keep in mind. Of the myriad construction crews in the world, few have to take account for the chances of a mortar attack. This one does. But like nearly everything else, there is a plan, and a way to take care of the anything that could hold up the project. The Seabees have been taking care of these kinds of risks for 63 years now and Barton carries that same "Can Do" spirit with her as the original Seabees. "The difficult we do immediately, the impossible will take a little longer" was order of the day then, as it is now. She is the Project Supervisor after all and somebody has to set the example.

The days are long, and the demands are tough, but her slim frame navigates the worksite like the professional she is, ensuring each man is doing his job right.

The challenges of the job aren't for everyone. Add the usual demands of military life and being deployed to combat zone to the mental and physical requirements necessary in construction and most people would choose something else. Still Barton loves the challenge. "It's a lot better than I thought it would be. The stress level is pretty high, but I've dealt with stress before. I know I can handle it," she said. That kind of positive, motivated speech is typical from the freckled Barton. Even as she races from one group of workers to the other, she has a determined and positive stride. When things are going well and the questions have ceased for a moment, she grabs a trowel to help her guys where she can.

*(continued on page 7)*

## Mid-Year Meeting Recap

*(continued from page 2)*

Boeing Supplier Diversity looks for suppliers who: 1. fit into the industry-standard definition of being small or diverse; 2. have product and service leadership; 3. sustain a high performance in cost, quality and delivery; 4. are financially healthy and lean; 5. are customer focused; and 6. are innovative and responsive.

Ida suggested that if you would like to do business with Boeing that you introduce your company to Boeing. First, you should enter your company profile into the U.S. Government's Central Contractor Registration (CCR) at [www.ccr.gov](http://www.ccr.gov). Second, you should complete an online profile using the Boeing Supplier Introduction process at [www.boeing.com](http://www.boeing.com). She concluded the presentation by covering the topics on understanding Boeings procurement practices and learning to market your business to a large contractor.

### **WCOE on the Move:** A Vision for the Future

As president of WCOE, Ida Brooker spoke on were WCOE is headed.

*(continued on page 9)*

## SBA Improves Federal Contract Opportunities for Small Business

### **New Regulations, Agency Scorecards Add Transparency and Accountability**

**WASHINGTON** - The U.S. Small Business Administration (SBA) today announced several measures to help small businesses secure more federal government contracts. The centerpiece of SBA's efforts is a new regulation requiring small businesses to recertify their size status on long-term contracts when a contract option is exercised, when a small business is purchased by or merged with another business or at the end of the first five years of a contract.

"This regulation will go a long way toward ensuring that contract awards get in the hands of small business owners, federal agencies get the proper credit toward their small business contracting goals and small business contract awards are fairly and accurately reported," said SBA Administrator Steven C. Preston. "It is a win-win situation for everyone."

This regulation was developed in coordination with the Office of Management and Budget's Office of Federal Procurement Policy (OFPP.)

*(continued on page 7)*

## Seabees Use Teamwork

*(continued from page 6)*

While Barton is the Project Supervisor, it doesn't mean she knows it all, nor is she the highest ranking person on the job. She has the help of her fellow Seabees to help mentor through those times when she needs it, that's their job. Said Builder Second Class Terrance Benjamin, the Safety Petty Officer, from Bronx, New York, "She's a junior troop. She has me petty officer Porter as the senior second class [petty officers] we give her 100% backing. We told her 'This is your puppy. We're going to make sure you don't fail. We got your back.'"

As much as Barton is control of the project, she still maintains humility about her position, a virtue that was perhaps tempered in her earlier years with the Seabees. On her first deployment as part of the Public Works Department in Atsugi, Japan she found the first challenge in being a Seabee – as many people do when they join a close knit group - was proving herself as the 'new guy.' Said Barton, "I think that a lot of the guys were shocked that females were even coming along with them on deployment. A lot of them doubted me from the beginning. But getting out there, doing the work with them, they started to see that I pay attention. I carry my own weight. I'm not afraid to ask for help. If something is unclear to me, I'm going to ask. I've learned a lot and I've earned a lot of respect from the guys that I'm knowledgeable in what I do. It was definitely hard to do at first, but eventually I had a lot of my guys coming up to me saying, 'I know we gave you a hard time, but you're pretty bad ass.'

