

# **BX** News

A publication of the  
Builders Exchange Network

AUGUST 2014

## **A fantastic time to visit Nashville**



**Are Baby Boomers  
Doomed to Irrelevance  
in the Workplace?**

**Employee Engagement  
Best Practices**

**Morals  
at Work**

**Lean  
Construction**

**Better your  
Plan Room**



# Looking Back at the Annual Meeting

## 2014-2015 BXNET OFFICERS & DIRECTORS

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BXNews is published by the Builders Exchange Network as a service to members.

Our website is: [www.bx-net.org](http://www.bx-net.org)  
Submissions, articles and other information for content is compiled from members of the organization.

Suggestions or submissions can be sent to:  
[info@bx-net.org](mailto:info@bx-net.org)  
855-719-0733

June was a fantastic time to visit Nashville. The weather was warm, the sun was shining, the honky tonks were hopping, scents of barbeque filled the air, and BXNET gathered at the Omni Hotel for what proved to be an excellent location for the 2014 Annual Meeting.

The meeting kicked off with a Welcome Reception held at the Omni Hotel where hors d'oeuvres and an open bar were available for the attendees to enjoy while mingling with old and new friends.

On Thursday morning we gathered for a home-style country breakfast before being welcome by BXNET President, Jason Anderson. Round table introductions were made and then Brenda Romano and Mike Tollette from Virtual Builders Exchange in San Antonio, TX gave us an in-depth look into their newly renovated website [www.virtualbx.com](http://www.virtualbx.com). Following the website presentation attendees participated in an open forum discussion sharing their experiences and knowledge of Plan Room competition. It was interesting to hear that several exchanges from all over the country were encountering the same issues with competition. After lunch, Nashville native Sam Davidson spoke to us about branding. His presentation, "Where Are You Going? Does Your Brand Need A Map?," was educational, funny and full of energy. He definitely left the audience with something to think about. We finished up the day with a best practices open forum. One attendee stated that discussing best practices with other members was the most beneficial aspect of the meeting.

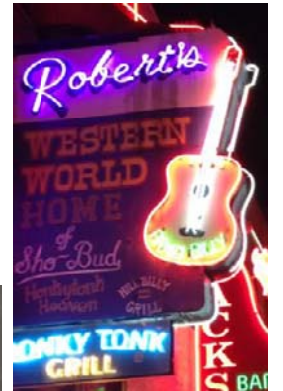


On Thursday evening, we boarded the Gray Line bus for our very own private tour of Music City. After a mouth-watering barbeque dinner at Rippy's Bar & Grill, our tour guide Miss Bonita Lee educated and entertained us as we explored the city. The scenic drive took us through Downtown Nashville, Music Row, and Centennial Park.

On Friday morning, we held our Annual Business Meeting and welcomed our new officers and directors. Brenda Romano started us off with a review of Virtual Builders Exchange's successful membership retention plan. Following Brenda's presentation, we were joined by Mike Coleman, who presented "The Value of Social Media." Mike described the various social media outlets and helped us identify which was best for our individual needs. After lunch, Chris Houchens gave us tips on "Developing a Plan That Delivers Low-Budget and High Impact Marketing." The meeting concluded with Andy Davis from Turner Construction giving the attendees an overview of the importance of Lean Construction, followed by a question and answer session.

The Builders Exchange Network would like to thank all of the sponsors of this event: Builders & Contractors Exchange, Inc.; Ottawa Construction Association; and Spokane Regional Plan Center. A special thanks to the Builders Exchange of Tennessee for their Platinum Sponsorship, as well as sponsoring the member gift bags filled with tasty Tennessee related goodies. It is with your support that can continue to make events like this one a success.





# Nashville



# 2014



**BXNet**  
Builders Exchange Network

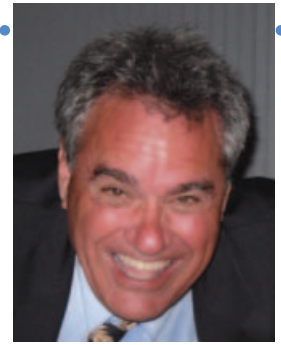


## President's Column

Welcome to Summer 2014! It's 95° outside and the east coast's first hurricane is one day away from here as I write this. Well it is the season...

Our membership renewals are about the same as last year, but we look forward to adding some new members as a result of our Annual Meeting special just offered. We saw some new faces in Nashville who are enthusiastic about what our organization is doing.

The Nashville Meeting was a big success. The timely topics and group outings filled the time with business, comradery and fun!



Phil Davenport

.....  
**SAVE THE DATE** – for January 20<sup>th</sup> through January 22<sup>nd</sup>, 2015! It will be the 2015 Annual Meeting for BXNet in Scottsdale, Arizona. The Annual Meeting is the premier gathering for the builders exchange/plan room industry, offering valuable and unique educational sessions, networking opportunities, and entertaining events. Plan to join your colleagues from all the continent. Come see why BXNet members recognize the enduring value of their convention experience. Whether you're a veteran BXNet member or a potential new member, you won't want to miss all what the BXNet's Convention has to offer.  
.....

