

**SUMMARY MINUTES
AGC OF WASHINGTON
BOARD OF TRUSTEES RETREAT
JUNE 5, 2015**

BOARD MEMBERS PRESENT

Gary Smith	Lease Crutcher Lewis WA, LLC
Todd Kunzman	Andgar Corporation
J. Schaufelberger	UW College of Built Environments
Delton Bonds	Mountain States Const.Co
Ken Day	Ness & Campbell Crane, Inc.
Jake Jacobson	Osborne Construction Company
Brent Levander	Centennial Contractors Enterprises
Annie Lombroia	Ashbaugh Beal
Paul Mayo	Flatiron Constructors, Inc.
Nancy Munro	MidMountain Contractors, Inc.
Jim Rowley	Howard S. Wright, a Balfour Beatty Co
Mark Seaman	Abbott Construction
Joe Simmons	Joseph S. Simmons Construction, Inc.
Glyn Slattery	Lydig Construction, Inc.
Gordon Spencer	Teknon Corporation
Mickey Traugutt	Washington Patriot Constr. LLC
Sharon Young	Concord Construction, Inc.

BOARD MEMBERS ABSENT

Mike Grace	Groff Murphy, PLLC
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STAFF/GUESTS PRESENT

David D'Hondt	AGC of Washington
Tim Attebery	AGC of Washington
Richard Bristow	AGC of Washington
Greg Crisostomo	AGC of Washington
Liz Evans	AGC of Washington
Lauren Gubbe	AGC of Washington
David Kearby	AGC of Washington
Mandi Kime	AGC of Washington
Sean Lewis	AGC of Washington
Dani Tijan	AGC of Washington
Jerry VanderWood	AGC of Washington
Katie Church	Turner Construction
Bryan Kelley	Oles Morrison Rinker & Baker LLP
Patrick McQueen	Lease Crutcher Lewis WA, LLC

CALL TO ORDER

President Gary Smith called the meeting to order at 9:05 a.m.

OTHER BUSINESS

Building Loan Payoff – President Smith reported that with the current budget surplus, it is recommended AGCWA pay off its building loan, in the amount of \$431,891.01.

Action: It was moved (Day), seconded (Kunzman), and carried to approve the building loan payoff in the amount of \$431,891.01.

Draft Audit / Final Audit – President Smith reported that at the April Board Meeting, the Board was presented with a draft audit by Doty, Beardsley, Rosengren & Co., P.S. Per Smith, since that date, a final audit was emailed to the Board along with a letter from the auditors and a letter from management regarding governess issues. Smith advised that AGCWA is working on correcting these issues. Executive Vice President Dave D'Hondt reported that the issue (under his direction) involved the bartering of one, free moorage slip in exchange for the AGCWA to use the boat for various activities. D'Hondt noted that AGCWA has made appropriate changes per auditors' suggestions and stated that the Property Manager "was unfairly thrown under the bus" in the auditor's letter. President Smith elaborated that the situation created discomfort for the Accounting Department. He stated that there are procedural and software changes in place now that will correct this type of issue going forward.

INTERACTIVE DISCUSSION / ACTION

AGC's 10-Year Capital Budget – Executive Vice President Dave D'Hondt reviewed AGC's 10-year capital budget, including several notable changes to date:

- Video security camera system (saved \$4k from budgeted amount)
- Replace slider door assemblies (saving \$63k from budgeted amount)
- Replace HVAC VFD driver (additional \$20k)
- Fife building roof (saved \$21k)
- Marina slip signage (additional \$5,230)
- Optional: Traffic Camera – re: Westlake Cycle Track (additional \$4k)
- Optional: Yacht building pump system (additional \$44k)

D'Hondt noted that the additional items added to the budget will be paid for through savings, to date, in budgeted areas. He also reported that both dues income and Retro income are over budget to the

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positive. D'Hondt stated that this is the first time AGC is budgeting a ten-year overall surplus in the amount of \$242,773.

Action: It was moved (Seaman), seconded (Day), and carried to approve the 10-year capital budget with the proposed changes as presented.

