



# 2014-2019 Strategic Plan and Long-Term Objectives

Strategic Planning Founded on the Merit Shop  
Philosophy and Delivery of Member Value



**Associated Builders and Contractors** (ABC) as a collaborative whole – member, chapter and National office leadership – embarked on a new, continuous, long-term strategic planning process in January 2012 to identify and tackle key objectives that will enhance ABC’s leadership in the construction industry and deliver unparalleled value to its members nationwide.

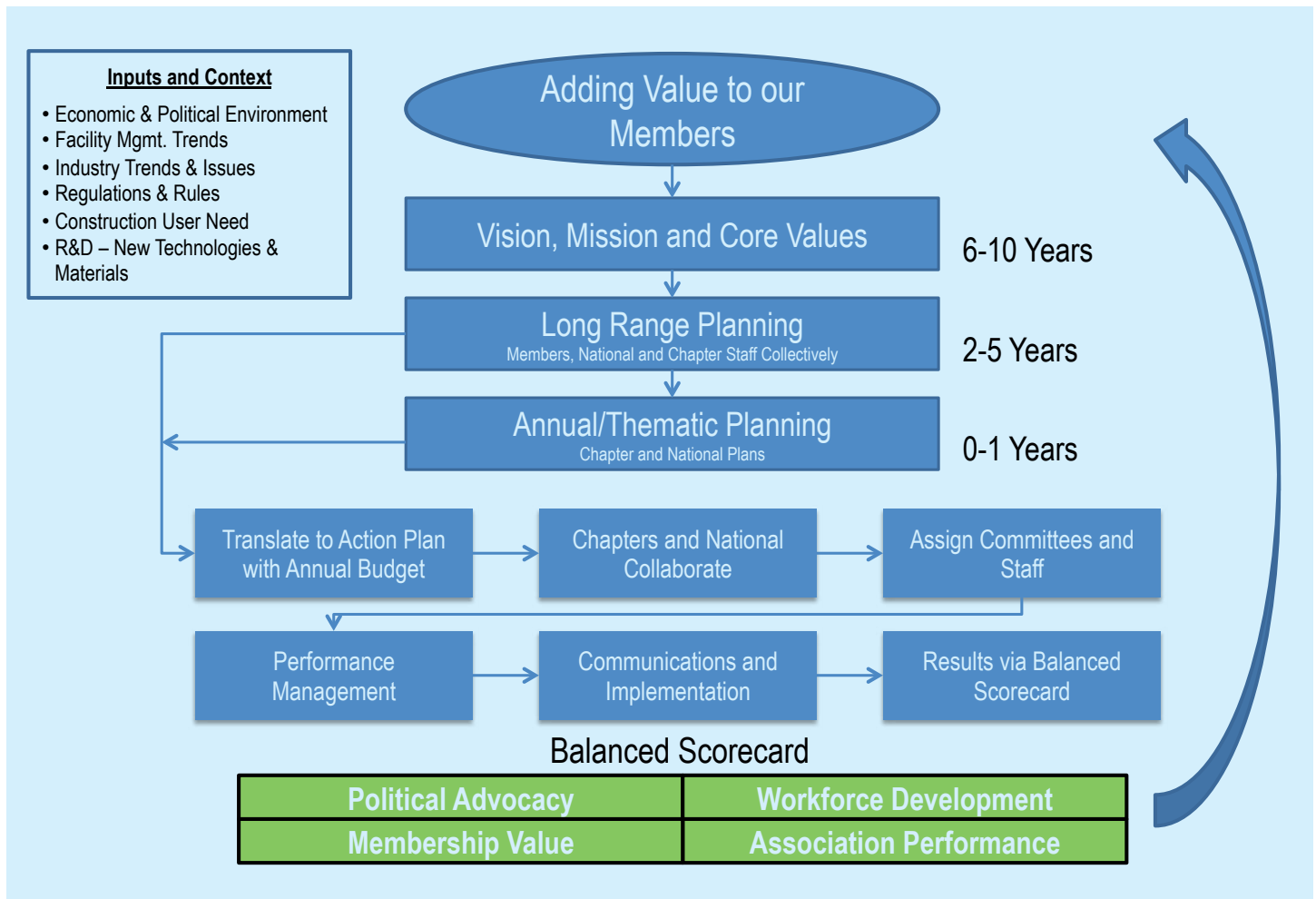
Following is the galvanizing mantra in the strategic planning process that captures how ABC adds value to its members:

Founded on the merit shop philosophy, ABC helps its members develop people, win work and deliver that work safely, ethically and profitably for the betterment of the communities in which ABC and its members work.

The goals, strategic objectives, success criteria and action items included in the plan and in the work going forward involve all leadership groups—including members selected to represent their regions in the planning process—working in a dynamic and thoughtful collaboration focused on high performance. In this continuous long-term strategic planning initiative, high performance involves the effective and efficient delivery of these goals based on how well they bring value to ABC members.

The ABC Strategic Planning Framework (opposite) outlines the overall process and leadership involved in determining the plan’s objectives, as well as budget and staffing deployment for their implementation. This framework goes on to address these objectives with concrete, measurable actions, with the results analyzed to inform the planning process and any changes that need to be made in the years ahead.

# ABC Strategic Planning Framework



## Core Values

ABC values economic freedom within a free-market economy, with open and fair competition and diverse participants constantly striving to achieve the highest levels of personal and company performance.

