

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES MEETING  
SEPTEMBER 14, 2015**

**BOARD MEMBERS PRESENT**

Gary Smith Lease Crutcher Lewis WA, LLC  
Ken Day Ness & Campbell Crane, Inc.  
Mike Grace Groff Murphy, PLLC  
Jake Jacobson Osborne Construction Company  
Todd Kunzman Andgar Corporation  
Annie Lombroia Ashbaugh Beal  
Nancy Munro MidMountain Contractors, Inc.  
Jim Rowley Howard S. Wright, Balfour Beatty Co.  
J. Schaufelberger UW College of Built Environments  
Mark Seaman J.R. Abbott Construction Inc.  
Glyn Slattery Lydig Construction, Inc.  
Gordon Spencer Teknon Corporation

**BOARD MEMBERS ABSENT**

Delton Bonds Mountain States Const.Co  
Brent Levander Centennial Contractors Enterprises  
Paul Mayo Flatiron Constructors, Inc.  
Joe Simmons Joseph S. Simmons Construction, Inc.

Mickey Traugutt Washington Patriot Construction LLC  
Sharon Young Concord Construction, Inc.

**STAFF/GUESTS PRESENT**

David D'Hondt AGC of Washington  
Tim Attebery AGC of Washington  
Kelly Barber AGC of Washington  
Richard Bristow AGC of Washington  
Jerry Dinndorf AGC of Washington  
Liz Evans AGC of Washington  
Lauren Gubbe AGC Retro  
Randy Guzman AGC of Washington  
Mandi Kime AGC of Washington  
Diane Kocer AGC Education Foundation  
Stacy Mullane AGC of Washington  
Doug Peterson AGC of Washington  
Dani Tijan AGC of Washington  
Jerry VanderWood AGC of Washington

**CALL TO ORDER**

President Gary Smith called the meeting to order at 11:05 AM.

**CONSENT AGENDA**

***Action: It was moved (Day), seconded (Slattery), and carried to accept the April and June summary minutes. It was moved (Kunzman), seconded (Day), and carried to accept the July through September Membership reports as presented.***

**Re: July Membership Report (approved by Officers 7/13/15)**

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

**NEW MEMBERS**

**ASSOCIATE**

**Seattle District**

National Glass Industries Inc., Woodinville, WA  
SERVPRO of Central Seattle, Kent, WA

**Southern District**

Frontier Construction Supply, LLC, Tacoma, WA  
Tacoma Glass Manufacturing, Lakewood, WA  
TEMP-AIR, Inc., Longview, WA

**INTRO RETRO SUBCONTRACTOR**

**Central District**

Apex Plumbing & Mechanical Piping, Yakima, WA

**Northern District**

Bayshore Concrete, LLC, Arlington, WA

**Seattle District**

Anning-Johnson Company, Redmond, WA

**Southern District**

Foundation Specialists, LLC, Tacoma, WA

**INTRODUCTORY SUBCONTRACTOR**

**Seattle District**

Nussbaum Group, Inc., Kenmore, WA

**YOUNG CONSTRUCTOR**

**Seattle District**

Matthew Komisarz – Holiday-Parks, Inc  
Tim Ryan – Ryan Companies US, Inc.

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**Re: August Membership Report (Approved by Officers 8/6/15)**

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

**NEW MEMBERS**

**ASSOCIATE**

**Seattle District**

Titaan, LLC

Chaz DeSteunder, Covington, WA

**INTRODUCTORY RETRO SUBCONTRACTOR**

**Southern District**

National Concrete Cutting Inc., Milton, WA

**DISTRICT CHANGE**

Kiewit Infrastructure West – moved their main office contacts from Seattle to Vancouver which changes their district office from Seattle to Southern.

**Re: September Membership Report**

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

**NEW MEMBERS**

**ASSOCIATE**

**Seattle District**

LCPtracker, Inc., Orange, CA

Marsh USA, Inc., Seattle, WA

**INTRODUCTORY GENERAL CONTRACTOR**

**Northern District**

TRICO Companies, LLC, Burlington, WA

**Seattle District**

Luke Electric LLC, Seattle, WA

**YOUNG CONSTRUCTOR**

Justin McCain – Tutor Perini

**WRITTEN REPORTS**

The following written reports were presented to the Board: district reports from the Central, Northern, Seattle, and Southern districts; and, Group Retro, Labor, Property, and Safety reports (copies attached to original summary minutes). Special recognition was given by Secretary/Treasurer Mark Seaman to Group Retro staff; and, 2<sup>nd</sup> Vice President Jake Jacobson gave kudos to the Safety Department staff.