Board Designated AGC Reserve Equity Allocation – Secretary/Treasurer Mark Seaman recommended approval of the following proposed allocation of the three reserve equity pools:

- Special Projects Reserve \$100k
- Operations Reserve \$840k (increase of \$420k)
- Plant & Equipment Reserve \$2.06M

The total Board Designated Reserve Equity Pools (alloc. Equity) equaled \$3M. It was noted that there is \$400k in the building savings' account. There was some discussion on whether \$2.7M should be approved now as the total AGC Reserve Allocation with the "goal" to reach \$3M.

Action: It was moved (Cressman), seconded (Kunzman), and carried to approve the original recommended AGC Reserve Allocations of \$3M for the total Board Designated Reserve Equity Pools (alloc. Equity).

AGC Education Foundation Endowment – President Smith reported that per the recently established AGCWA/AGCEdFoundation partnering agreement, the officers held their first joint meeting with the Education Foundation officers. It was noted that the Foundation's 35th anniversary is approaching this year, and AGC of Washington would like to offer the Education Foundation \$25k in an unrestricted, named endowment, plus \$1k for the first year's income; this would be the first named endowment from AGCWA.

Action: It was moved (Jacobson), seconded (Kunzman), and carried to approve \$26k to the AGC Education Foundation: \$25k for an unrestricted, named endowment; and, \$1k additional income.

May/June Membership Reports

Action: It was moved (Simmons), seconded (Seaman) and carried to approve the May and June Membership Reports, as follows:

Re: May Membership Report (approved by Officers 5/18/15)

The following candidates have been screened and meet the proper classification requirements:

NEW MEMBERS

ASSOCIATE

Seattle District

Alaska USA Federal Credit Union, Seattle, WA - Reason for Joining: Networking.

Southern District

RMD Kwikform, Puyallup, WA - Reason for Joining: Labor relations.

INTRODUCTORY RETRO SUBCONTRACTOR

Seattle District

Wrecking Ball Demolition LLC, Everett, WA - Reason for Joining: Workers' Compensation Group Retro

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NON-HOME GENERAL CONTRACTOR

Central District

Acme Concrete Paving, Inc., Spokane, WA - Reason for Joining: Labor relations.

SUBCONTRACTOR

Southern District

StructureWorks NW, LLC, Fife, WA - Reason for Joining: Workers' Compensation Group Retro

YOUNG CONSTRUCTOR

Seattle District

Shannon Fuller – Foy Goup

Erin Villeneuve – Holiday-Parks, Inc.

NOT RENEWING MEMBERSHIP

Jody Miller Construction Inc – Southern – Has decided not to renew membership after completing 3 years of the Extended Introductory Retro Membership, they are returning to the retro plan they were participating in prior to AGC's plan.

REINSTATEMENTS

The following members have paid their AGC of Washington membership after being expelled by the Board in April and are requesting to be reinstated to the membership:

Associates

The Blue Book of Building & Construction – Seattle

Gordon & Rees – Seattle

Mistras Group – Seattle

Washington State Conf. of Mason Contractors -
Seattle

Phicore Health Services, LLC – Southern

General Contractor

Boss Construction – Northern

Franklin Pacific Construction Co. – Seattle

Shimmick Construction Company. – Southern

Sunset Pacific General Contractors – Southern

DROPS

The following member companies are 90 days past due on paying membership dues following the completion of an Introductory membership. They are no longer members in good standing with the AGC of Washington and are recommended for expulsion:

Seattle District

Clannadh – General Contractor

Southern District

Vet Industrial, Inc. – General Contractor

Western Partitions, Inc – Subcontractor

Re: June Membership Report

The following candidates have been screened and meet the proper classification requirements:

NEW MEMBERS

ASSOCIATE

Seattle District

GE Capital, Cordova, CA - Reason for Joining: Networking

Mattheus Lumber Company, Inc., Woodinville, WA - Reason for Joining: Networking/Marketing

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Southern District

TEMP-AIR, Inc., Longview, WA - Reason for Joining: Networking

INTRODUCTORY RETRO SUBCONTRACTOR

Seattle District

Anning-Johnson Company, Redmond, WA - Reason for Joining: Workers' Compensation Group Retro

REINSTATEMENT

Clannadh – Seattle – this member was listed on the May report to be dropped as they hadn't paid their AGC dues, which were 90 days late. They paid their dues on Friday, May 22 to reinstate their health coverage.