As we begin our new fiscal year, I am confident that 2015 will bring bigger and better things for the BXNet! Our Board of Directors is working hard to line up speakers and timely, informative programs for the Annual Meeting in January!

Why not invite a friend or co-worker to attend one of our upcoming meetings as your guest?? As you move forward with your own personal and professional resolutions, I encourage each of you to resolve yourself to make the commitment to BXNet – get involved in activities, and attend meetings and events. Only through your active participation will you continue to reap the benefits of your BXNet membership. BE THE ONE ..... to commit to YOUR professional development now and into 2015!

*Phil Davenport*  
BXNet President  
Email: phil@bceva.com

## BXNET Job Board Powered by Job Target



The BXNET Job Board is a web-based career center that connects job seekers with prospective employers in the builders exchange industry. The Job Board, powered by career services leader Job Target, can be found at [www.bx-net.org](http://www.bx-net.org). To access the site simply click on the link at the top right of the website page.

Visit the Job Board today to search and post jobs, view and upload a resume, set up a personalized account and much more. Setting up an account is free for employers and job seekers.

Below are the recruitment options available on the BXNET Job Board. When making your purchase you have the option to pay online with a credit card or to be invoiced.

Single 30 Day Job Posting - \$50.00 or Single 30 Day Job Posting with exposure on the Construction Job Board Network - \$400.00. This product bundle gets you a single job posting on this job site along with secondary exposure for your job posting on all sites in this Job Board Network!





# Are Baby Boomers Doomed to Irrelevance in the Workplace?

## Media Expert Shares Tips for Aging Workers

By Steve Kayser

Boomers may want to recall one of the poets they grew up reading, Dylan Thomas, and his most famous poem, named for its first line, “Do not go gentle into that good night,” a desperate appeal to resist the trappings of old age.

“As they retire, baby boomers need to stay true to their reputation for grand statements, and to mobilize their skill set in the business world,” says media expert Steve Kayser, author of “The Greatest Words You’ve Never Heard,” ([www.stevekayser.com](http://www.stevekayser.com)).

“In fact, many older Americans may have little choice but to adapt their mindset and survive longer in their careers if they want to maintain something resembling their current lifestyle during retirement.”

Kayser lists a few trends that may incentivize aging workers to clock in for a few more years:

- The number of Americans 55 and older will almost double between now and 2030 – from 60 million today to 107.6 million, according to the United States Census Bureau. That will likely strain public safety nets such as Social Security and Medicare.
- American life expectancy is at an all-time high, and death rates are at an all-time low, which means some people will outlive their retirement savings.
- The global economic crisis has wiped out or severely affected millions of middle- and senior-aged people’s life savings.

But with an increasingly competitive pool of professionals whose skill sets need to be regularly updated, how can boomers stay in the game?

Kayser quotes Alvin Toffler: “The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.”

He discusses his method for how older workers can maintain their value – by staying “R-E-L-E-V-A-N-T.”

- What it means to learn, unlearn and relearn. The ever-shifting sands of technology pose a special challenge to older workers. Younger professionals not only grew up working and entertaining themselves with screens, they also learned to adapt to technological leaps. A program you learn today may not be relevant in a few years, so keep an open and flexible mind.



- Being R-E-L-E-V-A-N-T... Take this mnemonic device to heart: Risk, Experiment, Listen and Learn, Engage, Value, Attitude of gratitude, No to negativity, and Time. “This is an ongoing, evolving note to keep in your mind no matter your professional situation,” Kayser says. “I’ve been around a lot of charismatic and effervescent folks in their 70s and 80s who are still successful and growing, both on a personal and business level. The acronym encompasses the ideas that seem to promote a proactive life.”
- Answer the question, “What resonates with you?” This is a deceptively deep question when you apply it to your life’s trajectory. If life hasn’t turned out to be what you expected it would 30 years ago, then it’s time to recalibrate how you see yourself, especially if that’s as a perpetual pre-retiree. If you’re not sure of how you see yourself in today’s setting, start with what the spiritual writer Joseph Campbell called the “moving power of your life,” which can be sensed by the things that resonate within you. The things that resonate within you, such as an unusual book, may just be the compass you need to find your way.

*About the Author: Steve Kayser is an award-winning writer, editor, publisher, former radio host and founder of Kayser Media. He has had the great fortune to interview and collaborate with some of the best minds in the business world, and his eclectic approach to public relations and marketing has been widely documented. He recently published “The Greatest Words You’ve Never Heard,” ([www.stevekayser.com](http://www.stevekayser.com)).*



# Employee Engagement Best Practices Lead to Increased Employee Retention and Economic Growth



By: Rob Purdy

In lean economic times, organizations are seeking cost effective strategies to continue to grow. More organizations are adopting employee recognition programs that foster employee engagement to encourage innovation and creativity that will add value and lead to growth.

The global recession led many organizations to downsize their workforces. An era of cost cutting has left many organizations rebuilding their workforces and focusing on ways to re-energize and engage those employees that endured the hard times which in many cases meant taking on more duties as companies adjusted their labor pool. Top CEO's around the world have indicated that in the coming year they will be placing more emphasis on employee retention and improving employee engagement in the workplace.