ABC values the highest levels of personal and corporate standards of behavior characterized by responsibility, accountability and integrity, with demonstrated personal and industry professionalism by all participants.

“Control your own destiny, or someone else will.”

—Jack Welch, author and former chairman and CEO of General Electric

**The broad ABC leadership team working on the strategic plan established long-term goals relevant for the next five years;** required these goals to remain consistent with ABC's mission, core values and vision and to be supportive of adding member value; developed the plan based on the foundations of the 2009 Strategic Plan; and developed long-term goals that are achievable and measurable.

Following are the strategic objectives included in this plan with examples of some of the success criteria established for each objective.

Effective communications throughout ABC, including sharing, deploying and retaining best practices



- ⊕ Be an organization of high trust, high collaboration and effective communication to deliver value to our members.

Strategically plan to leverage the scale of the association as a whole

The association performs at the highest level

Establish ABC sustainability certification for contractors

⊕ Establish ABC members as the “world class” standard for health, safety and environment in the construction industry.

ABC members have improved health and safety cultures where injury- and illness-free workplaces exist, including members establishing drug- and alcohol-free workplaces



ABC's Safety, Training and Evaluation Process (STEP) Plus program is a best practice for safety in the construction industry

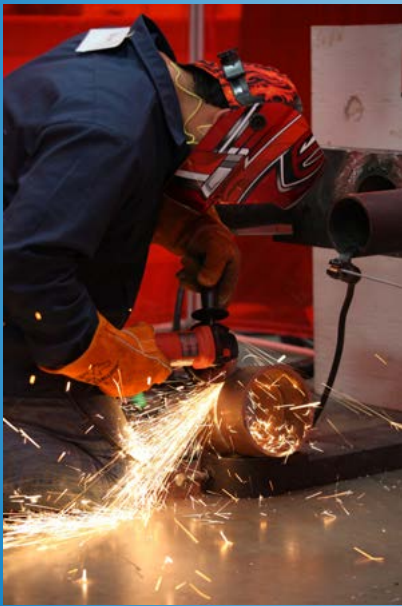
Increase the number of states with government neutrality and Right to Work laws

Recognition that craft training based on the merit shop philosophy is a best practice in the industry

⊕ Increase the political influence of ABC to advance the merit shop philosophy and free enterprise.

Passage of the Federal Neutrality Act in the House of Representatives





ABC, its members and affiliates will train 200,000 new skilled craft workers per year

⊕ Be the leading force in the construction industry for workforce development and training.

All members have access to an adequate supply of skilled candidates and the recruiting tools to support them in identifying and attracting the best employees

ABC's training maximizes productivity within the industry and is recognized accordingly

Effectively distinguish ABC members as the preferred source of construction services and as a result, grow the construction user membership base

Identify and collaborate with strategic partners to grow ABC's membership

⊕ Continuously grow and deliver value to a diverse and committed membership.

“If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.”

Increase contractor/ subcontractor to associate/supplier member ratio

Identify and develop market membership sectors and align the diversity of ABC with the diversity of the industry

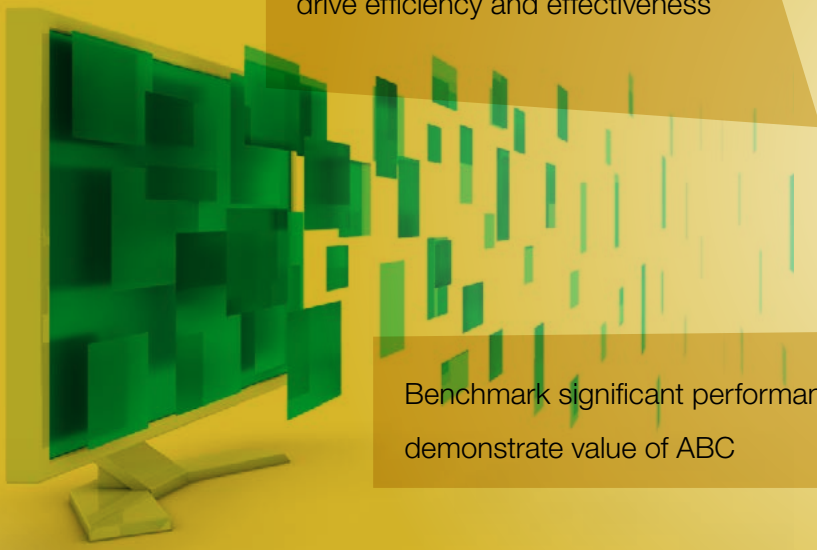
—Author Patrick Lencioni quoting one of his friends.

Tell the ABC story with accurate, relevant and timely facts

Engineer and standardize core processes across the association to drive efficiency and effectiveness

⊕ Utilize quality data to be an effective and efficient fact-based decision-making organization.

Benchmark significant performance metrics to demonstrate value of ABC



Since January 2012, action on these goals and success criteria has been completed through many meetings, discussions and debates at all levels, including the Board of Directors, where every board members' input was encouraged and considered.

ABC's budget includes the actions ABC has agreed to take in the coming year so it can be successful in achieving its long-range goals, and reflects the costs of these actions and the resources needed to complete those actions in the timelines allotted.

Progress on the long-term strategic plan—and its objectives, success criteria and action items—will be reviewed on an ongoing basis by a designated staff member and member-based committee as appropriate or as dictated by completion dates. ABC chapters and their boards of directors are encouraged to incorporate the plan's strategic objectives, as they relate to their areas of interest, so chapters are an integral part of ABC's long-term success

