Major Goals

SCORECARD DASHBOARD - 2015

Focus | Target | Status
--- | --- | ---
Membership Growth | • Net increase in CM’s of 5 (over 2014 #’s) • Addition of 50 new CM’s Addition to include 2 or more max dues payers | 
Membership Retention | Retain 87% of CM’s (with no max dues CM member losses) | 
Increase Dues Revenue | 2% increase in CM dues revenue (over 2014 #’s) | 
Increase Member Diversity | Promote and increase diversity at leadership levels by rotation of board and committee members | 
Succession planning and development | Identification and development of potential successors for key positions within AGC through systematic evaluation and training | 
Organizational Efficiency | Deliver core services in a lean and more cost effective way | 
CPE & CLC Member Transition and Integration | Support the long-term growth of the association by promoting and providing a clear “next step” path for students and CLC members | 
Personalized Approach and On-Boarding | EC members to assist District Managers in membership and on-boarding outreach in an effort to increase district membership numbers and retention rates | 
Marketing Campaign | Develops a marketing campaign that promotes AGC successes and achievements and identify traits that distinguish an AGC member | 
Social Media Marketing | Utilize social media as a marketing tool | 
Target Marketing | Market AGC to appeal to targeted firms from specific sectors of our membership | 
Owner Outreach | Public relations outreach to potential member owners/clients to spread the AGC brand | 
General Contractors Services | Identify, additional underserviced services (beyond core services) to market to “sweet spot” CM’s (57-30 MIL) | 
Software and Applications Education and Training | Identify member needs with targeted interviews | 
DEE/MBE/WBE/5BE for DEE/MBE/WBE/5BE | Identify and provide needed training for DEE/MBE/WBE/5BE members | 
Social Media Platforms and Online Communities | Explore alternative Social Media/Online Community options for potential AGC Connect replacement |
## Membership

Where we stand on our goals……..

<table>
<thead>
<tr>
<th>Membership</th>
<th></th>
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<td><strong>Member Growth</strong></td>
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How we are restructuring staff to meet our membership goals......

Dave Jenkins  
VP Business Development  

North  
- Charmaine Tyrrell, DSM  
- John Cooper, DSM  
- Northern DSM - TBD  

South  
- Regional Service Coordinator - TBD  
- Garrett Francis, DSM  
- Bill Hamilton, DSM  
- Tony Morelli, DSM  

Cherri Smith  
Regional Service Coordinated  

*DSM – District Sales Manager
## Organizational Effectiveness

Where we stand on our goals.......

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How we are restructuring staff to meet our organizational effectiveness goals......

Tom Holsman,
CEO

- Dave Jenkins,
  VP Business Development
  - All DSMs & RSMs
- John Hakel,
  VP Govn. Relations, Building Division
  - John Cooper, Director
    Jnt. Engineering Division
  - Dave Jones
    Director Regulatory Affairs
- Erin Volk,
  Director AGC
  Education Foundation & Statewide Events
  - Ryan Famularo
    Manager, Training Programs & Marketing
- Mark Reynosa,
  Director - Industrial Relations
  - Al Aragon
    Manager, IR South
## Marketing

### Where we stand on our goals

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<th>Marketing Campaign</th>
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## Services

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<tr>
<td>General Contractors Services</td>
<td>Identify additional/underutilized services (beyond core services) to market to “sweet spot” CM’s ($7-20 MIL)</td>
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<tr>
<td>Software and Applications Education and Training</td>
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<td>DBE/MBE/WBE/SBE/DVBE Education and Training</td>
<td>Identify and provide needed training for DBE/MBE/WBE/SBE/DVBE members</td>
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How we are restructuring staff to meet our service goals......

Tom Holsman,
CEO

Erin Volk
Director AGC
Education Foundation & Statewide Events

Ryan Famularo
Manager, Training Programs & Marketing

Whitney Strupeck,
Coordinator, Statewide Events

Dave Jenkins,
VP Business Development

Regional Service Managers
The 2012 edition of the survey is based on responses received via an online questionnaire from 706 board members and senior management of higher education institutions; trade and professional associations; social and human service organizations; religious organizations; cultural organizations; health care organizations; and foundations.
Grant Thornton Survey
Board Focus, Structure & Training

What is the most important focus for your board today?