Organizations who have downsized have consistently asked their employees to do more with less. These employees develop broader knowledge of the organization and have greater potential to innovate and create growth. Ensuring that these key contributors are engaged is vital to an organizations rate of employee retention. Providers of employee recognition programs who help organizations to adopt strategic use of effective employee recognition programs enable their clients to energize their employees which ignites economic growth.

Employee recognition programs providers have become increasingly in demand because they enable organizations to develop employee recognition programs that consider employee engagement best practices leading to increased employee engagement and employee retention.



It is time to break out the old "Employee Suggestion Box" which today is an integral part of every on-line recognition application.

In a recovering economy, competition for customers and human capital can be fierce while highly educated, younger workers seek more than money when considering employment. Compensation, benefits, recognition and rewards are all important to support the lifestyle and work preferences that today's employees demand. Furthermore, organizations that reward employees based on defined goals will create a "recognition culture" that will help to attract new employees while improving their organizations competitive advantage.

Our own company has an extensive "employee recognition" program that includes generous point referral bonuses, a monthly innovation award as well as a "Looking Beyond" award that encourages employees to think outside the box by making suggestions that will either save money, drive new business or help retain our core clients.

What we also see is that a compelling employee recognition system helps to create a true "Buzz" about your organization while truly does help to attract the very best human capital and executing your recognition program well will definitely keep them highly engaged.

Adopting an employee recognition program that rewards employees for innovation consistently and equitably is one of the most effective "employee engagement best practices". Employee recognition programs providers who offer a "software as a service" ("SaaS") based on-demand, web-based solution are more competitive in today's marketplace because they enable organizations to easily take advantage of employee engagement best practices applied by leading organizations cost effectively. On-demand web-based applications that facilitate employee recognition programs are scalable and capable of growing with an organization's changing needs. Web-based recognition systems can be readily available so that organizations benefit without complicated, costly customization and the low cost of ownership that these systems provide. Employee recognition program providers who don't yet offer this technology stand to reap great benefit from partnering with a technology partner so they can offer the level of technology that today's organizations require.

In changing economic times, organizations can continue to experience growth, even with a reduced workforce, cost effectively. By optimizing the investment in human capital through employee recognition programs that support employee engagement and retention, a culture of innovation that connects employees to the organization's goals will increase profitability. An on-demand, web-based employee recognition system provides access to employee engagement best practices to maximize the impact of rewards to support economic growth.

*Rob Purdy is the founder and CEO of Carlton Group and Global Rewards Solutions, a full service performance improvement company that specializes in bringing their clients leading edge solutions that help to improve employee performance, inspire loyalty with employees, customers and channel partners, as well as assist in building their brand and driving profit.*

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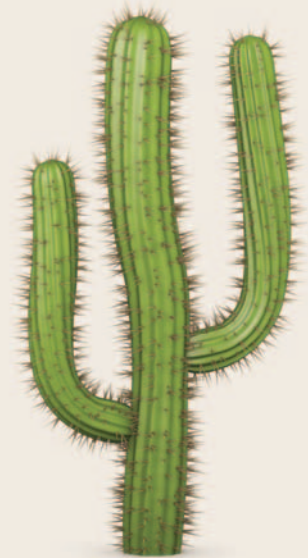
# SAVE THE DATE!

**2015 BXNET ANNUAL MEETING  
JANUARY 20-22, 2015**

**RADISSON FORT McDOWELL RESORT  
10438 NORTH McDOWELL ROAD, SCOTTSDALE, ARIZONA**

REGISTRATION MATERIALS AVAILABLE AFTER OCTOBER 1<sup>ST</sup>

BXNET invites members to showcase their expertise and share their exchanges' experiences as a presenter at the Annual Meeting. Interested presenters should contact Kristin Loney at 855-719-0733 or by email at [info@bx-net.org](mailto:info@bx-net.org). We rely on our member's participation to make our meetings a great success.





# Ethics 101: Morals at Work

By: Myron Curry

You have probably heard the word "ethics" thrown around quite a bit, but do you know what ethics are? Ethics are a person or corporations moral philosophy, which involves how a person or business defines and handles right and wrong behavior. A solid ethical foundation is generally based upon human rights, what is fair and what is in the best interest of the workplace (both employer and employee).

Due to the fact that ethics can vary greatly depending on many factors, it can be difficult for a business to determine where the lines are drawn in the sand when it comes to quandaries involving ethical decisions. It is important not to confuse ethics with the law, as some laws may not be in line with what we consider to be ethical. What is ethical can change based on where we work and who we interact with.

Almost all employees will find themselves from time to time in a position where they are being asked to do something that is unethical. If a superior requests a financial report but asks that the numbers be manipulated, it is unethical, especially if you know that finagling the figures will benefit the recipient.

Managers and supervisors are not the only people who can dish out unethical requests and behaviors; colleagues are guilty of the same. Some new employees have reported being asked by more senior staff members to do their assignments or even take tests on their behalf. Of course, because the staff member is new, they feel pressure to be accepted and comply with the requests.