Nominating Committee – President Smith reported that Mark Seaman is finishing his second, third year term as secretary/treasurer for the AGCWA. Per Smith, a replacement is being sought at this time to, hopefully, overlap Seaman's remaining term at AGC (actual election will occur at the January Annual Membership Mtg.). It was noted that a couple of viable candidates are being vetted and hoped the selected nominee could participate in the upcoming Officers' Retreat. Smith noted that as president, it is up to him to appoint the Nominating Committee, whose charge it will be to nominate the entire slate of officers and board members for 2016. Smith noted that Nancy Munro, Jake Jacobson, and Mark Seaman have agreed to serve on this year's Nominating Committee and asked for Board volunteers. Board member Gordon Spencer volunteered his services. *(Note: per AGC bylaws, the president shall appoint the committee, which should be composed of 11 members and chaired by the most recent past president available; 5 members shall be past presidents and the five remaining members drawn from the pool of members in good standing.)*

STRATEGIC PLANNING REVIEW

President Smith asked the group if there were any major buckets missing from the list below, for strategic planning purposes?

- Financial / Retro
- Membership
- Government Affairs
- Properties
- Technology
- AGC Education Foundation
- Safety
- Staff Succession Planning
- Gen Y

Note: No additional suggestions were made.

INTERACTIVE DISCUSSION / ACTION (CONTINUED)

Sarah Sladek, CEO, WYZ University and author of "Knowing Y for Strategic Planning," spearheaded a live 2-hr. webinar on Gen Y. Sladek, an experienced marketing and media professional who started researching demographic shifts in 2002 voiced her concern about declining engagement in our nation's membership associations, non-profits, and workplaces. Sladek assists organizations in identifying their competitive advantage, embracing change, bridging gaps, increasing ROI, and remaining relevant to future generations. The focused generation, Gen Y, was born between 1982 – 1995; they represent 60% of the workforce in 2015 – as Baby Boomers begin retiring. Sladek spoke about the importance of the "trickle up" affect, whereby trends usually start with the youngest generation and trickle up to the older generations, i.e., Facebook, selfies, etc.

Sladek noted that one in five construction workers is 55 or older; 1.1M construction workers will retire by 2024. She advised that the ascension of Gen Y in the workforce presents a strategic opportunity for organizations to tailor their offerings and culture to the preferences of the dominant demographic. Sladek was of the opinion that to effectively serve this demographic (i.e., succession planning, workforce development), associations need to know and understand Gen Y and their expectations.

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Per Sladek, some of their unique traits include:

- Young demographic (majority in their 20's)
- Size (60% of workforce in 2015)
- Introducing a new value system (often dismissed as entitled, self-centered, attention-deficit, immature, and incapable of interpersonal communication)
 - Hates to be sold anything;
 - Has been rewarded for participation and not achievements (trophy kids);
 - Doesn't seek to acquire stuff—including association memberships (need access to stuff);
 - Can self-organize friends for grassroots activism;
 - Trusts peers first and parents second;
 - Actively researches prices and reads reviews before making purchase;
 - Is driven by a desire to make a difference;
 - Expects exceptional service, like Amazon.com;
 - Seeks to do business with ethical, trustworthy organizations;
 - Values customization (digital, instant gratification; values time);
 - Remains detached from institutions but closely networked with friends.
 - Values education / knowledge; are entrepreneurial; very protected – used to parents being there; delayed adulthood; anxious to move up, but used to being taken care of.

