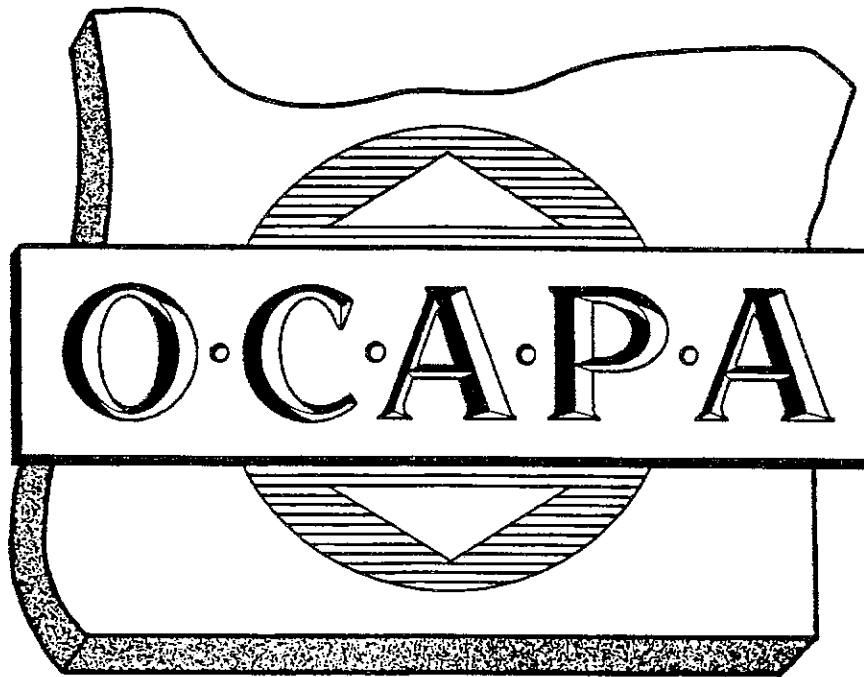


OREGON CONCRETE & AGGREGATE
PRODUCERS ASSOCIATION

FIVE YEAR PLAN



REPORT TO THE BOARD OF DIRECTORS

2006-2007

MISSION STATEMENT

"To create a strategic five-year plan for OCAPA which will advance the concrete and aggregate industries in Oregon by protecting, promoting and preserving the long-term interests of the industry."

5-YEAR PLANNING COMMITTEE RECOMMENDATIONS TO OCAPA BOARD OF DIRECTORS

WE RECOMMEND that OCAPA's president and staff make it their number one priority to engage in the legislative and regulatory arenas to:

- 1) Protect and preserve the ability of its members to mine aggregates and
- 2) Protect and preserve the ability of its members to operate their businesses.

WE RECOMMEND that in order to accomplish the first priority goal listed above, OCAPA's president and staff devote themselves to establishing and/or maintaining constructive relationships with key legislators, agency personnel, and other associations that will assist the industry in advancing its goals.

WE RECOMMEND that OCAPA's Promotion Committee be refocused to building the image of our industry as opposed to specific product promotion, with the aim of educating elected officials, regulatory agency personnel, educational institutions, and the general public to the benefits provided by our industry.

WE RECOMMEND that OCAPA continue to focus on improving all forms of communication with members, staff, legislators, agency regulators and the public by reporting important information clearly, concisely, and timely. The communication system must allow for and encourage feedback from all of these parties.

WE RECOMMEND that OCAPA staff and members continue to actively solicit membership growth, both from new associate and producer companies, and from new categories of membership (e.g. concrete finishing, portable crushing, etc.).

WE RECOMMEND that the Board of Directors focus on increasing producer participation in OCAPA's committees, programs, and events, by encouraging more companies to participate, and by encouraging more attendees from each company.

WE RECOMMEND that the Board annually review OCAPA's programs and meetings to ensure that they are adapting to meet the changing needs of the industry.