If you are in a position where your ethics or that of your employer comes into question, sit down and have a very frank discussion with the offender or even your



Human Resources Department. Chances are, they may not even recognize their own behaviors. Be proactive and take steps towards prevention by educating yourself on workplace ethics.

If you are a job-seeker, it is important for you to know whom you are working for when you are seeking employment. Do research on the companies where you have applied and make sure you are asking questions.

Ask about the work environment, where the company sees itself in 5 years, and what the turnover rate is like. It is just as important for a recruiter to learn about its potential employees, as it is for to determine if the company will be a good fit for you.

*Myron Curry is the President of Business Training Media, a global provider of corporate training courses, skill assessments, videos, books, seminars and exercises for employee development.*



# 10 reasons why **YOUR** plan room is **BETTER** than the competition's

Even as recently as 20 years ago, builders exchanges had nearly no competition in the market for hosting construction projects out to bid. So when it came to advertising bidding opportunities to contractors, the exchange was king.

Then the Internet came along and it changed everything. Although exchanges today are still uniquely positioned to capture significant shares of the online plans market, they face increasing competition from a variety of third-party service providers.

What can you as an exchange manager do to promote your services over those of your competitors? The answer is simple: remind buyers and owners of the particular advantages of your plans room.

Here are 10 reasons why your exchange plan room is better than the competition's.

## 1 **Only local content for only local bidders.**

Your exchange proudly serves local member contractors faithfully and posts only projects of relevance to those members in its plans room. For owners looking to advertise their bid opportunities to the local construction community, the exchange plans room is always the best choice.

## 2 **Access to hundreds of qualified, reputable companies.**

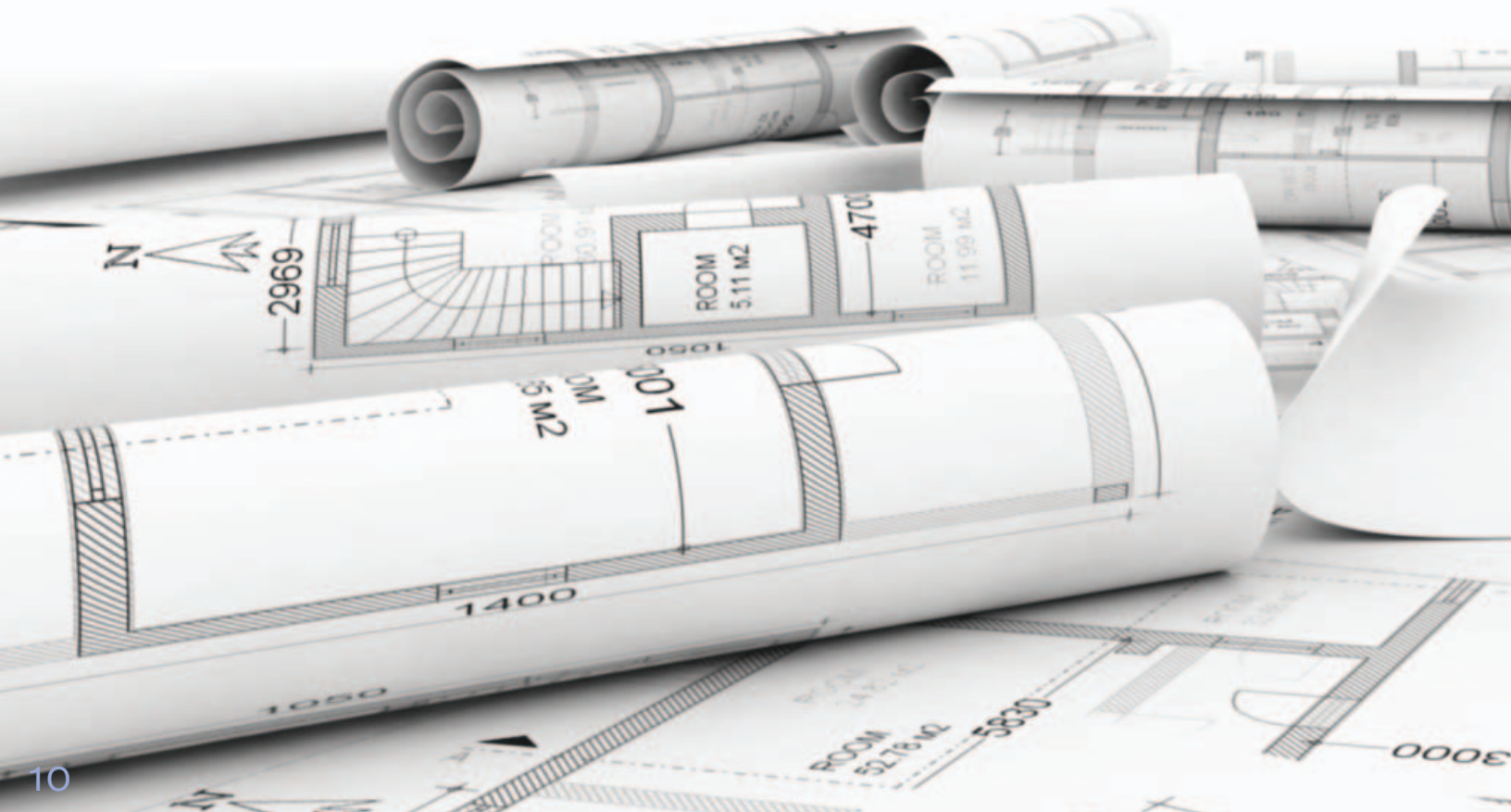
Builders exchange members are the companies that have built the communities they serve. These are trusted, reputable and qualified business that are known locally for getting the job done. Owners can post projects with confidence knowing their plans will be seen by hundreds of competent firms.