Prior to the retreat, Board members had been asked to survey a number of Gen Y and Gen X on the following questions; Sladek asked for the top responses to these questions:

- | | | |
|---|----------------------------|---------------------|
| 1. What event was most memorable during your childhood? | GEN X | GEN Y |
| | Eruption of Mt. St. Helens | 9-11 |
| | Challenger Explosion | Gulf War |
| 2. What is your communication preference? | Face-to-face | Face-to-face |
| | Email | Text |
| 3. What 3 words describe an ideal leader? | Personable | Open |
| | Energetic | Honest |
| | Intelligent | Intelligent |
| 4. What is most challenging in your age group right now? | Technology | Economics |
| | Work / Life balance | Work / Life balance |
| | \$ for future | Distractions |
| 5. An experience that made you feel like you belonged (to an organization)? | Teamwork | Inclusion, valued |
| 6. Describe "success" in one word? | Happiness / Contentment | Happiness |

Board member Ken Day questioned if Gen Y understands the concept that “there is no free lunch and that there is a trade-off for every choice one makes?” Sladek stated that Gen Y values education and knowledge, they are entrepreneurial; however, they have been very protected and used to their parents support; they are desperate, desire to move up, but are used to being taken care of.

Board member Mickey Traugutt asked for information on Gen Z. Per Sladek, Gen Z is:

- 19 yrs. and under
- Grew up with smart phones/tablets

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- First to totally know technology; very digital
- Love photography / YouTube
- Visual learners
- Used to diversity
- Confident / independent speakers; very technical; decision-makers
- Hero mentality

Seattle District Manager Jerry Dinndorf asked how best to deal with Gen Y when AGCWA is based on company memberships rather than individual memberships. Sladek stated that most individuals attending AGCWA events are likely Baby Boomers, and AGCWA needs to determine how best to involve younger generations into the association; this includes succession planning and sustainability – huge issues execs are facing today. She encouraged the group to consider what services and products should be provided to members of all ages.

D'Hondt thanked Ms. Sladek for her presentation. She noted that she will follow-up to see how things develop and encouraged anyone with questions to please contact her.

Questions from Sarah Sladek – D'Hondt divided the group into four groups and asked the following questions:

- 1) **What do or could we provide members that is useful / valuable now (targeting 30 yr. olds or future 40 yr. olds – president of an AGC construction company)?**

Group 1:

- Webinars (FLF)
- Recognition Programs (PE of the Year Award, etc.)
- Events:
 - Discount / Other Incentive for AGC event attendance
 - Make events more Gen Y relatable and/or separate Gen Y-oriented events
 - 40 & under recognition events
 - New “First Timer” Member / Prospective Member Welcome Event
- More visibility/brand promotion for FLF
- Education Foundation programs targeted at Gen Y; early career development
- Better engagement with student chapters, with follow-up

Group 2:

- Identify & promote a cause (a better city/region; philanthropic impact)
- Multi-cultural worker forum (how to embrace and employ them with respect to their cultures)
- Market all AGC services related to \$ (how this saves \$ or makes me \$)
- Social media and communication (better webcasting and marketing approaches; our website is antiquated; easy online access to resources; social media; video.
- Refresh our educational content. It's very stale; more current, better technology.
- Technology Trade Show (AGC lead the technology learning curve; AGC offer technology services / partner with vendors / use our existing partners.)
- Safety Best Practices (Market what we have in safety and claims; develop best practices for other areas: business/budgets/estimating/project management/contracts guides/resources/easy/concise/transparency; Marketing/social media; Labor / construction techniques / construction technology)

Group 3:

- Website: more visible and user friendly with ROI services
- Training
- Information
- Contact with industry movers, leaders

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- Opportunity for community service
- Mentoring (safety)
- Retro/Safety/Insurance: maintain as robust
- Future leaders -- must be a student chapter member to apply for scholarship (start building loyalty)
- Our association doing good for others (PR piece on)
- Philanthropy (involvement at colleges; need to do a lot more)

Group 4:

- AGC Podcasts for listening during commute
- AGC "University" (industry topics; education talks)
- More Community Service
- Education
- Networking (including social media)
- HR Benefits (in addition to health care / safety)
- Opportunity for Individual Memberships (not just company)
- AGC as "Clearinghouse" for workforce development
- Opportunity for Younger, experienced people to interact around common problems
- Barrier: Companies worry about "poaching" via AGC involvement
- How to get company owners to encourage AGC involvement by young staff:
- FLF: more Gen X than Gen Y

2) How does membership make a difference in members' lives?

