



Construction Industry Round Table

STRATEGIC PLAN

(adopted October 28, 1997)

Mission: To be a force for positive change in the construction industry while helping members – CEO's of leading design and construction firms – to improve the management performance of their individual companies.

Organization and Membership. Organized in 1987 as the Construction Industry Presidents Forum, members lead 100 of the largest design and construction companies in the U.S., plus a few based abroad. Architect-engineers, engineer-constructors, general contractors, construction managers and specialty contractors make up the membership. Company size is a principal criterion for membership, but some smaller, minority-owned firms are included. Engineering News-Record and Tecton Group, Inc., conceived and co-sponsored CIPF through its first ten years. In 1998, the members incorporated as a non-profit organization with the new name, Construction Industry Round Table. Staffing and organization will change in 1998 to meet new objectives.

Key Objectives. A strategic planning effort conducted in 1997 formulated the following current objectives.

OBJECTIVE 1: Influence public policy to free the creativity and resources of our Industry to competitively provide efficient and valuable services.

Goals:

1. Infrastructure investment. Encourage the federal government to do its vital share of capital spending, while stimulating innovative methods of financing to fund adequately the maintenance and improvement of the nation's infrastructure. To encourage privatization wherever possible. To oppose diversion of earmarked funds from transportation to other purposes.
2. International Competition. Focus the federal government's attention on developing international trade policies that permit U.S.-based design and construction firms to compete on a level playing field with non-U.S.-based firms for international contracts.
3. Research. Encourage federal government support for research in engineering and construction materials, systems and procedures, through policies that stimulate and facilitate private and academic research.
4. Environmental Balance. Work to ensure that federal laws and regulations, intended to protect the environment, are well balanced with respect to the needs of people, sustainable resource development, and global competitiveness.
5. Reasonable Regulation. Work to reduce or eliminate federal and local regulations that add costs to construction without direct benefit.

Strategies:

1. Maintain a Task Group on Government Relations, which will be composed of members and assisted by their staffs.
2. This Task Group will recommend an implementation plan with specific strategies to accomplish CIRT's objective. This plan may include the retention of a part- or full-time political lobbyist, but it must surely emphasize individual efforts by CIRT members.
3. The Task Group will recommend to the Advisory Group on an annual basis, or when needed, a prioritization of issues.
4. The Advisory Group will select those issues on which CIRT will take positions and assign responsibility for preparing positions to an appropriate task group.
5. CIRT will coordinate its advocacy efforts with lobbying efforts of key industry associations.

OBJECTIVE 2: Improve the Industry's Image and relationships with public and private clients.

Goals:

1. Communication. Seek and maintain an open and continual dialogue with public and private owners to improve application of delivery methods, to reduce contractual contentiousness and litigation, to promote safety always and to seek fairness in the risk-reward equation.
2. Partnering. Continue to champion partnering on all projects.
3. Alternate Dispute Resolution. Works to improve ADR methods and foster an environment in which designers, constructors and owners utilize them on all projects, ideally written into contracts.
4. Contract Delivery Methods. Educate and guide owners in developing fair, efficient and effective selection processes for alternative and qualification-based delivery systems.
5. Contract Risk Allocation. Be a resource for owners to guide their contracting methods for appropriate sharing of project risks among designer, constructor and owner.
6. Image. Communicate to owners the importance of quality design and construction, its value and worth.

Strategies:

1. Form a Task Group with the mission of developing and carrying out strategies to improve designers' and constructors' images and relationships with both public and private owners.
2. Develop formal relationships with owner organizations, such as The Construction Users Round Table.
3. Invite owners to participate in panels as part of CIRT meeting agendas.
4. Offer CIRT presentations at owner group meetings.
5. Develop position papers on news releases for distribution to owner groups or publications read by owners.
6. Organize specific meetings with selected owners (clients).
7. Support industry organizations and construction-related professional organizations in their programs to improve image and relationships with public and private owners.

OBJECTIVE 3: Provide a forum for networking and education of members.

Goals:

1. Member Support. Direct CIRT efforts and develop specific programs in response to members' interests and needs.
2. Information Exchange – Create a program to foster social and professional interchange among its members for the purpose of creating a high level of cooperation on non-competitive issues, to play an active role in keeping members informed on best practices in the industry, and to educate members on critical issues of the day.
3. Filling a Need – Supply state-of-the-art information relevant to the industry, and not easily available elsewhere.

Strategies:

1. Form a standing Task Group on Continuing Education with ad-hoc sub-groups to handle specific assignments.
2. Annually survey members to generate prioritized lists of subjects for continuing education and information exchange.
3. Collect member input and recommendations on highly successful third-party education / information programs; disseminate this information to members.
4. Charge this Task Group to structure a portion of each meetings' agenda, selecting subject matter, arranging speakers, and planning session formats to satisfy members' interest (e.g. information technology, human resources issues, recruiting and development of professionals training of craft workers).

OBJECTIVE 4: Champion Industry Improvements.

Goals:

1. Leadership Role. Bring about industry improvements, including public image, ethical standards and inter-relationships with and between industry associations.
2. Public Image. Foster a better image of all parts of the construction industry, including its impact on the economy, with the public at large.
3. Education. Bring the construction career message to young people who represent our future workforce, presenting engineering and construction as a career of choice.

Strategies:

1. Form a Task Group to plan and implement strategies and an action plan by which public image of the construction industry may be improved.
2. Create an exchange of information among CIRT members on industry promotion and career guidance programs they may have in place.
3. Survey industry associations for information on their PR and career guidance programs.
4. Initiate a public image program and/or support those of other groups in the industry.
5. Consider the commissioning and distribution of education pieces on the industry such as videotapes, CD-ROMs and publications to highlight the contribution of the construction industry to the country and to generate excitement in young people about career opportunities in construction.
6. Consider a relationship with a PR firm.