**ORAL REPORTS**

**AGC Education Foundation** – Executive Director of the AGC Education Foundation, Diane Kocer, gave a brief update on the implementation phase of the Foundation's Strategic Plan. She thanked the Board for its 35<sup>th</sup> endowment to the Foundation and recognized Jake Jacobson and Nancy Munro for their involvement with the Foundation on behalf of AGC of Washington.

**President's Report** – President Smith reported on the recent Officers' Retreat:

- Reviewed the 10-year capital improvement plan
- Reviewed AGCWA's Strategic Plan, comments received from the June Board Retreat, Next Generation Task Force meetings, and district managers' meetings.
- Discussed relevance of Gen Y.
- Discussed continued alignment with the AGC Education Foundation and efforts to bring the two associations closer together.

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Executive Vice President's Report – Executive Vice President Dave D'Hondt reviewed meeting summaries from the Next Generation Task Force (see below; formerly Gen Y Task Force). He noted that Board members Paul Mayo, Jake Jacobson, Annie Lombroia, Mark Seaman, and Mickey Traugutt volunteered to serve on this task force. He also noted that 460 people are currently involved with FLF (Future Leaders Forum); they (FLF) offered to take a look at AGCWA's new database and website and give input. D'Hondt reported the Next Generation Task Force has met twice and came up with the following AGCWA SWOT and goals (based on the idea of engaging and servicing the younger generation):

**STRENGTHS**

- Resources
- Technology savvy
- Connected (communication)
- Collaborate
- Efficient
- Volume of people
- Crowd share
- Meaningful (cause-based)
- Well-educated generalists
- Transparent
- Joiners
- Connected with the community

**WEAKNESSES**

- Lack of information on opportunities
- Lack of funding in schools
- Not independent
- Short attention span (career & life)
- Other generations lack of knowledge about Gen Y

**OPPORTUNITIES**

- Information to potential workers
- Fast track leadership

- Innovation
- Recognition
- Meaningful

**THREATS**

- In 2.5 years they will go away
- Do nothing & lose the resource

**GOALS**

- Mentorship
- Survey – generation census
- AGC Education Foundation (Workforce Development) – huge opportunity to collaborate here on keeping AGC relevant, not strictly focusing on Gen Y
- Marketing strategies (video, build brand, Annual Mtg., testimonials)
- Social media strategy
- Combined meetings (with Officers)
- Educate members on Gen Y
- FLF governance on AGC Board (Gen X or Y)
- AGCWA Student Chapters (UW, CWU, WSU)
- Define "IT" (what event can AGC put on that 450 FLF want to participate in?)

**INTERACTIVE DISCUSSION/ACTION**

Controller's Financial Report – Controller Kelly Barber reviewed the financials for the month ended July 31, 2015. As of July 31, 2015, the Net Operating Income (NOI) equaled \$1.437M vs. a year-to-date budget NOI of \$861K creating a favorable year-to-date budget variance of \$576K. The year-to-date positive revenue variance of \$454K combined with the positive expense variance of \$122K produced the total favorable year-to-date budget variance of \$576K.

The year-to-date positive revenue variance of \$454K was primarily from above budget revenue in Retro Sponsorship Fees, Membership Dues, and Other Rent Revenue along with all other revenue categories.

The year-to-date positive expense variance of \$122K was primarily comprised of under budget expenses in most expense categories except for Consultant Fees, Membership Dues / Donations and Event expense.

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The building's occupancy rate was 94% as of July 31, 2015. As of September 1, the building was 100% occupied.

**Action: It was moved (Day), seconded, and carried to approve the July Financial Report as presented.**

Proposed 2016 Budget Assumptions & Priorities: Controller Kelly Barber reviewed changes to AGC's Budget Assumptions and Priorities for 2016 (in red).