Group 1:

- Networking opportunities & education
- Safety/Retro Programs (BIG)
- Context for Construction Career
- Representation & Awareness of/in legislative/legal happenings
- Forum for industry recognition
- Positive promo of industry / image
- Focus serving our members' needs / entire spectrum
- Elevated status of company/members
- Industry engagement at all levels (owners, etc.)

Group 2:

- ROI ("I pay \$20k, I get \$100k" – Retro)
- Access to training development (opportunity to employees of employers)
- Safety (reduced claims, accidents & claims management)
- Government Affairs Representation (more effective as a group)
- Networking (connect with consultants, information on new services, industry resources)
- Better Industry as a whole (opportunity to give back and improve industry)

Group 3:

- Gives credibility in industry
- Resources (many that help us)
- Legislative (advocacy/voice vs. stopping bad legislators; advocate for me and my company)
- Networking (professional collaboration; opportunities for students/young professionals to engage with industry leaders)
- Safety Team (credibility)
- Labor Harmony (negotiation support)
- Save members \$
- Educational Opportunities
- AGC of America access/training
- FLF (engage)

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- Mentorship
- Knowledge Sharing

Group 4:

- Personal Growth
- Networking (building relationships)
- ROI (saves you \$)
- Member of AGC
- Resources
- Extension of “our staff” on LNI issues
- Industry Awareness
- Smart Briefs
- Advocacy and access
- FLF positive impact

Action: It was agreed to form a Gen Y Task Force comprised of Board members and FLF members, who would review comments from the day’s retreat and make recommendations at the September 14 Board meeting on updating AGC’s Strategic Plan (BHAG’s) with the idea of engaging and servicing the younger generation. Board members volunteering to serve on the Gen Y Task Force included Mickey Traugutt, Mark Seaman, Annie Lombroia, and Paul Mayo; FLF volunteer included Bryan Kelley.

Review AGC BHAG’S – D’Hondt reviewed the following updated BHAG’s with the group:

AGC OF WASHINGTON STRATEGIC PLAN, BHAG 1

BHAG 1: Increase membership of General Contractors to 220 members by 2020; double associate membership.

Membership numbers as of July 31st, 2014: GC (181) SUB (177) ASSOC (219) Membership numbers as of December 31 st 2014 GC (188) SUB (176) ASSOC (237) (Champions: David D’Hondt, Dick Bristow, Stacy Mullane)	Timeframe				
	2013	2014	2015	2016	2017
SMART GOAL 1: Increase membership recruitment & retention Objective I: Use McGraw Hill Analytics to establish market share for each district and target new members. Timeframe: 3 mos. April 2014 Responsible: Director of Membership, District Managers (Membership Coordinator)	Oct	April			
Objective II: Adjust District Managers’ boundaries for recruiting. Timeframe: 3 mos. April 2014 Responsible: David D’Hondt, Dick Bristow	Oct	July			
SMART GOAL 2: Increase membership services Objective I: Enhance industry knowledge of Safety Team© (ST) as premier and utilize the success of that program to open contracting opportunities for members. Timeframe: 10 mos. Update (5/11): Printed marketing materials (bifold and trifold) have been developed. An ad has been placed in the 2011 membership directory informing members of the benefits of Safety Team and resources available. Update (3/12): Action steps developed to meet objective: work with GC’s to use ST as prequalification criteria, create better awareness within membership/staff on the benefits of ST, survey the membership ST contractors and non-ST contractors, create	Dec		Dec		

