



Home Builders Association of Fort Wayne, Inc.

Strategic Plan February 2019

Mission:

We promote a positive atmosphere for the building industry, by providing educational opportunities commensurate with member needs, communicating the latest trade and technical information, interacting with all government entities, providing promotional opportunities for members and their products thereby promoting the building industry and by providing social and fraternal activities for members.

Facilitated by:

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WORKFORCE DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Junior Achievement • Career Center • Garrett High School • Involvement with students • Student chapter • Build Your Future 	<ul style="list-style-type: none"> • Scholarships for students • Mentoring opportunities • Negative stigma of trades
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Internships • Web scribble • Promote SkillsUSA • Reimbursement of costs of schooling for trade education • No student loans • Career center • Hot topic 	<ul style="list-style-type: none"> • Labor shortage • Lack of motivation from younger generation • Use of tech by youth • No trade schools • Forcing college on young people

PUBLIC RELATIONS SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Awareness • We are the gold standard • Good relationship with local government • Social media usage • Town and Country/Parades/Rebrand • Scholarships • Junior Achievement 	<ul style="list-style-type: none"> • Not celebrating success • Public perception • Reach outside of Allen county • Peers in the industry
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Millennial • Using social media • Awareness – overall beyond those in our industry • More media exposure • Town and Country rebranding • Build Your Future • Skills USA 	<ul style="list-style-type: none"> • Aging workforce • Town and Country – same old, same old • Negative media • Decreased membership

GOVERNMENT/REGULATORY AFFAIRS SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Relationships • State advocacy efforts and local developers • Rick W. at IBA • Board involvement including state reports • Working with local building department • Local board terms 	<ul style="list-style-type: none"> • Non-effective committee • Time for our efforts (not enough time) • Awareness and benefits • Utilize PAC funds • Every voice counts – speak and be heard
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New relationships • Stepping up for new board • Getting members to government events • Strength in numbers 	<ul style="list-style-type: none"> • The wall • Change in officials • Government involvement in codes

EVENTS (NETWORKING) SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Multiple events offered • Locations • Number of associate members • Strength in numbers • Quality of guest speakers 	<ul style="list-style-type: none"> • Builder and associate attendance • Locations • Time slots
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Smaller group networking (more often) • Getting local officials involved • Networking with other likeminded associations (other HBAs, BCA, NEIMBA) with a focus on shared advocacy issues • New member breakfast • Meeting new vendors • Unique events • Open house event 	<ul style="list-style-type: none"> • Lack of time to attend • Seasonality of work load • Prioritizing work schedule

MEMBERSHIP SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Good retention • Drive results • Networking • Good leaders including state involvement • Size of HBA • Marketing opportunities • Emailed weekly update • Impact newsletter 	<ul style="list-style-type: none"> • Lack of homebuilders • Participation • Member engagement with publications • Public awareness • Counties around Allen – membership numbers • Lack of vendor subcontractor membership
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Rebate programs • Career center • Membership mentoring • More builder members – more awareness of value • HBA members to share their membership on company websites • Greater social media channel reach to generate more public awareness 	<ul style="list-style-type: none"> • Economy • Aging workforce • Technology including email and social media • Networking attendance of builders • Not much one on one interaction

Home Builders Association of Fort Wayne Strategic Direction

Mission:

We promote a positive atmosphere for the building industry, by providing educational opportunities commensurate with member needs, communicating the latest trade and technical information, interacting with all government entities, providing promotional opportunities for its members and their products thereby promoting the building industry and by providing social and fraternal activities for its members.

WORKFORCE DEVELOPMENT

Goal 1: Grow our impact in the region as a resource on workforce development initiatives through coalition efforts with likeminded associations

PUBLIC RELATIONS

Goal 1: Promote Do Business with an HBA of Fort Wayne member to consumers
Goal 2: Demonstrate our leadership, stewardship and impact in our community through our charitable activities

GOVERNMENT - REGULATORY AFFAIRS

Goal 1: Dedicate HBA resources towards monitoring and reviewing new building codes through our codes committee
Goal 2: Reinvigorate our Government Affairs Committee to have 7 – 10 active members
Goal 3: Engage up to 50% of our members registering for VoterVoice/BuilderLink calls to action

EVENTS - NETWORKING

Goal 1: Increase by 25% the number of builder members attending at our networking events

MEMBERSHIP

Goal 1: Reach 400 total members by end of year 2019, achieve 430 total members by December 2020, and 460 total members by December 2021 with a 1 builder member to 3.5 associate member ratio
Goal 2: Consistently maintain an 85% retention rate

Workforce Development

Goal 1: Grow our impact in the region as a resource on workforce development initiatives through coalition efforts with likeminded associations

