

2025-27 STRATEGIC PLAN

GETTING TO PRIME

In October 2024, the Montana Contractors Association board, staff and stakeholders conducted a strategic planning process to enhance the organization's commitment to strategic thinking, while developing priorities and strategies to improve its distinct competitive advantage.

This Strategic Plan is a rolling three-year plan that will be updated annually and monitored quarterly. The objective established in this plan is to achieve "Prime" organizational performance. In all aspects of fulfilling this Strategic Plan, the management team and employees will remain firmly focused on the order of priorities with all decisions, both strategic and tactical.

Operational Excellence

The MCA will focus on improving communication with our members and gathering feedback.

Thriving Brand

The MCA will maintain consistent messaging across multiple platforms and be segmented by audience. The messaging will be short to create impact. The MCA will have a strong, recognizable brand across the state that appeals to trades people and public bodies.

Financial Confidence

The MCA will invest excess funds to benefit members

Technology Optimization

The MCA will engage our members with advanced technology

Vision

The MCA will establish tangible, measurable benefits, with a 10-year compelling vision that reaches all members

Transformational Leadership

The MCA will encourage greater stakeholder information flow and seek innovative opportunities.

Engaged People

The MCA will seek opportunities for members to engage and increase their involvement. The goal shall be business perpetuation and organizational growth and diversity.

2025-27 STRATEGIC PLAN

ONE - YEAR - PLAN

TO BE COMPLETED BY 12/31/2025

Workforce Development

- Fully develop a workforce curriculum for high schools
- Continue developing Build Montana strategy
- Develop Build Montana structure for middle schools
- Add community school-aged popup events; create an event structure that can be replicated
- Explore and deploy financial resources for collegiate construction workforce programs
- Develop grant funding for trades and workforce development

Advocacy

- Defend HB 599 and Opencut permitting through legislative sessions
- Fully defend current and future gravel permit lawsuits
- Maintain strong communication and advocacy with key state agencies – MDT, DEQ, DLI, DoA
- Build consensus & strategy for infrastructure funding with Legislature and business associations

Training & Leadership

- Create programs that complement existing member safety programs; Launch MCA Safety Committee and Safety Awards Program
- Grow the CLC to be a strong leadership pipeline for the MCA and members
- Building Division has compelling programs and training opportunities
- Reliable funding established for training programs

Membership

- Grow membership with 5 new General Contractors; add DBE/SBE firms.
- Develop member engagement strategy
- Build the MCA brand statewide
- Create a targeted digital and online engagement
- successfully implement new membership software
- utilize professional PR agency as needed

2025-27 STRATEGIC PLAN

THREE - YEAR OUTLOOK

TO BE COMPLETED BY 12/31/27

Workforce Development

- Executing a plug & play model for BM that all schools can access

Advocacy

- Legislation written and legislators identified supporting state and federal infrastructure funding
- HB 599 is intact

Training & Leadership

- Execute an enhanced training and program strategy

Membership

- Brand recognition
- Membership numbers and % increase
- Maintain financial health, secure grants and contracts to drive programs that benefit our members
- Staffing to meet program needs

About the Montana Contractors Association

The Montana Contractors Association is the premier membership organization representing Montana's commercial construction industry and professionals while improving the quality of life and safety in our communities.

The MCA's mission is to **deliver value and opportunity to our member firms**. We support and assist our members by advocating for our industry and leveraging the strength of the Associated General Contractors of America. Our members receive benefits and services that aren't economically feasible to provide for themselves.

Organizational Goals

Membership: Support and engage our members through value-based programs, services, and events that provide a competitive advantage.

Leadership Development: Create pathways and opportunities to develop leaders for the MCA and member companies at all levels.

Workforce Development: Elevate the construction industry as a profession of first choice and expand strategic partnerships.

Advocacy: Cement MCA's role in advancing the construction industry, holding government accountable and ensuring the trades are supported.

2025-27 STRATEGIC PLAN

MCA ORGANIZATIONAL STRUCTURE

MCA Board of Directors

The MCA Board is made up of 3 representatives of the highway industry, 2 from the building industry, 1 each from the concrete division and municipal/utilities. These 7 representatives are eligible to serve as officers of the organization. Additional representatives come from the Specialty Contractor and Associates divisions, Education Foundation, Construction Leadership Council, and a past president. The board operates under a Strategic Plan.

MCA Education Foundation

The purpose of this 501(c)(3) foundation is to promote and support careers in construction, stimulating growth of a diverse, skilled workforce for Montana contractors.

The MCAEF provides individual scholarships, classroom grants, postsecondary training programs and supports university construction departments. Build Montana programs and pop up events support outreach programs and liaison activities.

Associates Division

The MCA Associates Division provides representation of the associate members of the MCA. The Associates Division coordinates the Summer Outing and distributes scholarships to the children of MCA member company employees.

Building Division

The MCA Building Division provides overall representation of the vertical building contractors within the MCA and provides educational programs addressing building contractor issues.

Concrete Division

The MCA is the local sponsor of the American Concrete Institute (ACI) and National Ready Mixed Concrete Association (NRMCA). The Division provides specialized training and education, offers Excellence Awards, and funds scholarships for the children of division members.

Highway Division

The Highway Division provides overall representation of the heavy-highway construction industry. Members meet regularly with Montana Department of Transportation, Federal Highway Administration and other transportation agencies.

Highway Technical Committee

A subsidiary of the Highway Division, this committee meets five times a year with representatives from the Montana Department of Transportation to discuss proposed changes in specifications and more.

Sand & Gravel Committee

This committee focuses on issues pertaining to open-cut gravel mines, involvement with local planning/zoning issues, environmental/permitting concerns, legislation, litigation and public relations. This committee meets on an as-needed basis.

Government Affairs Committee

The Committee provides instant feedback on bills to MCA lobbyists during the legislative session. The MCA produces a scorecard following each legislative session to highlight the issues that were most important to the construction industry.

Political Action Committee

The Montana Contractors PAC contributes to local and state-level candidates who are supportive of priorities established by the MCA Board of Directors on behalf of the association's members.

Safety Committee

New in 2024, the Safety Committee is working to proactively address safety within the workplace as well as mental health across the employee spectrum to be a preventative measure. Workshops and trainings are offered. It is comprised of a cross-section of MCA members and OSHA.