**AGC OF WASHINGTON  
2016 Proposed Budget Assumptions and Priorities**

**2016~~5~~ Budget Assumptions:**

1. 2016~~5~~ AGC dues budget will equal up to 1.725MM
2. Total budgeted net income will be positive without reduction in member services.
3. AGC will continue support to the Education Foundation, which will be the primary resource for education and training services to the membership and implementing workforce development programs in the school systems.
4. The Property Committee will continue to implement and refine the ten-year capital improvement plan to replace old systems.
5. AGC Building and Marina budgeted revenues will reflect a minimum 5% vacancy rate.
6. AGC Building & Marina profits, if any, will continue to be used to support AGC programs (after providing for necessary capital improvements and maintaining the building at a high level).
7. Group Retro program will continue to pay its own operating expenses, & provide income to AGC, and AGC will provide the Group Retro program tools and support to grow (i.e. ad campaign, financial reporting, etc.).
8. Continue providing resources for safety services to members. ~~and possibly expand services to Inland NW AGC~~
9. Continue resources aimed at providing value to future leaders in the industry (FLF).
10. Identify and promote non-dues related, income-producing projects, supporting the Association's strategic directions.
11. Continue to measure program effectiveness, member satisfaction and industry needs.
12. Continue to invest in enhancements to internal and external communications to increase participation of members in AGC products, programs and issues, build membership, improve industry image, and promote AGC's vision, values and positions.
13. Budget for an appropriate amount of reserves on an annual basis. (Per Board policy #22, the minimum reserve account balance will be the greater of 30% of AGC's annual budget revenues or the annual earthquake insurance deductible).
14. For major events, e.g. annual meeting, golf tournaments, etc., income will be greater than or equal expenses.
15. Committee meeting costs such as meals and parking will be totally subsidized for participants.
16. AGC's 2016~~5~~ Charter Fee, payable to AGC of America, will be \$317 ~~06.5K~~.
17. **The Government Affairs department budgets will be capped at 15% or less of total Association expenses, so that AGC of Washington does not jeopardize its 501(c)6 tax exempt status.**

**2016~~5~~ Budget Priorities (ranked as A, B, C for Strategic Plan purposes):**

1. Collaborate with AGC Education Foundation Executive Committee to improve communications, transparency, and **development of goals. self-sufficiency within 3-5 years.** A
2. Continue dialogue with universities (UW, WSU, and CWU) on what we can do to mutually support each other. A
3. Adopt new technologies and increase resource allocation, as appropriate, to improve and expand AGC's delivery of information and communication to members. A

**Action: After some discussion, it was moved (Day), seconded, and carried to approve the proposed 2016 Budget Assumptions & Priorities as presented.**

**OTHER BUSINESS**

2016 Budget – President Smith reported that the first reading of the 2016 budget would occur at the November 9 Board meeting, with final approval in December. He noted that the Officers will review

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Strategic Plan goals and objectives from today’s meeting in October. If the goals and objectives have budget implications, they will be added to the 2016 budget.

L.E.A.R.N. (Legislative Education and Relationship Network) Program – Chief Lobbyist Jerry VanderWood thanked Board member Mickey Traugott and others who have contributed to developing deeper relationships between legislators and members through involvement in the L.E.A.R.N. program. He encouraged others to contact him (JV) if interested.

Miscellaneous Seattle District – Seattle District Manager Jerry Dinndorf encouraged attendance at the following events:

- 9/15 Seattle District Membership Meeting with guest speaker Bill Bryan, Port Commissioner and gubernatorial candidate; and, the Port’s new Chief Executive Ted Fick, on the Seaport Alliance and the 10 billion in improvements planned for SeaTac over the next 20 years..
- 9/23 Federal Transit Administration (FTA) Workshop with Sound Transit, Puget Sound Regional Council, King County, and the AGC of WA. The event will focus on opportunities for public entities and the development community to partner on real estate investments near existing and future light-rail stations.
- 11/4 Contractor Exchange where primes and small contractors including women and minority companies can meet and share information on upcoming projects and capabilities.

Seattle District Advocacy – Dinndorf reported that Sound Transit is considering requiring ready-mix drivers to sign on to its Project Labor Agreement. AGCWA recently sent a letter to Sound Transit stating its strong opposition to making this a requirement for ready-mix producers.

Westlake Cycle Track – Dinndorf advised that construction will begin this month on the Westlake Cycle Track.

Dawn Stephens – President Smith introduced and welcomed Dawn Stephens with Charter Construction, Inc., who has been selected by the Officers and Nominating Committee for the 2016 Secretary/Treasurer position; it was noted that she will shadow Mark Seaman for the remainder of this year.

