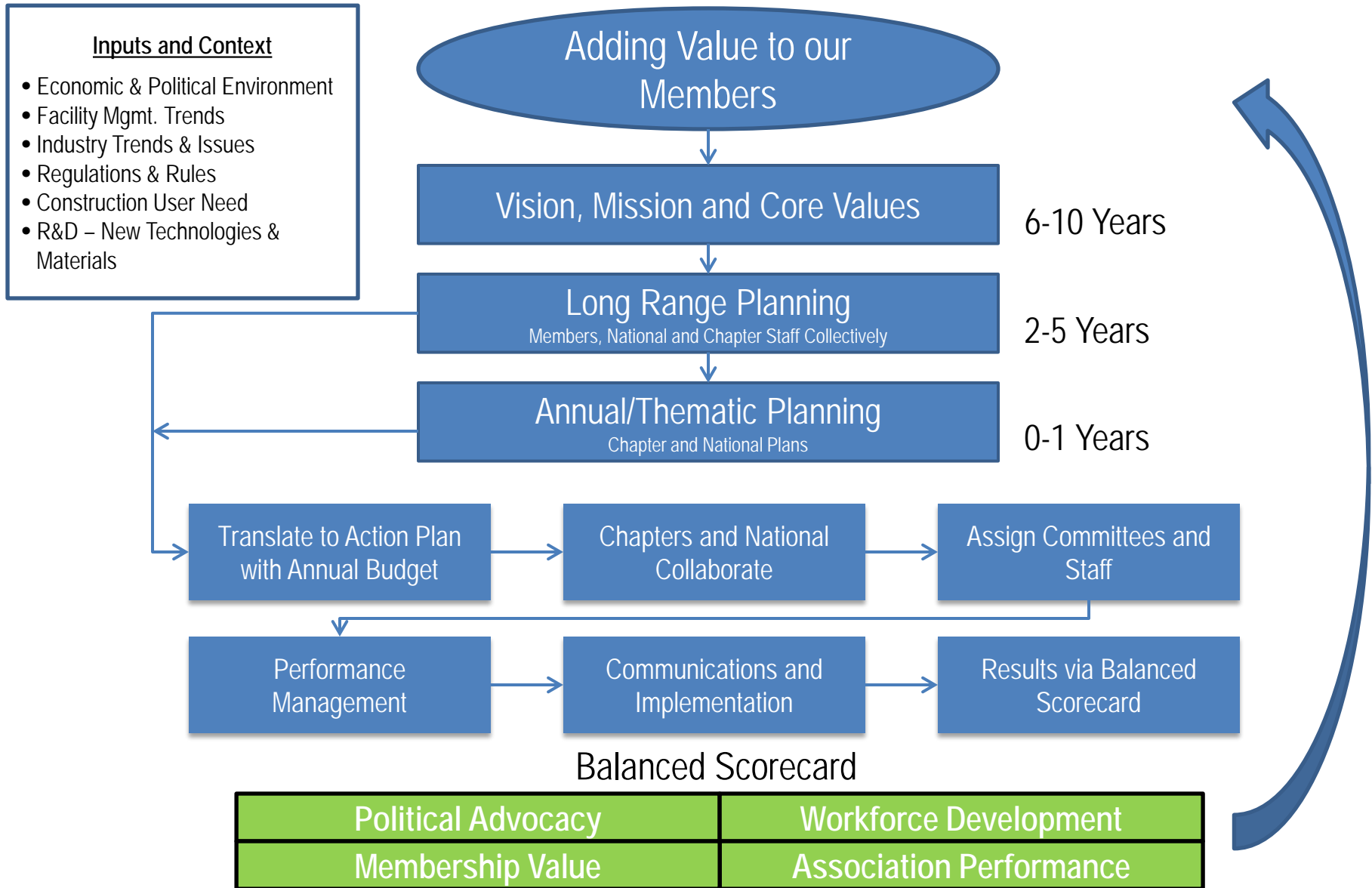


# ABC Strategic Planning Framework



# Summary of 2017-2022 Strategic Goals



## Member Value Proposition

Based on the Merit Shop Philosophy, we help Members develop people, win work and deliver work Safely, Ethically, and Profitably for the betterment of the communities in which they work.

## Operating Principles

Be an organization of high trust, high collaboration and effective communication to deliver Value to our Members

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

## 2017-2022 Strategic Goals

- 1. Health and Safety** – Establish ABC's Members as the benchmark for health and safety in the construction industry.
- 2. Political Advocacy** – Increase the political influence of ABC to advance the Merit Shop philosophy and Free Enterprise
- 3. Workforce** – Be the leading force in the construction industry for Workforce Development and Training
- 4. Membership Growth** – To continuously grow and deliver value to a diverse and committed membership.