## 3 **Your staff genuinely want to help.**

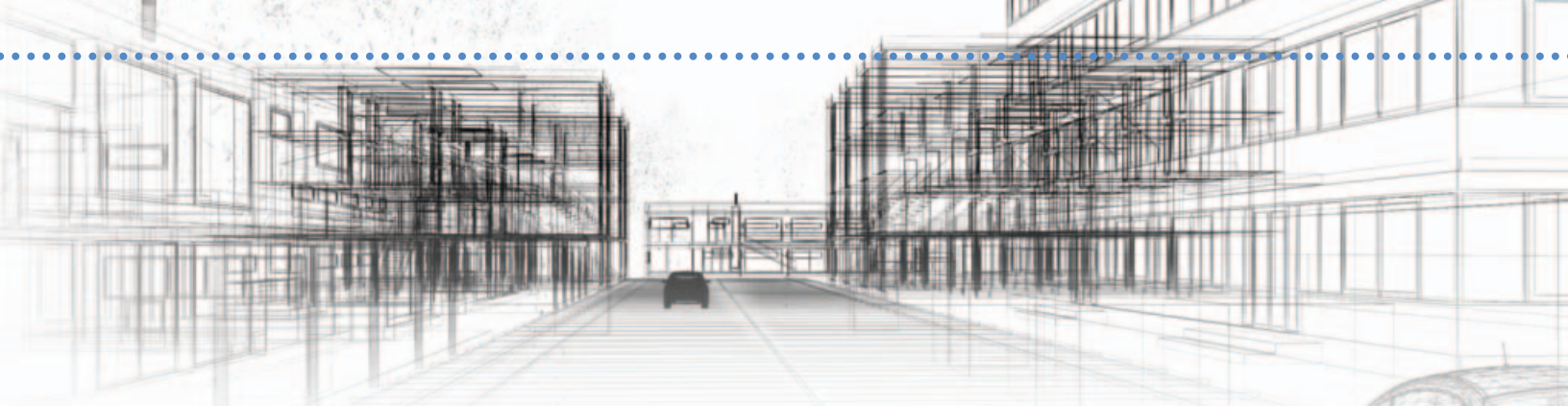
The men and women who work in builders exchanges want to make it easy for owners to get projects out to bid and collect the bids needed to lift a project off the page and put it in the ground. Why? Because they like to help and they genuinely want to make the exchange a better place for members.

## 4 **Construction is your only business.**

Your plans room is dedicated to construction, unlike others that also act as marketplaces for pens, computer systems and professional services. What's more, your staff understand the nuances involved in tendering a construction project: from posting projects to issuing up-to-date bidders' information.







**5 Local know-how is essential data.**

No national company has its finger on the pulse of every local market in the country. But the staff at your local builders exchange certainly have their fingers on the pulse of your local market's conditions and particular procurement practices.

**6 Post projects for free!**

It is always free for owners, architects and engineers to post projects to builders' exchange plan rooms.

**7 Exchanges are experienced.**

Some exchanges have been in business for more than 100 years in their communities. These entities represent the companies that have built North America's finest cities. Who but the local exchange can boast such deep community roots?