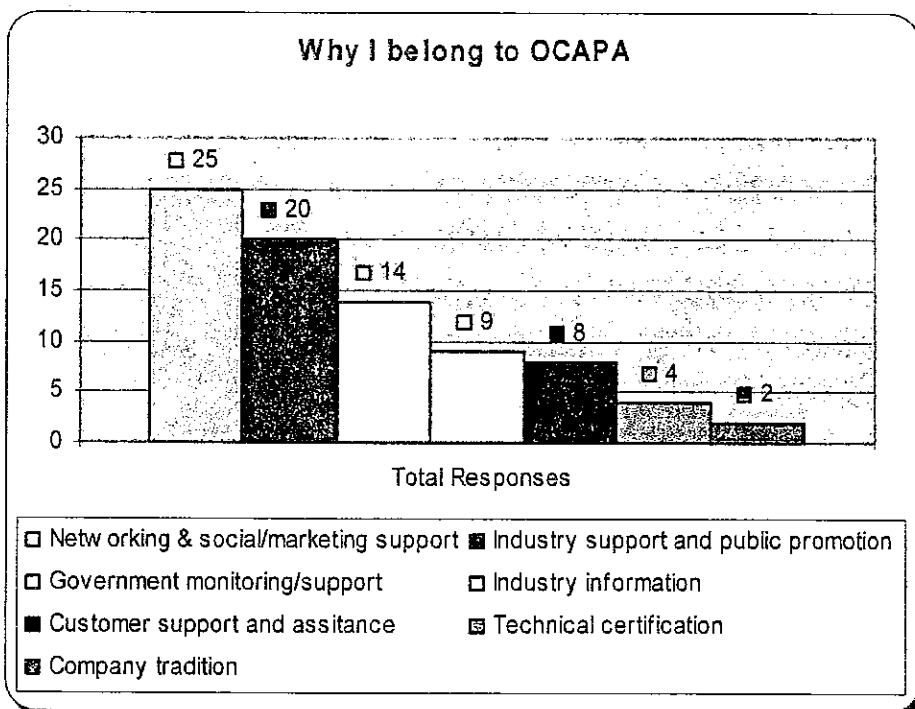
WE RECOMMEND that the Board annually review OCAPA's standing committees to ensure that they successfully address the key issues facing our industry, and that they successfully attract strong producer participation and leadership.

WE RECOMMEND that the Board annually review the financial status of OCAPA, adjusting the operating budget and/or the dues structure to accommodate changes in the economy, producer company mergers, OCAPA priorities, and membership growth.

WE RECOMMEND that the Board annually review and update the Five Year Plan to maintain its critical role in setting the priorities for OCAPA's activities and expenditures.

Relationships with other Organizations and Agencies:

OCAPA's success, both legislatively and in the regulatory environment, depends on good communication and relationships with federal, state and local government officials. These relationships do not necessarily equate to success in the Association's efforts to address any particular concern or issue, but they provide an opportunity to have the industry's ideas and positions presented openly and fairly for consideration. These relationships also provide an opportunity for OCAPA members to make contact with key agency individuals on member or site specific issues by utilizing OCAPA staff to facilitate those contacts.

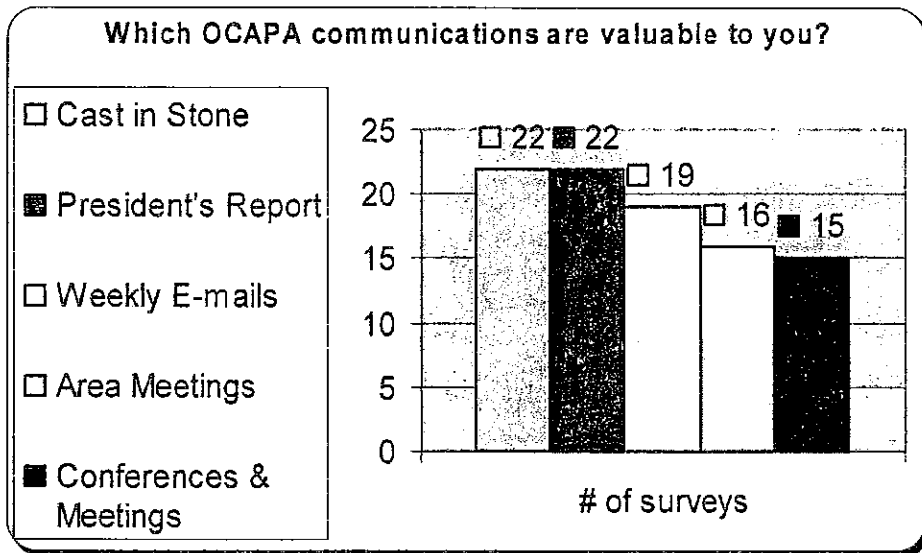


In order to accomplish OCAPA's legislative and regulatory goals listed above, it is recommended that OCAPA staff continue to, and make a priority of, building relationships with key legislators, agency personnel and other associations that will assist the industry in advancing its goals.

