



Strategic
Plan
2001-2003

Organizations committed to excellence take time to step back and think strategically about their mission and operational steps to achieve that mission. In 1995, AGC conducted an extensive strategic planning process and instituted substantial changes for the association. The strategic planning process was revisited in 1998 to review progress and set a clear course for the years to come.

A board and staff review of the chapter's mission statement and strategic plan occurred again in 2000 at the request of President Scott Williams, to update the status of goals set forth in the current document and to bring forward issues for consideration in a new plan.

This new plan reaffirms the chapter's commitment to being the "voice and choice" of the construction industry. It establishes as its mission the objective of providing AGC members competitive advantages in the market as well as opportunities to better serve their communities. Finally, the plan rededicates AGC to the principles of skill, integrity and responsibility which have been core values for so many years.

The 2001 plan builds upon the strength of previous plans and is highlighted by:

- ▲ The commitment to continuous improvement in the products and services provided to AGC members.
- ▲ Its continued emphasis on enhancing the public image of both AGC and the industry, with a special emphasis on workforce, safety, and contractor quality.
- ▲ The commitment to build the collective strength of the chapter through programs and activities that will increase member participation, promote diversity and make best use of our financial assets.
- ▲ The prospect of increasing the chapter's and the industry's political influence, as well as enhance visibility, through involvement in more issues of strategic importance, by strengthening our political action committee and involving more members in the legislative process.
- ▲ The goal to increase the number of competent workers entering the construction industry by continuing and expanding our commitment to school-to-work programs, and to improve the skills of the current construction workforce through apprenticeship and other training programs.
- ▲ The effectiveness of AGC in maintaining positive relationships between its members and construction trade unions.

The revised goals and strategies will guide staff, board, and membership as we welcome the changes of 2001 and beyond. It should be noted that the full implementation of recommended tactics is beyond current resources. We are looking at this working document as an initiative for creating annual plans and budgets for the next several years.

When the previous strategic plan was reviewed it was found to be fundamentally sound, and issues described in the plan had been substantially addressed. Additional efforts and/or inclusion were needed, however, in fostering market expansion; increasing membership, member participation, and political strength; marketing group products and addressing collective bargaining needs. These efforts and issues have been addressed in this new AGC Strategic Plan.

With the assistance of AGC staff, business plans and budgets have been created and tied to specific goals in the strategic plan. These business plans, created for internal departments as well as standing committees and councils, will guide AGC through the next several years.

By following the 10 goals, the AGC staff, board and membership will support and fulfill the AGC mission: *To use our collective strength to provide our members competitive business advantages and opportunities to better serve the community.*

GOAL 1: Enhance the public image of AGC and the construction industry.

- ▲ **Strategy 1.1:** Build targeted image enhancement campaign focusing on workforce, safety, and contractor quality.
- ▲ **Strategy 1.2:** Take advantage of opportunities for building public image, through awards, sponsorships, partnerships, signage, logo, and other AGC branding.

GOAL 2: Build collective strength of AGC.

- ▲ **Strategy 2.1:** Increase member participation in all aspects of the AGC (board, councils, standing committees, events, political activities & PAC).
- ▲ **Strategy 2.2:** Develop and implement a membership recruitment program which has targets, is measurable and strengthens the AGC.
- ▲ **Strategy 2.3:** Develop and implement a program to increase the diversity of the AGC's membership, active participants and leadership.
- ▲ **Strategy 2.4:** Develop opportunities for non-dues revenue.
- ▲ **Strategy 2.5:** Utilize assets and revenues to maximize benefits to the AGC and its members.

GOAL 3: Increase AGC's political influence.