Announcements

Sept. 15	Seattle District Membership Mtg., 7:30 AM, Harborside
Oct. 7	Southern District Membership Dinner, 5 PM, Tacoma Elks Club Pavilion
Oct. 20	Seattle District Membership Mtg., 7:30 AM, Harborside
Nov. 4	Southern District Membership Dinner, 5 PM, Tacoma Elks Club Pavilion
Nov. 9	Board of Trustees’ mtg., 11 AM – 1:30 PM, AGC Conference Center

President Smith reported that he and some of the officers and staff will be attending the upcoming NCLC (National Chapters Leadership Conference) in Washington, DC, and will have opportunity to meet with congressional leaders regarding issues pertinent to the chapter.

**STRATEGIC PLAN**

D’Hondt introduced Executive Director Cary Hegreberg with the Montana Contractors Association, who facilitated the Strategic Plan portion of the meeting. After self-introductions, the group reviewed the updated BHAG’s (since the June 5 Board Retreat), as follows:

<b>BHAG 1: Create a movement for membership, not a market share.</b>	
<i>Membership Numbers as of July 31, 2015:</i> GC (173); SUB (181); ASSOC. (221): Total: 575	
<i>Membership Numbers as of July 31, 2014:</i> GC (181); SUB (177); ASSOC. (219): Total 577	

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(Champions: David D'Hondt, Jake Jacobson)	Timeframe				
	2015	2016	2017	2018	2019
<p><b><u>SMART GOAL 1: Involve the next generation while respecting all generations by being welcoming and providing meaningful opportunities.</u></b></p> <p><b>Objective I: Survey companies to get a census of the generations.</b> Timeframe: March 2016 Responsible: Stacy Mullane, Officers</p>		March			
<p><b>Objective II: Make a plan to have an FLF rep (or 2) on the AGC Board.</b> Timeframe: Dec. 1 2015 Responsible: David D'Hondt, Officers</p>	Dec. 1				
<p><b>Objective III: Have 2 meetings per year with the AGC Officers and the FLF Steering Committee.</b> Timeframe: 2 in 2016 Responsible: David D'Hondt, Andrew Ledbetter</p>		Nov.			
<p><b>Objective IV: Define "IT" for an event that will attract the entire group of 460 FLF registered participants.</b> Timeframe: 2 years Responsible: David D'Hondt, FLF Steering Committee</p>			Sept.		
<p><b>Objective V: Review status of relationships with AGC Student Chapters in Washington and recommend to the AGC Board a plan to enhance the relationships.</b> Timeframe: 2 years Responsible: Dave Kearby, Andrew Ledbetter</p>			Sept.		
<p><b><u>SMART GOAL 2: Increase membership services.</u></b></p> <p><b>Objective I: Enhance industry knowledge of Safety Team® (ST) as premier and utilize the success of that program to open contracting opportunities for members.</b> Timeframe: 2 years Responsible: David D'Hondt, Mandi Kime, Safety Committee</p>			Sept.		

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<p><b>Objective II: Market AGC Safety Team® to be used nationwide through the AGC of America.</b> Timeframe: 2 years Responsible: David D'Hondt, Mandi Kime, Officers</p>			Sept.		
	2015	2016	2017	2018	2019
<b>SMART GOAL 3: Create overarching marketing plan for member recruitment.</b>					
<p><b>Objective I: Create a timeline and material list for action items.</b> Timeframe: 4 months Responsible: Sean Lewis, District Managers</p>		Jan.			
<p><b>Objective II: Discuss changing Subcontractor membership category to Specialty Contractor.</b> Timeframe: Dec. 1, 2015 Responsible: Stacy Mullane, AGC Board</p>	Dec. 1				
<b>SMART GOAL 4: Collaborate with the Education Foundation at a higher level.</b>					
<p><b>Objective I: Work collaboratively with the Education Foundation to create and fund an AGC of Washington Construction Academy and facilitate discussions with other chapters on what works.</b> Timeframe: 5 years Responsible: David D'Hondt, Nancy Munro</p>					2020
<p><b>Objective II: Work collaboratively with the Education Foundation to educate members on the strengths of the next generations.</b> Timeframe: 2 years Responsible: David D'Hondt, Diane Kocer</p>			Sept.		
<p><b>Objective III: Work collaboratively with the Education Foundation for mentoring opportunities for the next generations in the construction industry.</b> Timeframe: 2 years Responsible: David D'Hondt, AGC Board, Diane Kocer</p>			Sept.		
<p><b>Objective IV: Work collaboratively with the Education Foundation to benchmark and measure AGC member participation in Education Foundation classes; measurements of students per year to include:</b></p>					