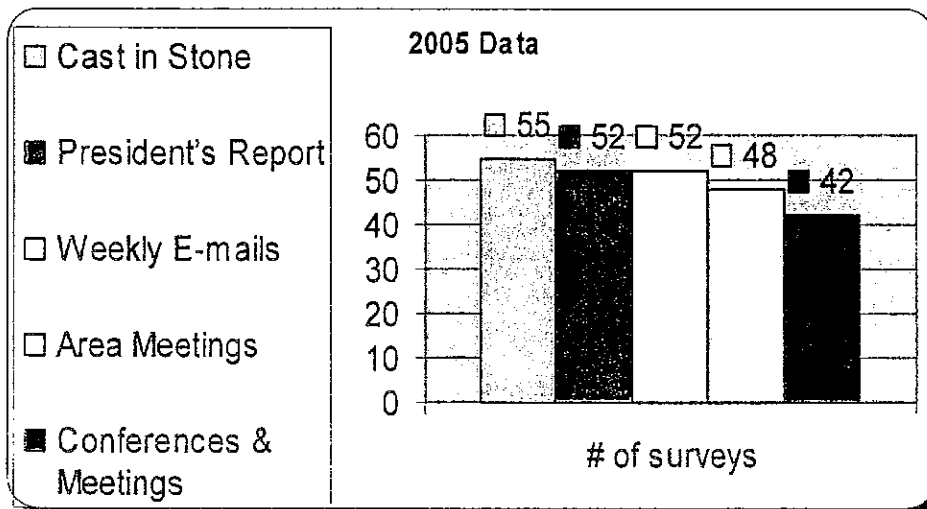
(2nd survey = 34 respondents)

Communication:

The efforts of OCAPA staff and its committees are only perceived to have value to the extent that they are effectively communicated to the membership. The Planning Committee recommends that OCAPA focus on improving all forms of communication with members, staff, legislators, agency regulators and the public. Clear, concise and timely reporting of information is vital to the ongoing success of the Association. The Planning Committee recommends that OCAPA staff develop a mechanism to seek feedback from the membership, staff, legislators, agency regulators and public on OCAPA's strengths, weaknesses and potential improvements to all forms of communication, and that this be reported to the Board on a regular basis, and that the Board review which forms of communication work effectively with each of these parties.



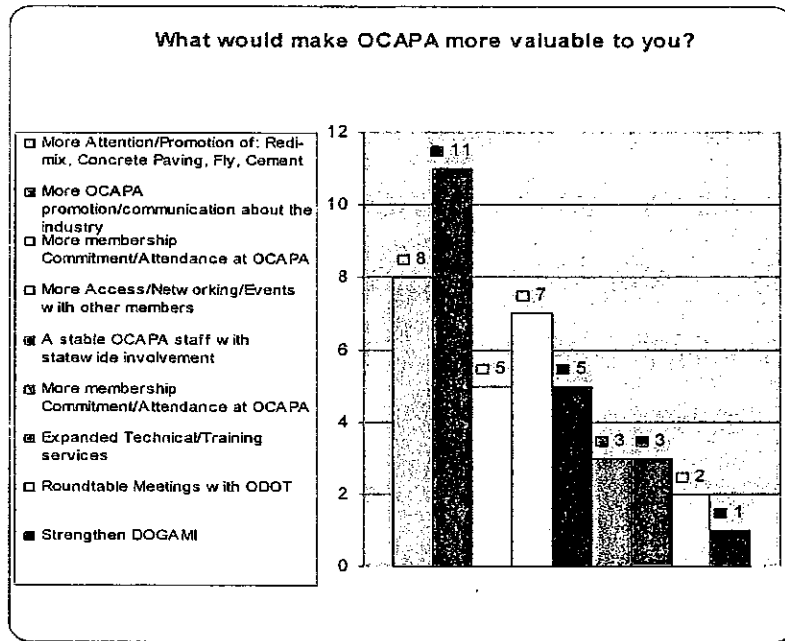
(2nd survey = 34 respondents)