- **Strategic planning**: 27% (2012), 30% (2009)
- **Fundraising**: 22% (2012), 21% (2009)
- **Ensuring effective programs**: 19% (2012), 19% (2009)
- **Management performance**: 9% (2012), 4% (2009)
- **Planning beyond the economic downturn**: 7% (2012), 8% (2009)
- **Protecting reputation**: 5% (2012), 3% (2009)
- **Recession/economy**: 3% (2012), 6% (2009)
- **Cash management**: 3% (2012), 3% (2009)
- **Investment management**: 2% (2012), 4% (2009)
- **Enterprise risk management**: 2% (2012), 2% (2009)
Grant Thornton Survey
Board Focus, Structure & Training

Which of the following board committees does your organization have?*

- Executive committee
  - 2012 Board Governance Survey responses: 82%
  - 2009 Board Governance Survey responses: 88%
- Finance committee
  - 2012 Board Governance Survey responses: 82%
  - 2009 Board Governance Survey responses: 83%
- Audit committee
  - 2012 Board Governance Survey responses: 69%
  - 2009 Board Governance Survey responses: 65%
- Nominating committee
  - 2012 Board Governance Survey responses: 64%
  - 2009 Board Governance Survey responses: 58%
- Development/fundraising committee
  - 2012 Board Governance Survey responses: 53%
  - 2009 Board Governance Survey responses: 55%
- Investment committee
  - 2012 Board Governance Survey responses: 43%
  - 2009 Board Governance Survey responses: 42%
- Program committee
  - 2012 Board Governance Survey responses: 36%
  - 2009 Board Governance Survey responses: 39%
- Compensation committee
  - 2012 Board Governance Survey responses: 34%
  - 2009 Board Governance Survey responses: 35%
- Strategic planning committee
  - 2012 Board Governance Survey responses: 25%
  - 2009 Board Governance Survey responses: 32%
- Governance committee
  - 2012 Board Governance Survey responses: 34%
  - 2009 Board Governance Survey responses: 31%
- Human resources committee
  - 2012 Board Governance Survey responses: 17%
  - 2009 Board Governance Survey responses: 21%

What type of training does your board receive?*

- Governance
  - 2012 Board Governance Survey responses: 81%
  - 2009 Board Governance Survey responses: 72%
- Financial
  - 2012 Board Governance Survey responses: 60%
  - 2009 Board Governance Survey responses: 70%
- Strategic planning
  - 2012 Board Governance Survey responses: 60%
  - 2009 Board Governance Survey responses: 63%
- Programmatic
  - 2012 Board Governance Survey responses: 40%
  - 2009 Board Governance Survey responses: 56%
- Industry trends
  - 2012 Board Governance Survey responses: 32%
  - 2009 Board Governance Survey responses: 53%
- Fundraising
  - 2012 Board Governance Survey responses: 40%
  - 2009 Board Governance Survey responses: 51%
- Regulatory
  - 2012 Board Governance Survey responses: 24%
  - 2009 Board Governance Survey responses: 35%
- Risk management
  - 2012 Board Governance Survey responses: 23%
  - 2009 Board Governance Survey responses: 30%
- Performance metrics
  - 2012 Board Governance Survey responses: 26%
  - 2009 Board Governance Survey responses: 23%
- Tax
  - 2012 Board Governance Survey responses: 8%
  - 2009 Board Governance Survey responses: 21%
- Technology
  - 2012 Board Governance Survey responses: 8%
  - 2009 Board Governance Survey responses: 19%

*Participants were able to select more than one answer.
Grant Thornton Survey
Board Focus, Structure & Training

Do you have an annual board retreat to discuss the strategy of the organization?

- Yes 54%
- No 46%

Does your organization have a strategic plan?

- Yes 87%
- No 13%
IT’S GOOD BUSINESS TO DO BUSINESS WITH AN AGC MEMBER