**8 The exchange is the first place contractors turn.**

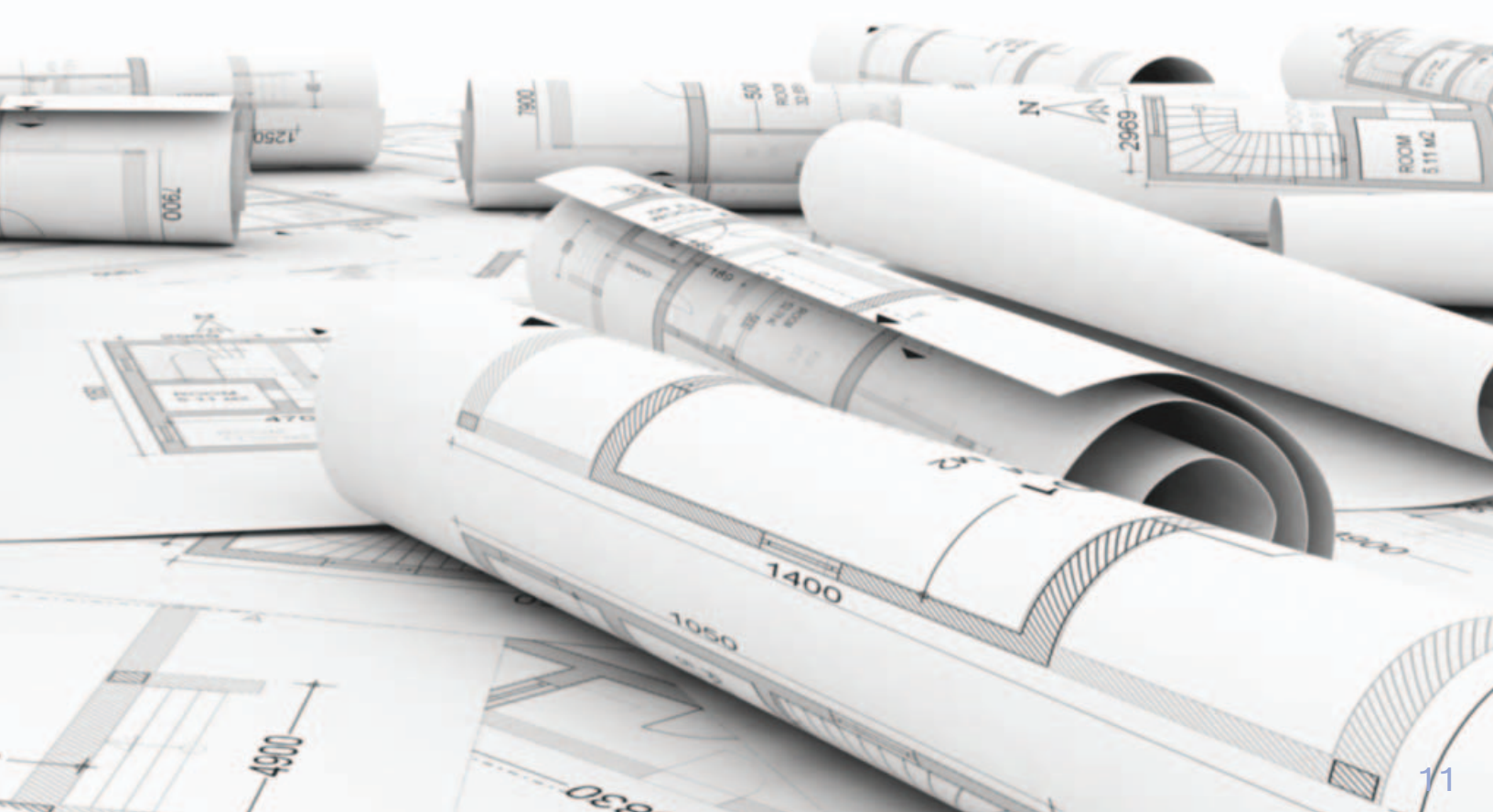
When looking for work, contractors turn to their local builders' exchanges first for tendering opportunities. Projects posted here get seen.

**9 The plan room is the tip of the iceberg.**

Anyone can view plans and specifications online, but builders exchange plan rooms offer additional services—such as document reproduction, online take-off tools, and sophisticated searching, tracking and notification features—that are not native to competitors' services.

**10 Exchanges offer services that span the entire procurement spectrum.**

Owners that post projects to a builders exchange plan rooms receive comprehensive service throughout the project-tendering phase. Exchange staff make the project accessible via the physical and electronic plan rooms, update the project with bidders' lists, post and deliver addenda, and close out the project with bid results. By handling these services, exchanges save owners the time and trouble of handling contractors' requests for project information.





Along with the convenience of only having one card and supplier, fleet fuel cards implement and develop controls with the fleet fuel industry in mind!

# MOMENTUM GROUPS

## Improved Level III Data

You can now access data such as: odometer reading, card number, PIN or driver ID number, driver name, number of gallons, etc.

## Further Control

Fleet fuel cards now offer limits on: number of transactions, times of day, days of week, transaction's dollar amount, product codes, etc.

## Functionality as Expense Management Tool

With a fleet fuel card, the days of paper expense reports for employee reimbursements are gone!

## Offered Discounts

Detailed monitoring helps to maintain a fleet's fuel economy by curbing expenditures and reducing time spent with paperwork.

## Security

It will be nearly impossible for unauthorized persons to use the cards or for the cards to be used on a non-company vehicle.



## TOP 5 REASONS TO HAVE FLEET FUEL CARD:

Momentum Groups wants you to know the advantages of using a fleet fuel card. While the reasons are endless, we have narrowed it into five categories: Improved Level III Data, Further Control, Functionality as an Expense Management Tool, Offered Discounts, and Security. **Improved Level III Data:** You can now access data such as odometer reading, unit number, card number, PIN or driver ID number, driver name, number of gallons, cost per gallon, fuel grade, time of day, and day of week. **Further Control:** Fleet fuel cards now offer limits on number of transactions, times of day, days of week, transaction's

dollar amounts, and product codes. **Expense Management Tool:** With a fleet fuel card, the days of paper expense reports for employee reimbursements are gone! **Offered Discounts:** Using one comprehensive report, fleet managers can track fuel purchase types, times, and amounts. **Security:** Fuel card providers are developing systems for authorization prompts, making it nearly impossible for unauthorized persons to use the card or for the card to be used on a non-company vehicle. These improvements give fleet fuel cards an industry-specific advantage that corporate purchasing cards cannot rival.