- ▲ **Strategy 3.1:** Broaden AGC's legislative agenda to cover all issues related to our strategic initiatives. Support strategic allies by endorsing their positions on issues of concern to them.
- ▲ **Strategy 3.2:** Involve more members in direct interaction with legislators.
- ▲ **Strategy 3.3:** Strengthen the AGC state PAC (funding and expenditures) to the top 20 in the state by 2002, and top 10 by 2004.
- ▲ **Strategy 3.4:** Coordinate and leverage contributions by members, partners and the PAC.
- ▲ **Strategy 3.5:** Create proactive initiatives at local levels where members identify issues of interest.
- ▲ **Strategy 3.6:** Strengthen relationship with the AGC of America PAC and increase contributions to the Oregon congressional delegation.

GOAL 4: Expand AGC's visibility and influence with rulemakers.

- ▲ **Strategy 4.1:** Expand AGC's regulatory influence by participating in targeted policy-making processes and by building relationships with regulators.
- ▲ **Strategy 4.2:** Develop means to influence local, state and federal agencies to reduce the onerous effects of regulatory processes.
- ▲ **Strategy 4.3:** Influence the impact of growth and environmental issues on the construction industry.

GOAL 5: Increase the number of competent workers entering the construction industry.

- ▲ **Strategy 5.1:** Improve the image of the construction industry as a career choice of students and key public groups. Coordinate these efforts with the Oregon Building Congress as the key partner.
- ▲ **Strategy 5.2:** Create opportunities for high school students to get field exposure.
- ▲ **Strategy 5.3:** Improve construction education programs in schools.
- ▲ **Strategy 5.4:** Improve access to apprenticeship and college construction programs.

GOAL 6: Manage for increasing diversity in the construction industry.

- ▲ **Strategy 6.1:** Educate contractors on the economic value and demographic reality of diversity, and provide them with the knowledge and skill to attract and retain future workers.
- ▲ **Strategy 6.2:** Develop and facilitate a proactive program to attract and retain minorities and women in the construction industry.
- ▲ **Strategy 6.3:** Develop/solicit a training program for superintendents and foremen/forewomen on managing a diverse workforce.

GOAL 7: Improve the skills of the construction workforce at all levels.

- ▲ **Strategy 7.1:** Promote lifelong learning for construction craftworkers.
- ▲ **Strategy 7.2:** Deliver quality apprenticeship services.
- ▲ **Strategy 7.3:** Advocate for “Craftworker Certification” or equivalent as an industry standard.
- ▲ **Strategy 7.4:** Support stable funding for open shop and union craft training.

GOAL 8: Enhance AGC’s effectiveness with labor unions.

- ▲ **Strategy 8.1:** Strengthen AGC’s position as the negotiator of area-wide agreements.
- ▲ **Strategy 8.2:** Maintain AGC’s positive relationship with construction trade unions in bargaining and the full range of public discourse.

GOAL 9: Continuously improve products and services available to members.

- ▲ **Strategy 9.1:** Create more market-competitive benefits for members.
- ▲ **Strategy 9.2:** Increase member knowledge and appreciation of existing products and services.
- ▲ **Strategy 9.3:** Strive to have market-competitive health plans for contractors of all sizes.
- ▲ **Strategy 9.4:** Utilize new Internet technologies for the benefit of our members and the AGC.

GOAL 10: Expand AGC’s visibility and influence with owners.

- ▲ **Strategy 10.1:** Expand markets for AGC members.
- ▲ **Strategy 10.2:** Increase effectiveness of current, targeted efforts to work with owners and owner groups.
- ▲ **Strategy 10.3:** Build strategic alliances to leverage industry-wide influence.
- ▲ **Strategy 10.4:** Expand efforts in geographic areas where local members identify and become active in engaging and influencing owners.



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AGC'S VISION, MISSION and VALUES:

Vision: AGC is the voice and choice of the construction industry.

Mission: To use our collective strength to provide our members competitive business advantages and opportunities to better serve the community.

Values: Skill, Integrity, and Responsibility, with a commitment to continuous improvement.

GUIDING PRINCIPLES:

Wisdom: The knowledge and experience of AGC members and staff, about the industry and the environment in which we operate.

Strength: The financial resources, size of membership and connections of the AGC.

Opportunity: Create exposure, publicity and connections for member firms.

Advantage: Provide members competitive advantages that improve their businesses.