It's making me feel good changing their minds, where they had this one idea about females in the military and now it all good." 'Guys' is a term she uses often. It tends to apply to each gender equally and in when she says "my guys" it escapes her mouth without any sense of irony or tinge of sarcasm.

With 80 square yards of runway laid today, there is still 3,700 sq. yards to go on the job. Other people choose more comfortable lives, but Barton will be out there everyday ensuring her guys are doing the job right, as her contribution to bettering the world. She's carrying on a tradition set by the first Seabees - helping others who need it. Watching her deftly coordinate 'her guys' one gets the sense that although they didn't have women on their crews, the original Seabees would have been proud to have her beside them too.

## SBA Improves Federal Contract Opportunities for Small Business

### New Regulations, Agency Scorecards Add Transparency and Accountability

*(continued from page 6)*

"We need accurate data on business size," said Administrator for the OFPP Paul Denett. "However, small businesses must be given fair opportunity to grow as they perform federal contracts. This rule is intended to strike the right balance between fostering growth and accurate data gathering."

Historically, size status has been determined at the time of the initial offer on the contract and is retained over the life of the contract. However, federal agencies are increasingly using long-term contracts that with the exercise of contract options can extend to 20 years. The new regulation does not require termination of contracts if size status changes, nor does it require changes to contract terms and conditions.

SBA, also in cooperation with OFPP, is announcing today a Small Business Procurement Scorecard for 24 federal agencies. The scorecard, which is modeled after the President's Management Agenda, will help more aggressively track and monitor the status of each agency's small business goal achievement.

"This scorecard is intended to increase transparency and accountability in the small business procurement arena," said Administrator Preston. "Additionally, it will highlight successes that can be shared between agencies and result in additional ways to engage the small business contracting community."

In late September, OFPP Administrator Denett and SBA Administrator Preston issued a memorandum requiring agencies to review their procurement data and identify any necessary changes to help resolve apparent discrepancies in the Federal Procurement Data System.

*(continued on page 8)*

## SBA Improves Federal Contract Opportunities for Small Business

### New Regulations, Agency Scorecards Add Transparency and Accountability

*(continued from page 7)*

The SBA also announced that additional procurement personnel will be hired to help identify government contracting opportunities for small businesses and will work with the Administration's Integrated Acquisition Environment initiative to more effectively cover the federal buying activities.

"These actions announced today underscore the fact that the SBA is committed to creating an environment where small businesses can enter the federal marketplace as equal competitors," said Administrator Preston. "This environment is created when agencies reduce contract bundling, consider small businesses as part of their overall procurement strategy, and ensure all agency reporting is accurate and reliable."

The recertification regulation will be available Nov. 15, at The Federal Register's Web site at: <http://www.archives.gov/federal-register/the-federal-register/indexes.html> on Nov. 15 and thereafter, click on "Today" at that site to view the regulations.

## SBA Conference Call Briefing

Courtesy of: Pat Meagher

The SBA issued a news release and held a phone briefing to discuss several agency measures aimed to help small businesses secure more federal government contracts. A very important issue discussed was small business recertification. This change is aimed to prevent agencies from counting contracts toward small business goals if the contractor is no longer small. WIPP Procurement Committee member and WCOE member, Pat Meagher participated in this call. Below is Pat's report from this call.

### ***Three major issues were discussed:***

#### **1. Small Business Recertification**

Currently, a business' size status is measured at the time it submits its initial offer to a government RFP. This will not change, but small businesses will now be required to recertify:

- a. When the small business is purchased or merged with another business, or
- b. In the case of long term contracts (defined as more than 5 years in duration), at the end of the first five years of the contract and then before the execution of a contract option.

This regulation is for statistical reporting only. A contract that has been awarded to small business that can no longer certify itself as small cannot be counted by the agency toward its small business contracting goal. This will not have an impact on small business itself. The terms and conditions of contracts will not change (e.g. a company will not be required to comply with large business terms and conditions simply because it cannot recertify itself as small). Also, this does not create grounds for termination of a contract. The goal is to prevent agencies from counting contracts toward their small business goal if the contractor is no longer small (not to penalize business).