# 2017-2022 - Strategic Goal # 1 – Health and Safety



**Strategic Goal # 1** – Establish ABC’s Members as the benchmark for health and safety in the construction industry.

	Success Criteria	Year to Achieve	2017 Objective
1	50% of the ABC Contractor Members participate in STEP by 2020	2020	<ol style="list-style-type: none"> <li>25% Contractor member participation in STEP</li> <li>Add STEP Participation of contractor members to Chapter Scorecard</li> <li>Create a marketing campaign to outline STEP criteria and advantages complete by April 2017</li> </ol>
2	ABC Contractor Member’s TRIR/DART target 200% better than BLS average	2021	<ol style="list-style-type: none"> <li>Establish a system to gather DART/TRIR data from contractor members by April 2017.</li> <li>Gather data from 60% of ABC Contractor members</li> </ol>
3	Implement a standardized Safety Academy Curriculum with a Contractor Member participation of 25% by 2021	2021	<ol style="list-style-type: none"> <li>Safety Academy Curriculum completed and distributed to chapters by June 2017.</li> <li>Establish a certification and continuing education requirement for the Safety Academy.</li> </ol>

# Strategic Goal # 2 – Political Advocacy



**Strategic Goal # 2** – Increase the political influence of ABC to advance the Merit Shop philosophy and Free Enterprise.

	Success Criteria	Year to Achieve	2017 Objective
1	<p>Incorporate elements of Political Advocacy mission into all chapter strategic plans by 2018</p> <ul style="list-style-type: none"> <li>• Education of mission by National</li> <li>• Chapter Boards to measure success of this element in their strategic plan</li> </ul>	2018	<ol style="list-style-type: none"> <li>1. Each chapter will charter a active and engaged Government Affairs Committee</li> <li>2. ABC leadership teams meet with each Chapter Board by Q32017 and report @ November Board Meeting</li> </ol>
2	<p>Raise \$ 3.4m per year by 2020 to elect and support legislators who support our merit shop philosophy goals.</p> <ul style="list-style-type: none"> <li>• \$1.0m per year for PAC</li> <li>• \$1.6m per year for FEA</li> <li>• \$800k per year for CLRf</li> </ul>	2020	<ol style="list-style-type: none"> <li>1. Develop and present a financial plan to the Executive Committee &amp; Board of Directors that will provide a sustaining level of FEA Funding of \$1.6m from ABC National Budget (need to consider dues increase or take out \$1.6m of existing budget)</li> <li>2. All ABC (national and chapter) Board Members are inspired to have PAC Badges and raise \$270k from the BOD</li> </ol>
3	<p>Passage of Federal Government Neutrality in Contracting Act (<i>GNICA</i>)</p>	2020	<ol style="list-style-type: none"> <li>1. Increase jobsite visits by lawmakers from 25 in 2016 to 30+ in 2017</li> <li>2. Capture and report # of membership events attended by lawmakers</li> <li>3. Introduce <i>GNICA</i> in the 115<sup>th</sup> Congress and obtain 100 cosponsors</li> <li>4. Increase Government Neutrality from 22 to 24 States</li> </ol>

# Strategic Goal # 3 – Workforce



**Strategic Goal # 3 – Be the leading force in the construction industry for Workforce Development and Training.**

	Success Criteria	Year to Achieve	2017 Objective
1	Annually Increase # workforce recruitment by 20%	2018	<ol style="list-style-type: none"> <li>1. Identify best metrics for measuring industry workforce recruitment</li> <li>2. Complete the development of branded tools, tactics, and strategies for ABC training programs to recruit more of the right students in to the right training programs for the right reasons</li> <li>3. Implement the adoption of these recruitment and retention campaign strategies in 50% of the ABC chapters who conduct training</li> </ol>
2	Annually increase enrollment in Training and Development at ABC Chapters by 20%	2018	<ol style="list-style-type: none"> <li>1. Conduct a market analysis to investigate unsupervised, specialty, modular, self-study, just in time training available online for construction skills</li> <li>2. Develop proposal for online for competency based training</li> <li>3. Complete a benchmarking self-assessment tool for ABC members to develop and continually improve workforce development and training efforts. The data from which ABC an aggregate to identify leading indicators that lead to improved performance.</li> </ol>

## Strategic Goal # 4 – Membership Growth



**Strategic Goal # 4 – To continuously grow and deliver value to a diverse and committed membership.**

	Success Criteria	Year to Achieve	2017 Objective
1	Grow ABC to 22,000 National members by 2021 by attracting and retaining members who are aligned with the Association Strategic Plan.	2021	<ol style="list-style-type: none"> <li>1. Increase score of 4 chapters above the measurable score of 29 measured by the Chapter Development scorecard</li> <li>2. Have 23 chapters at 90% retention by the end of 2017</li> <li>3. Increase the number of chapters with growth by 4</li> </ol>
2	ABC contractors increase their market position 5%.	2020	<ol style="list-style-type: none"> <li>1. Identify the metrics for ABC market share in both public and private sectors.</li> <li>2. Create marketing package to communicate ABC value proposition and deliver to ABC Chapter.</li> <li>3. Raise visibility within leading owner groups by identifying and educating owners who have a relationship with chapters and establish a performance metric for this objective</li> <li>4. Add to AQC application actual revenue and Full Time Equivalent count to capture members performing work data to establish our current market position</li> </ol>
3	Membership sees the ROI on their membership as demonstrated by a 90% retention rate 3 out of the next 5 years	2022	<ol style="list-style-type: none"> <li>1. Identify and capture key engagement areas (workforce, safety, politics, Business Development) for renewing contractors.</li> <li>2. Study expanding action app or creating new membership app eg ONE app to capture national/chapter member engagement areas (workforce, safety (2017), politics, Business Development)</li> </ol>