STRATEGIES TO ACHIEVE OUR GOAL	Assigned to	Due Date	Status	Notes/Resources Needed
Expand our existing scholarship program to include tech schools				Consider scholarships to cover purchasing tools
Member companies to offer co-op or paid internship opportunities				Work with schools career development centers
Partner with local high school and middle schools on Build Your Future				IBA to provide guidance and possible funding
Establish a workforce development committee				Include local student chapter members on the committee
Advertise our workforce development efforts through social media				Include video in our outreach efforts to appeal to younger generations and make it fun
Research intern opportunities for members				Offer 10 hour OSHA training as part of potential internships
<i>Assign members to connect with specific area tech schools, community colleges and high schools to offer classroom resources and career day speakers</i>				See NAHB High School chapter resources
<i>Encourage all sectors of the membership to offer internship or job shadow opportunities</i>				See Job Shadow Day Resources
<i>Partner with nearby local HBAs to create youth trade program which connects members with student to share their success stories</i>				Contact Hill Country Builders about their High School outreach program
<i>Enhance association workforce development efforts and collaboration with local learning institutions</i>				Contact Greg Zick , NAHB Student Chapters
<i>Connect with Home Builders Institute regarding opportunities associated with their multi-million dollar grant from Home Depot Foundation</i>				Contact HBI for resources

Public Relations

Goal 1: Promote Do Business with an HBA of Fort Wayne member to consumers				
STRATEGIES TO ACHIEVE OUR GOAL	Assigned to	Due Date	Status	Notes/Resources Needed
Tag all members via social media				Include tagline use a Fort Wayne Pro in all posts
Use the full term Home Builder in all consumer communications				Avoid acronyms to clarify the marketplace
<i>Ensure members stand out in all consumer facing events</i>				<i>Examine all collateral materials to ensure proper logo placement including in-person and online</i>
<i>Offer consumer classes in building a new home or remodeling existing home</i>				Click here for NAHB Home Maintenance Tips
<i>Expand our connections with local media outlets</i>				Contact Liz Thompson for custom local media list
<i>Host an "Ask the Member" booth at the Expo</i>				<i>Rotating list of experts in the booth including builders, remodelers, insurance providers, bankers, etc.</i>
<i>Increase social media following through targeted social media campaign</i>				Contact Olympia Master Builders about their Facebook and Instagram ad campaign
<i>Encourage member engagement at events using social media</i>				<i>Use video (see what you're missing) as part of our overall strategy or incorporate a competitive element (most retweets, etc.)</i>
<i>Rely on NAHB for timely economic impact data (local focus) and share with Chamber, etc.</i>				See NAHB Housings Economic Impact
Goal 2: Demonstrate our leadership, stewardship and impact in our community through our charitable activities				
STRATEGIES TO ACHIEVE OUR GOAL	Assigned to	Due Date	Status	Notes/Resources Needed
Sponsor and participate in other organization's charitable events				Local 5K race, sponsor youth sports field, etc.
<i>Increase promotion of our scholarships and other community service projects</i>				See Using Social Media with Limited Bandwidth and Resources

<i>Use social media (Twitter and Facebook) to promote the good works of the association and our members charitable deeds</i>				See ASAE Interview on Social Media Strategies
<i>Tap into local young Professional membership to increase our charitable outreach as millennials prefer to be associated with a cause</i>				See NAHB YP Toolkit
<i>Highlight student scholarship winners at our Expo</i>				Include an advertisement in the Expo guide featuring student photos

Government Regulatory Affairs

Goal 1: Dedicate HBA resources towards monitoring and reviewing new building codes through our codes committee

STRATEGIES TO ACHIEVE OUR GOAL	Assigned to	Due Date	Status	Notes/Resources Needed
Educate overall membership on the importance of our codes efforts				Utilize NAHB Talking Point for distribution on national issues where/when appropriate
<i>Host a speaker at a GMM about codes process</i>				<i>Invite a subject matter expert from IBA or local official</i>
<i>Provide information to consumers on benefits of keeping housing codes fair and reasonable</i>				See NAHB Code Adoption Toolkit

Goal 2: Reinvigorate our Government Affairs Committee to have 7 – 10 active members

STRATEGIES TO ACHIEVE OUR GOAL	Assigned to	Due Date	Status	Notes/Resources Needed
Task the committee to stay in contact with state representative Bob Morris over issues				Invite local officials to attend a committee meeting
Encourage attendance and sponsorship for elected officials fundraising events				Consider co-hosting an event with local chamber
<i>Increase the attractiveness and fun factor of serving on the government affairs committee</i>				<i>Offer members that serve on GA committee an extra drink ticket at an HBA event or discounted entry to the Expo or Parade of Homes</i>
<i>Task current members to bring a new committee member to each meeting</i>				<i>Ask current members to serve as mentors to newer committee members and remove the fear factor</i>