# Construction 101

It's no secret that the construction industry could be more efficient. Too often, construction team members work for themselves rather than for the good of the project. The result: dedicated focus to very narrow aspects of the work and little regard for the big picture. What if there was a method to redirect everyone's focus to the ultimate objectives of the client, while reducing waste and boosting productivity? There is. It's called lean construction and some of your members are already abiding by its core principles.

## What is lean?

Lean construction—or, if you prefer, lean project delivery—takes a holistic approach to the practice of designing and assembling a building. From the outset, the core members of the project team (designers, engineers, contractors and owners) work together to define project budget, scope and delivery method. Such an approach eliminates the barriers that commonly stifle progress in conventional contracting models: a lack of collaboration, an inability to innovate and ongoing pressure to optimize only key areas of the project.

Every action that follows definition of the project adds value to the end user, reduces waste and boosts productivity. For example, during the design phase of the project, the project team identifies a concept for the building that best meets the client's needs and fits within the project budget. The team then develops a unique method for delivery that makes the best use of the site, the supply of materials and the people on the job. As construction begins, the design and delivery methodology are refined to ensure that the project unfolds as efficiently as possible. Plans are continuously confirmed and re-confirmed against the client's objectives. Collaboration is intense.

One of the key elements that makes lean construction so attractive is just-in-time delivery, which ensures the exact quantities of materials are delivered to the precise locations on

site as and when they are required. Deliveries that are too large or too small create inefficiencies and hinder productivity. Helping to guide the just-in-time approach is the last planner system. The last planner assigns jobs to workers every day based on the actual status of a job rather than on plans created at the project outset. The system ensures that people meet their commitments to complete assigned work before subsequent tasks may begin. As a result, waste—in the form of schedule padding, contingency plans and excess inventories—is eliminated.

## Why choose lean?

More and more contractors are embracing lean construction because it helps get the job done quicker with fewer change orders, fewer accidents, fewer lawsuits and greater cost certainty. Owners already familiar with lean manufacturing processes—those in the automobile industry in particular—are gravitating toward lean project delivery because of its demonstrated effectiveness in that sector. Those that are seeing lean's benefits elsewhere are also getting on board.

Yet lean might not be for everyone. It requires significant investments at the project definition and design stages—although those costs are often recovered in savings at the end of the project. It requires all parties on the job to align their interests in a singular fashion, which can be difficult. It also demands a significant change in approach from conventional methods.

## Here to stay?

Who can say if lean is a fad or if it is here to stay? Years ago, ideas such as partnering and value engineering were also hailed as the next great ways forward. Yet lean appears to run deeper than either of these. It encompasses more elements of the project, better aligns owners, designers and builders, and allows for greater collaboration and higher degrees of innovation.

To be sure, lean is in its infancy in construction. Early indications of its success are positive, but only time will tell whether lean will gain industry-wide acceptance.





THE SHIPPING COMPANY THAT WORKS FOR YOU.®



BXNET members that wish to participate in this affinity program are entitled to obtain discounted shipping services through UPS and an annual 1% rebate, based on total shipping volume, to increase non-dues revenue stream. Members of BXNET receive 36% off all air shipments and 8% on ground.

**Convenience and Time-savings:**

- Single point of contact for all your shipping needs, a single website for all shipment tracking, a single invoice for all shipping costs.
- Get freight quotes, book shipments, create waybills, order supplies, track shipments from multiple carriers, view, edit and void shipments from your desktop.
- Store shipping preferences & 90 days of history.
- Print reports, download data, and select billing options that suit your needs.

**Individual Solutions Save U Money:** Unishippers consultants will assess specific needs for free and create a complete, individualized solution by analyzing your recent shipping trends.

To participate, you must be an active member of the BXNET and have an account set up with Unishippers/UPS. To set up an account, go to: [http://www.unishippers.com/shipping-services/IBEE\\_Form.htm](http://www.unishippers.com/shipping-services/IBEE_Form.htm).



# BXNET RS Means Affinity Program

We would like to remind our members of our affinity program with RS Means and how the program can benefit your exchange. The following list gives a general breakdown of the terms of the agreement as well as the ordering and shipping process.

