

Keystone Contractors Association

KCA Strategic Plan 2022 to 2024

Strategies for Today & Tomorrow



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KCA STRATEGIC PLAN 2022-2024

KCA Mission

The Keystone Contractors Association represents the leading commercial construction companies in Pennsylvania and the KCA provides valuable member services such as education & training, career development, safety, labor relations, community service and government relations.

KCA Vision

The Keystone Contractors Association strives to be the best and most influential construction trade association in Pennsylvania while improving the standards of the construction industry.



KCA Values

- **EDUCATION** – KCA educates construction professionals for the sustainability of our member companies and Pennsylvania’s construction industry.
- **SAFETY** – The KCA organization does not build projects – we build people that build projects and at the KCA we strive to provide the educational resources needed to keep these people safe.
- **LABOR RELATIONS** – KCA promotes healthy and respectful labor-management relationships.
- **FELLOWSHIP** – KCA develops a fellowship of construction professionals that allows for the sharing of best practices.
- **COMMUNITY SERVICE** – KCA cares about the places our members call home and we show our support by giving back to communities across Pennsylvania.
- **TRUST** – Relations between the KCA and industry stakeholders are based on trust and we must never act in a way to compromise this trust.

“The KCA has had its ups and downs over the years, mainly from declining memberships... I think we are heading in the right direction as our membership is picking up and we are now involved with other associations trying to improve our industry.”

Ronald Virostek, KCA President 2004-2006 & 2018-2020

Priority Planning Areas

The KCA is a member-driven association. For the creation of this 2022 – 2024 strategic plan, we took the approach of finding what areas the members want help in. We started this grassroots approach during the summer of 2021, with an outreach to the entire membership, as well as industry stakeholders such as architects, engineers, public & private owners, and other construction associations. Additionally, the staff held listening sessions with members and stakeholders to accurately capture responses from the surveys. The overwhelming majority of responses indicated that the key areas that should be concentrated on are education; workforce; and, expanding opportunities.



Education

KCA will have been successful in the area of Education when:

- We are able to create experiences where Owners and other influential industry stakeholders work together to improve industry standards.
- Members work together to share their expertise to educate other members.

Workforce

KCA will have been successful in the area of Workforce when:

- The Veteran community of Pennsylvania is aware of the plentiful careers in construction.
- The number of construction careers increases in urban areas in the KCA territory.
- There is an uptick in applicants in both students applying to AEC majors in colleges and number of building trades apprentices.
- Every construction company in Pennsylvania participates in the annual Construction Opioid Awareness Week. Additionally, since the construction industry has a higher addiction rate than most all other industries, if we are effective in outreach we should be able to lower our state's opioid overdose numbers and addiction rates.
- Programs are implemented in construction companies to help in suicide prevention.

Expanding Opportunities

KCA will have been successful in the area of Expanding Opportunities for its members when:

- Policy is put in place that allows for collaboration in the delivery process opposed to the current adversarial environment.
- Membership grows to bring in more companies that want to work towards improving the standards of the industry.
- There are enough quality construction companies to meet the market's demands.



The Next Steps

Next, we will set the priorities, implement the plan and measure our success. For each priority area, strategic initiatives will be established for each point. Each initiative will include objectives, a timeline and a budget. KCA's **Strategies for Today & Tomorrow** is a living object that will be updated regularly to measure progress. KCA members are encouraged to assist and to provide feedback.