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<p>banners that have space for GC to list all ST certified contractors onsite, publicize our internal statistical graphs and comparison charts to show exemplary results that ST contractors have achieved, approach the following companies: major insurance agencies requesting endorsement for ST contractors, L&I to request premium discount, and large owners (Vulcan, etc.) about using ST criteria in the pre-qualification process. Responsible: David D'Hondt / Mandi Kime / Safety Comm.</p>					
<p>SMART GOAL 3: Create overarching marketing plan for membership recruitment</p> <p>Objective I: Hire Marketing Manager Timeframe: Sept 2013 Responsible: David D'Hondt</p> <p>Objective II: Create a plan that includes staff incentives for membership growth and member-to-member recruitment. Timeframe: Jan. 2014 Responsible: Sean Lewis, David D'Hondt, Tim Attebery</p>	<p>Sept</p>	<p>Jan Aug</p>	<p>Sept</p>		
<p>SMART GOAL 4: Collaborate with the Education Foundation at a higher level</p> <p>Objective I: Hold one or two joint executive meetings per year Timeframe: Oct 2013 Responsible: David D'Hondt</p> <p>Objective II: Create joint budgeting meeting for both organizations. Timeframe: 2014 Budget cycles Responsible: David D'Hondt</p> <p>Objective III: Education Foundation to make presentation to the AGC Board of Trustees on class offerings. Timeframe: Dec 2013 Responsible: David D'Hondt</p>	<p>Oct</p> <p>Dec.</p>	<p>May</p>	<p>June</p>		

Gray highlight indicates updated information.

Yellow highlight indicates past updated information.

Blue highlight indicates objective completed.

D'Hondt questioned if BHAG 1 needs to be restated. He noted that BHAG's (Big, Hairy, Audacious, Goals) need to be something that could be beyond reach.

Board comments regarding BHAG 1:

- The statement is all about membership numbers, not service.
- Get rid of Associate goal; they will join when general and subcontractor memberships increase; "Build it, they will come"
- Get rid of # goals for GC & Subs
- Members first; build loyalty; do all our programs drive the philosophy that "we are a cut above," "we are

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- the premier construction association?”
- Membership is a by-product of a high level of service; make sure we are doing a GREAT job and providing excellent service.
- Retaining members is important; not just increasing membership; focus on members we have & improve their experience & then new companies will join naturally; focus within.
- Measure member’s engagement
- Look at how many companies joined, who joined & why

AGC OF WASHINGTON STRATEGIC PLAN, BHAG 2

BHAG 2: To help elect a pro-business majority in the WA State Legislature by 2020.	Timeframe				
Champions: David D'Hondt, Jake Jacobson	2013	2014	2015	2016	2017
SMART GOAL 1: Increase member participation					
<p>Objective I: Increase member and legislative personal contact through L.E.A.R.N. Program to establish long-term relationships. (Target 10 additional visits with legislators per year.) Timeframe: 5 yrs. (Begin 2014) Ongoing activity with December updates. Responsible: Van Collins/ Jerry Vanderwood & District Managers Infrastructure is in place with the District Managers to start after session this year. There have been 2 visits so far this year.</p> <p>Objective II: Increase Voter Voice contacts in both quantity and quality through member visits. Timeframe: 1 yr. Responsible: Michele Willms / District Managers</p> <p>Objective III: Present Legislator of the Year Award at a Board meeting. Timeframe: 2013 Responsible: Van Collins Senator Ann Rivers received at Annual Meeting</p>		<p>Dec</p> <p>Sept.</p> <p>Jan.</p>	<p>Dec</p> <p>Dec</p> <p>Jan.</p>	<p>Dec</p>	<p>Dec</p>

Gray highlight indicates updated information.

Yellow highlight indicates previously updated information.

Blue highlight indicates objective completed.

Board comments regarding BHAG 2:

- BHAG 2: Continue and institutionalize the LEARN Program; educate legislators and invite to bid day.