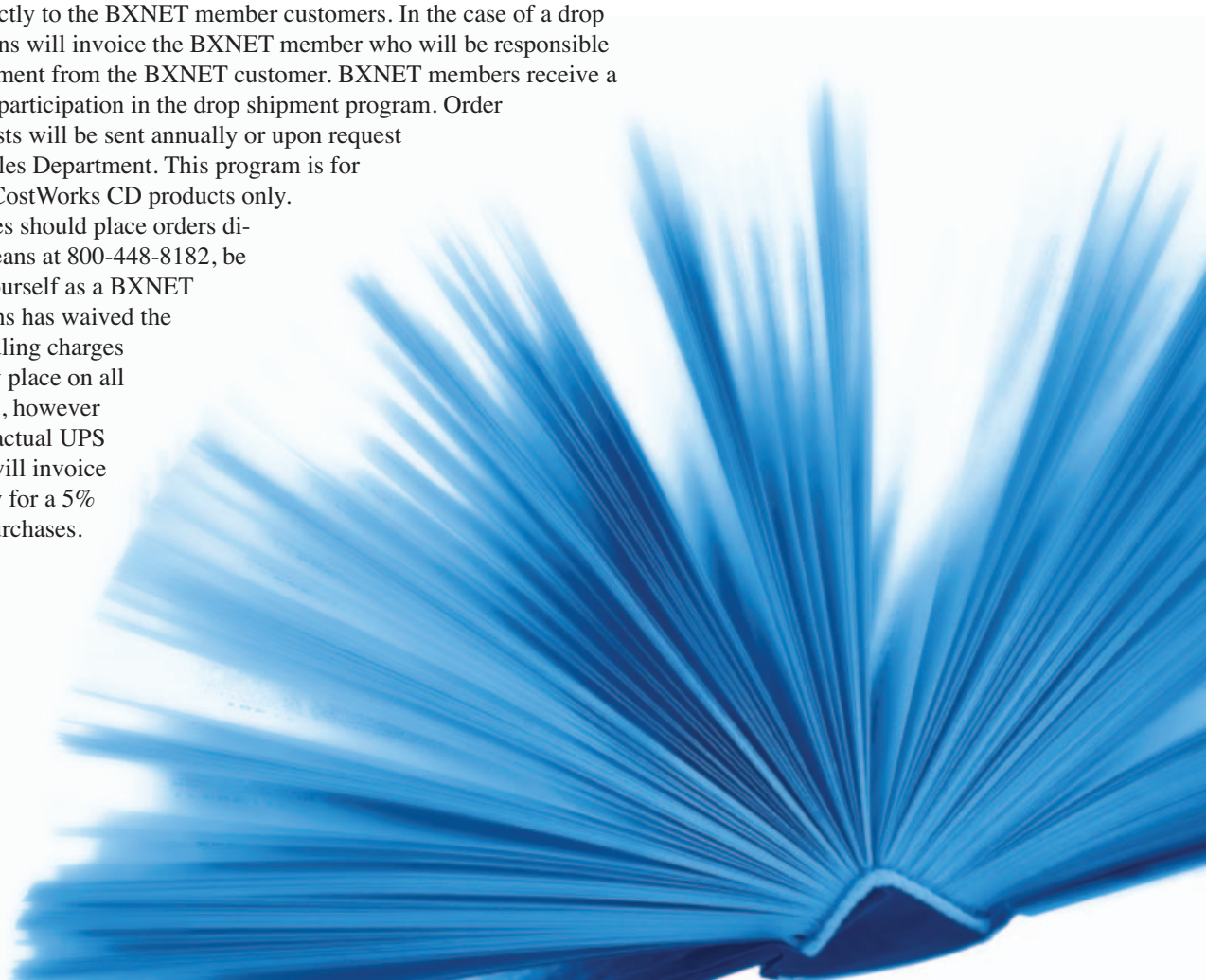
- BXNET is the authorized buying/marketing group for member exchanges of BXNET.
- BXNET members have two RS Means distribution options available: Inventory Stocking or Customer Drop Shipment.

## Inventory Stocking

BXNET members who choose to maintain an inventory of RS Means products will receive a 45% discount on all RS Means publications ordered by your exchange and for your respective members. You will be able to resell the materials to your membership at whatever discount you choose, thereby generating non-dues revenue for your exchange. For example, when you purchase items at the 45% discount and resell at a 25% discount to your members, you are earning a 20% reseller profit. Inventory may be returned for full credit provided it is in saleable condition and it is received by RS Means before March 31 of the subsequent year.

## Customer Drop Shipment

BXNET members who elect no to inventory products may have RS Means ship products directly to the BXNET member customers. In the case of a drop shipment RS Means will invoice the BXNET member who will be responsible for collecting payment from the BXNET customer. BXNET members receive a 25% discount for participation in the drop shipment program. Order forms and price lists will be sent annually or upon request from the Trade Sales Department. This program is for publications and CostWorks CD products only. Member exchanges should place orders directly with RS Means at 800-448-8182, be sure to identify yourself as a BXNET member. RS Means has waived the shipping and handling charges that they normally place on all orders not prepaid, however they will include actual UPS freight, BXNET will invoice members annually for a 5% commission on purchases.





## The BXNET's Mission, Vision and Strategic Goals

# BUILDING OUR FUTURE

### **“Serving Construction Association and Builders Exchange Professionals”**

#### **MISSION**

The Builders Exchange Network is a catalyst for the exchange of ideas and experiences amongst the membership to enhance the effectiveness of plan room and construction associations.

#### **VISION**

The BXNet is a representative organization of Construction Association professionals and their organizations, dedicated to the pursuit of excellence in Construction Association and Plan Room services through cooperation and participatory action.

#### **STRATEGIC GOALS**

- Provide the education and access to expertise to help exchange professionals.
- Maintain the strength of the industry and association through engaged membership.
- Promote the organization, its programs and achievements to the industry.
- Maintain the leadership and resources to advance the industry.