#### **2. Small Business Procurement Scorecard**

- a. Each of the 24 contracting federal agencies will be given a "scorecard" to track the status of meeting small business goals. (No new requirements, just gathering data and putting it on a scorecard). Information will be publicly available. Scorecards will be published every 6 months. Poor progress may result in a phone call from the White House to the cabinet secretary. (OMB/OFFP are involved now; not just the SBA).

#### **3. Additional Personnel**

- a. 4 new PCRs have now been added
- b. Requesting authorization for an additional 3 PCRs

## Mid-Year Meeting Recap

*(continued from page 6)*

The current legislation that WCOE is track includes the Small Business Reauthorization Act, WBE Goals Program through the SBA, and the Expansion/Enforcement of Subcontracting Plans that continue advocating for women business owners. The organization created partnerships with ABC, NAWBO, WIPP, NAMC, NCCER and there are additional opportunities that will be pursued. WCOE currently has The Disney Company, The Boeing Company, Whirlpool Corporation, East Bay Municipal Utility District, and Kaiser Permanente as Corporate Alliances.

WCOE is also working on updating marketing materials and membership recruitment. A promotional packet and brochure have been created to promote the organization. We have also created a tradeshow display and have been attending tradeshow around the county. The next one coming up is "World of Concrete" in January. We have also forwarded the 800 number to a cell phone so that it can be transferred from member to member as the national board changes and a live person will be answering the phone.

WCOE's vision for the future includes partnering with NAWBO's "Public Policy Days" for our Annual Meeting in Washington, DC from February 25-27, 2007. We will also be attending tradeshow, form additional partnerships and corporate alliances, recruit new members, and create a stronger voice on state and national issues that impact the industry.

### **Teaming, Partnering, and Joint Ventures:**

An Overview of Joint Business Relationships

Margery Newman separated the third session into three topics: teaming agreements, partnering agreements and joint ventures. She came very prepared to discuss these three topics and put together a large bound packet of information for attendees to take with them.

#### *Teaming Agreements*

The structure of a teaming agreement is between a general contractor/ subcontractor, joint venturers, or a limited liability company. The issues with teaming are: the purpose; scope of work; terms of payment; duration and termination; exclusivity; costs; privileged information; dispute resolution; insurance/Indemnity; limitation of liability; and assignment of the contract.

The advantages to teaming include the Synergy and specialized expertise (MWBE compliance), exclusivity, roles are defined, work is allocated, resources are pooled and costs are shared, and complex projects. The disadvantages include early termination, general contractor/subcontractor relationship, exclusivity, proposal costs, and privileged information.

#### *Partnering Agreements*

The purpose of entering a partnering agreement includes establishing a cooperative and productive relationship among the owner, architect, general contractor and subcontractor; working to identify and achieve mutual objectives; effective and efficient contract performance; and completion of projects within the budget, on time and in accordance with plans and specifications. The structure of partnering agreements are the usual suspects, facilitator, and the formation of a strategic alliance. The issues are the differences in working styles, culture creations, support, trust and sharing, and the hard work. The advantages include the accomplishment of mutual goals, creation of good working relationships, ability to shed traditional defensiveness, the cooperative spirit, bypassing the customary formalities, quicker responses, increased communications, early identification of problems, and mutual respect. The disadvantages are the foreclosure of other opportunities, creating competitors, culture wars, and subcontractors are generally omitted.

#### *Joint Ventures*

The purpose of entering a joint venture is when two or more entities join together as co-owners to carry out a project. This is the quickest way to expand business and strategic alliances. A joint venture creates a structure where each member is the agent of the other, is a separate entity from individual members and creates managing partners. The issues include control/management; allocation of profits and losses; change orders; joint and several liability; rights, duties, and obligations; contribution, role, and involvement; and duration. The advantages of entering a joint venture are larger projects, reduced competition, synergy, increased bonding capacity, reduced/shared risk, and a mentor/protégé. The disadvantages are control, allocation of risk, allocation of payment, dispute resolutions, and joint and several liability.

*The remainder of the presentations will be re-capped in future TurningPoint Newsletters*