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AGC OF WASHINGTON STRATEGIC PLAN, BHAG 3

BHAG 3: Create an industry leading IT program for members and staff that utilize leading technologies and eases interface.	Timeframe				
Champions: Mark Seaman, Kelly Barber	2013	2014	2015	2016	2017
<p>SMART GOAL 1: Define the options Objective I: Research and recommend state-of-the-art database / website / mobile options. Timeframe: December 2013 Responsible: Kelly Barber / David D'Hondt</p> <p>Objective II: Research and recommend webinar platform for AGC use. Timeframe: June 2014 Responsible: Kelly Barber / David D'Hondt</p> <p>SMART GOAL 2: Purchase and install new database Objective I: RFP for systems Timeframe: March 2014 Responsible: Kelly Barber/ David D'Hondt</p> <p>Objective II: Installation of new database Timeframe: August 2014 Responsible: Kelly Barber/ David D'Hondt</p>	Dec	Oct. Mar	July July		

Gray highlight indicates updated information.

Yellow highlight indicates previously updated information.

Blue highlight indicates objective completed.

Board comments regarding BHAG 3:

- Improve website/database (talk to Gen Y; *new in July per D'Hondt*)
- Big focus on technology (continual improvement)
- Involve Gen Y in technology workgroup
- Social Media: Facebook / Twitter / LinkedIn – involvement with members
- Training for members: YouTube, Webinars, Video Conferencing (*per D'Hondt pricing now*), Meetings – partnering with Education Foundation on video conferencing, etc.
- Sell our industry
- Construction is a great career/workforce development (Ed. Foundation)
- Leverage partnerships re. education construction in skill centers
- Diversity: How to work with other cultures (Hispanic, Russian); where is next workforce coming from?
- With Gen Y don't need to focus on Diversity as Gen Y doesn't see it as an issue:
 - Demographic of US changing
 - Going into minority assoc. as Task Force
 - Program to attract minority or woman-owned business
 - Look at past efforts on diversity to see why failed
- Mentorship Program for small business (could be partnership with Sound Transit, Corp of Engineers)
- AGC Board Make-up (20% of membership are women or Hispanic – aren't joiners)

D'Hondt advised that Diversity could be added as a subject; all information from the retreat will first be pulled together and organized; later a task force could be assigned to deal with the issue of diversity as deemed appropriate. President Smith noted that as next year's first female AGCWA president, Nancy Munro will take an active role in furthering an outreach program that changes the look of our association.

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D'Hondt asked the attendees for recommended suggestions to bring to the AGC Education Foundation, which recently went through its own strategic planning session. First Vice President Nancy Munro stated that it would be good to hear back from the Education Foundation on what they're doing post strategic planning particularly regarding workforce development.

Comments from the Board included:

- Outreach to individual companies on educational needs, especially smaller firms.
- Emphasis on interpersonal /face-to-face communication.

Education Foundation Opportunities:

- Field workers need technology training to keep up with changing industry.
- Demand for accessible training; online, anytime in conjunction with class.
- Vocational programs in high schools.
- Promote trade school; fight the wrong perception that salary is lower.
- Train employers on how to engage their Gen Y workforce and retain skilled Gen Y.

Review of Education Foundation & Synergy with AGC:

- Training for members on Gen Y vs. education dealing with unknown on Gen Y.
- Upgrading delivery systems.
- Remote training / distance learning.
- Outreach to high school / college re: benefits of trade career vs. loans for college.
- Create "industry fund" for pre-apprenticeship training partner with labor.
- Technology – how to deliver programs / training in new ways.
- Better marketing to new individuals; how to convince member companies that it's important for their individuals.
- More of a fundraising push; market to whole company, not just top. Help top people market throughout the company. United Way type – once a year big push. Execs "in jail" until recruit 12 more, for example.

D'Hondt thanked the Board, FLF attendees (Bryan Kelley, Katie Church, Patrick McQueen, and staff Andrew Ledbetter) and the staff for today's input. He advised that at the September 14 Board meeting, the Board will continue its strategic planning.

There being no further business to come before the Board, President Gary Smith adjourned the meeting.

Mark Seaman, Secretary/Treasurer

Date