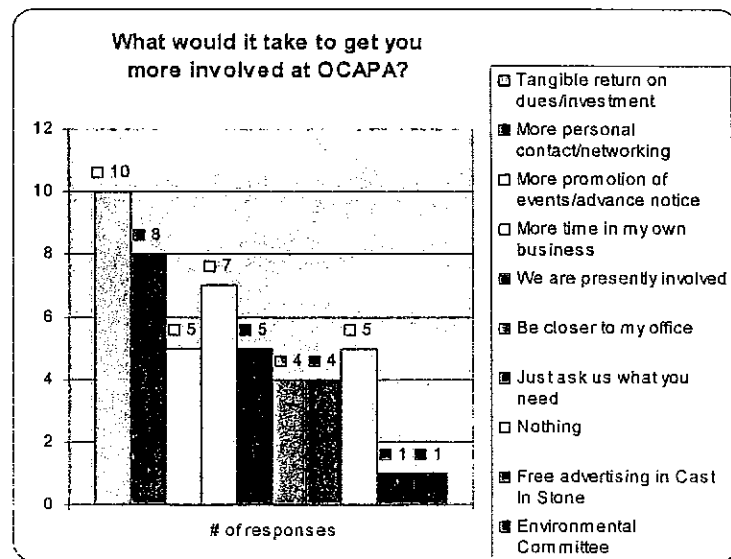
(1st survey = 67 respondents)

Membership Participation:

The Planning Committee discussed the decline in member participation at events, programs, trade shows and committee meetings. Some of this change has occurred because of the extensive consolidation of businesses within the industry. The survey results also suggest that waning participation is due to a decline in the perceived value and content of the programs and material itself. OCAPA's events, programs and committees must continue to be relevant to the membership.

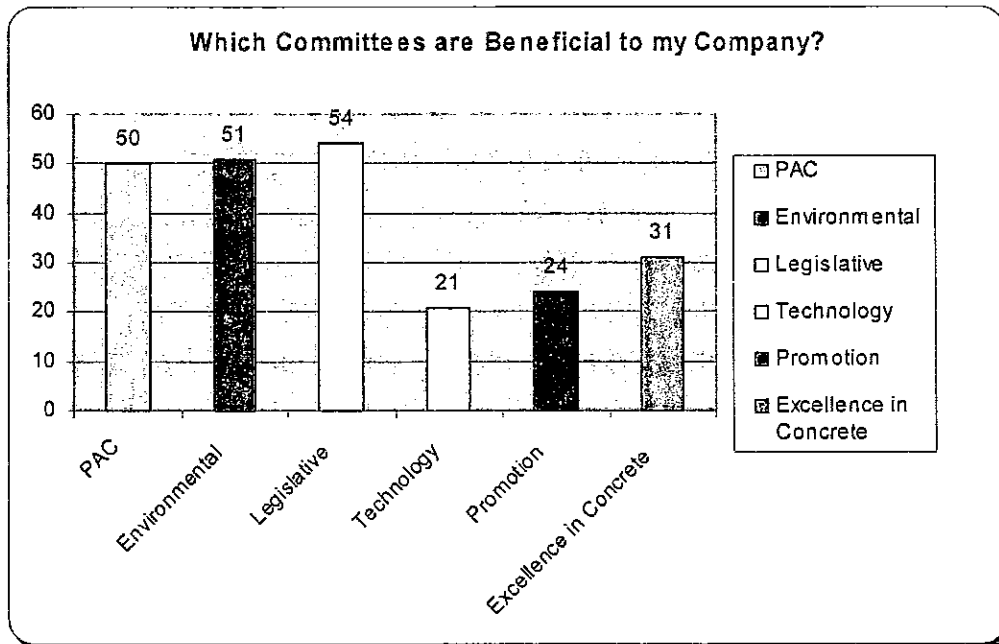


To that end, the Planning Committee recommends that the Board develop and implement a plan to increase producer participation within the Association. It is the Planning Committee's view that increasing producer participation in committees, events, and legislative activities will increase the overall effectiveness of the organization. It is also the Committee's view that producers will increase the number of participants from each of their companies if OCAPA's meetings and programs are designed to attract producers, associates, and the customers of our industry.



Committees:

The Planning Committee recommends that the Board annually review each of OCAPA's standing committees to ensure that the number and type of committees are necessary to successfully address industry issues. Each committee should develop a plan to communicate committee activities with the Board and membership and to increase membership participation in the committee. Again, our success in meeting this goal will have a substantial impact on achieving the related goal of increasing the number of companies that participate, and increasing the number of participants from each company.



Annual Updates to the Five Year Plan:

The Planning Committee recommends that the Board annually review and modify the plan to ensure it represents the needs of the current membership. As the makeup of the Association changes, and as the environment changes within which its members operate, the Five Year Plan needs to be updated to remain fresh and valuable in setting the priorities for OCAPA's activities and expenditures. The committee recommends that the Board establish a procedure to accomplish this update, such as assigning the task to the incoming association treasurer, or to the outgoing chairman, or some other method of ensuring the completion of this important task.