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<p>a. Number of members taking classes b. Number of member companies taking classes c. Number of non-member students taking classes d. Number of non-member companies taking classes e. Number of classes in each district</p> <p>Timeframe: 5 years Responsible: Kelly Barber, Diane Kocer</p>					
					2020
<p><b>SMART GOAL 5: Increase diversity of AGC membership.</b> <b>Objective I: Create a Diversity Task Force that evaluates options and reports back to the Board.</b> Timeframe: Sept. 2016</p>					
		Sept.			
Responsible: David D'Hondt, Nancy Munro					
<b>Yellow highlight indicates previous information.</b>					
<b>Gray highlight indicates new information.</b>					

**Comments regarding SMART GOAL 1:**

- Gen Y could not care less about market share/numbers.
- **Objective I:** Suggest surveying members; an in depth interview process w/GC's, Subs, Associates & what issues are they facing now? Our programs should fit the needs of the membership.  
*Responsible: Annie Lombroia, Nancy Munro, Jim Rowley, Mark Seaman, Gordon Spencer to assist staff with SMART GOAL 1.*
- **Objective II:** Should we increase Board to add 1 FLF and/or 1 Gen Y?  
*Responsible: It was the consensus to add an FLF rep and that the group of Obj. I volunteers work with staff on the parameters of this objective on whether or not it should be a voting member or non-member trustee, a GC or Sub member, should FLF select the Board representative, should the maximum age be 30 or 40, 1 yr. term with a maximum 3 yr. commitment, etc. Note, this will require a bylaws' change.*
- **Objective III:** It was suggested that once a year the Officers could invite the FLF group to its meeting and the Officers could attend an FLF meeting during the year.
- **Objective IV:** The FLF Steering Committee plans to "brainstorm" what "IT" is; survey suggested; philanthropic? *Responsible: Mickey Traugutt, Board Member, assigned to work with staff on this.*
- **Objective V:** It was noted that AGCWA needs to re-establish its student chapter relationships with UW and WSU primarily (collaborate with Inland NW Chapter on WSU) and CWU (doing ok here). Focus on big 3, then expand; including faculty involvement. Consider expanding from construction management to civil engineering programs in the future.  
*Responsible: It was agreed that Jake Jacobson and John Schaufelberger would take the lead on this objective and submit a report to the Board on recommended enhancements needed; i.e., funding student's expense to the National Convention. D'Hondt to survey the 6 Board members not in attendance.*



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**Comments regarding SMART GOAL 2:**

- Safety Team® is trademarked. AGC needs to help companies meet “safety” hurdles. Need to market Safety Team® more for better recognition at the state level for improving overall safety qualifications/standards. Get a state public agency to recognize Safety Team®. Officers and D'Hondt plan to meet with AGC of America's Steve Sandherr regarding the possibility of establishing an AGC National Safety program and to discuss this at the next Western Chapters Meeting.

**Comments regarding SMART GOAL 3:**

- Each district is unique and doing different things; there is a lot of marketing that can be done that is common to all districts.

**Comments regarding SMART GOAL 4:**

- The Education Foundation is working on its Strategic Plan now; explore possibilities between EdF and AGCWA when their Strategic Plan is finished. The Education Foundation addresses workforce development in its Strategic Plan; good idea to see what other chapters and the industry are doing in this area. Currently there is a shortage of craft workers.

**Comments regarding SMART GOAL 5:**

- Increasing the diverse look and feel of AGC with good people ties into other goals. Talk to members in the area, like Jim Suzuki with Shoreline Construction. It was noted that dues can be a challenge for W/MBE's; possibly owners could pay the dues?  
**Responsible: Ken Day agreed to be on the Diversity Development Task Force.**

**Previous BHAG 2 (removed): Does it need to be brought back? YES**

**AGC OF WASHINGTON STRATEGIC PLAN, BHAG 2**

<b>BHAG 2: To help elect a pro-business majority in the WA State Legislature by 2020.</b>	Timeframe				
Champions: David D'Hondt, Jake Jacobson	2013	2014	2015	2016	2017
<b><u>SMART GOAL 1: Increase member participation</u></b>					
<p><b>Objective I:</b> 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 &amp; 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><b>Objective II:</b> Increase Voter Voice contacts in both quantity and quality through member visits. Timeframe: 1 yr. Responsible: Michele Willms / District Managers</p>		Dec	Dec	Dec	Dec
<p><b>Objective III:</b> Present Legislator of the Year Award at a Board meeting. Timeframe: 2013 Responsible: Van Collins</p>	Dec	Jan.	Jan.		

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Senator Ann Rivers received at Annual Meeting					
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Gray highlight indicates updated information.  
 Yellow highlight indicates previously updated information.  
 Blue highlight indicates objective completed.

5/28/2015

**Comments regarding previous BHAG 2:**

- Institutionalized L.E.A.R.N.
- How to expand participation to engage members (including Gen Y) in advocacy efforts; i.e. marketing, testifying, more face-to-face contacts with legislators, etc.
- Governor’s office is the only place AGC does not have “influence.”
- Would like to be one of the top 3 in WA State in advocacy efforts.
- Goal should be: increase involvement of members in GAC. Also market needs to people working for our members that don’t have money but would like to volunteer their time (what does that mean?)
- Money is the biggest thing – money talks in Olympia; need to increase the size of our PAC (per D’Hondt, this is already a goal of the PAC; Jake Jacobson and Nancy Munro both serve on the PAC).
- Important to advocate “against” not just “for” legislation / legislators.
- Encourage Board members to schedule a legislative “meet and greet” and/or jobsite visit.

It was the consensus of the group to put BHAG 2 back into the Strategic Plan.  
 Responsible: Jake Jacobson, Ken Day, Annie Lombroia, and Mike Grace to spearhead the goals and objectives for this BHAG. Respect the fact that some companies wish to remain neutral.

<b><u>BHAG 2: Create an industry leading IT program for members and staff that utilizes leading technologies and eases interface.</u></b>					
(Champions: Kelly Barber, Sean Lewis)	Timeframe				
	2015	2016	2017	2018	2019
<b><u>SMART GOAL 1: Improve technology at AGC of Washington.</u></b>					
<b>Objective I: Form a Technology Task Force including FLF members to advise the AGC of WA on technology matters including social media strategies and report to the AGC of WA Board.</b>					
Timeframe: December 2015 Responsible: Kelly Barber, Sean Lewis	Dec.	Dec.	Dec.	Dec.	Dec.
<b>Objective II: Partner with FLF to test and suggest improvements to the new website and database.</b>					
Timeframe: December 1, 2015 Responsible: Stacy Mullane, Sean Lewis, FLF	Dec. 1				

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<b>Objective III: Install video conferencing capabilities in the Seattle AGC office and AGC Conference Center for live conferencing webinars and pod casts.</b> Timeframe: October 2015 Responsible: David D'Hondt, Kelly Barber	Oct.				
Yellow highlight indicates previous information.					
Gray highlight indicates updated information.					

**Comments regarding BHAG 2 (Technology):**

- Requires more conversation with the Officers; will report back to the Board in November.

**BHAG 3: AGC of WA is prepared for future threats and opportunities that would change membership as we currently know it.**

(Champions: David D'Hondt, Gary Smith)	Timeframe				
	2015	2016	2017	2018	2019
<b><u>SMART GOAL 1: Identify threats and contingency plan.</u></b>					
<b>Objective I: Research and identify a plan for membership retention if WA State became 3-way for Industrial Insurance and Group Retro disappeared.</b> Timeframe: 3 years Responsible: Lauren Gubbe, David D'Hondt				Sept.	
<b><u>SMART GOAL 2: Identify opportunities and contingency plan.</u></b>					
<b>Objective I: Research and identify a plan if someone made an offer we can't refuse for the building and property.</b> Timeframe: 2 years Responsible: Mark Seaman, Gary Smith, David D'Hondt			Sept.		
<b>Objective II: Research "The contractor of the future."</b> Timeframe: 1 year Responsible: David D'Hondt, Stacy Mullane		Sept.			
Gray highlight indicates new information					

8/26/2015

**Comments regarding SMART GOAL 1:**

- If Washington State goes 3-way, it could mean the end of AGC Retro as we know it. How do you replace this revenue stream?

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**Comments regarding SMART GOAL 2:**

- AGC has no guidelines for future, potential sale of the building, if someone were to offer “stupid” money. What would that number be? What should be done with the principal? Does this warrant a Board Policy?

*Responsible:* It was agreed that the Officers carry on this discussion and do some of the modeling.

**ADDITIONAL STRATEGIC PLAN COMMENTS**

Board Members ranked very high on their list of priorities the following:

- Attract and retain quality employees; workforce development.
- Lobbying efforts (advocacy)
- Safety training and support
- Involve the next generation
- Increase member services
- Collaborate with the Education Foundation
- Improve technology

There being no further business to come before the Board, President Smith adjourned the meeting at 3:10 pm.

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Mark Seaman

Date