Educate entire membership on the value of government affairs and encourage their participation in the process				Research NAHB Advocacy including the NAHB Advocacy App
Integrate relevant information on government affairs into our existing communication channels				See NAHB Housing Portal
Goal 3: Engage up to 50% of our members registering for VoterVoice/BuilderLink calls to action				
STRATEGIES TO ACHIEVE OUR GOAL	Assigned to	Due Date	Status	Notes/Resources Needed
Promote Voter Voice from the statewide level				Tap local members that serve at IBA to take on increasing VV awareness
Circulate VV promo postcards at our events				Make is easy for members to engage in the platform
Encourage members to forward the VV calls to action to their employees				Increase the reach on our issues
<i>Increase recognition of members who respond VV call for action</i>				<i>Make the recognition visible so others will want to join in the efforts</i>
<i>Create a sense of competition about participation among the committees and councils</i>				<i>Host an engagement competition amongst the councils and committees and offer a valuable prize to the winning council or committee</i>

Events/Networking

Goal 1: Increase by 25% the number of builder members attending at our networking events				
STRATEGIES TO ACHIEVE OUR GOAL	Assigned to	Due Date	Status	Notes/Resources Needed
Determine what will encourage builder members to attend				Circulate a survey to builder members
Offer a variety of short events throughout the year				Vary locations and start times
Increase the frequency of events in the slower building season				Set members up to be more efficient once the weather improves
Host an event with other local associations to increase overall attendance				Invite BCA, ABC, NARI, Realtors, etc.

Communicate events to all members of builder companies				Encourage all to attend in case the meeting topic is not of interest to the principle member
Implement builder incentives to attend				Rolling cash raffle must be present to win
<i>Articulate the type of access associate members can have if they attend HBA events</i>				<i>Provide networking tips in advance of HBA events</i>
<i>Collect written and video member testimonials about connections that are made at HBA event and how it positively impact their business</i>				<i>Collect testimonials from all member types</i>
<i>Demonstrate where members and are doing business with members and work to increase the number of members who hire other members</i>				<i>Share positive partnerships across the HBA including where members engage in community outreach</i>
<i>Host a networking event in area outside our core territory</i>				<i>Consider a joint effort with local chamber in those areas</i>

Membership

Goal 1: Reach 400 total members by end of year 2019, achieve 430 total members by December 2020, and 460 total members by December 2021 with a 1 builder member to 3.5 associate member ratio				
STRATEGIES TO ACHIEVE OUR GOALS	Assigned to	Due Date	Status	Notes/Resources Needed
Create a set of talking points for builders to promote membership to subs				Include theme of Do Business with a Member
Establish board of directors membership recruitment goals				See sample Board Leadership Commitment Form
Offer a membership payment plan				See what other IN HBAs offer a payment plan
Conduct regular membership drives				See NAHB Membership Drive Resources
Reward recruiters with valuable prizes				Consider HBA Bucks like HBA of Savannah
<i>Visit member prospects including builders pulling permits in our jurisdiction</i>				<i>Contact Greg Morrison at NAHB for IBS lead lists</i>

<i>Incentivize new members to recruit new members</i>				<i>Could be a great way to increase the number of affiliate members in the HBA</i>
<i>Host a joint recruitment event with another association in the area</i>				<i>Partner with other associations to jointly promote the value of associations, see ASAE's Power of A campaign</i>
<i>Promote membership to trades and subcontractors and associates</i>				<i>See NAHB Spike Rolodex</i>
Goal 2: Consistently maintain an 85% retention rate				
STRATEGIES TO ACHIEVE OUR GOALS	Assigned to	Due Date	Status	Notes/Resources Needed
<i>First acquire and track first year builder and associate membership data</i>				<i>Across all HBAs first year retention is approximately 50%</i>
<i>Investigate hosting membership committee meeting at a fun location to get more members to attend and participate</i>				<i>Local brewery with first beer on the HBA</i>
<i>Membership committee to follow-up with initial phone call before next HBA event and remind/invite new members to attend</i>				<i>Consider including Board of Directors in this effort</i>
<i>Launch an ambassadors program</i>				<i>See Greater Houston HBA Ambassador Program</i>
<i>Board and/or membership committee to write handwritten thank you notes to new members</i>				<i>Write notes at start of the meeting</i>
<i>Task new members to act as greeters at an event</i>				<i>Board members then connect new members with a member in attendance</i>
<i>Recognize new members though various channels including at in-person events, social media, newsletter</i>				<i>Highlight new members on the association's Facebook page</i>

The Strategic Plan Monitor

What duties does the plan monitor have?

The job of the plan monitor is simple. He or she reports regularly to the membership and Board of Directors on the overall progress of putting the strategic plan into action. This involves ensuring that the individual components of the work plan are organized and completed. In order to do this, the monitor works with the leadership and Executive Officer in assigning committees, task forces and members to develop the work plan and determine a timeline for completing each plan strategy. Lastly, the plan monitor communicates periodically with each committee or task force to ensure they are making adequate progress on their work plan.

Job Description:

The *plan monitor* works with the leadership and Executive Officer in assigning committees, task forces and members to develop the more detailed work plan and determine a timeline for completing each plan strategy. The *plan monitor* oversees the execution of the association strategic plan. He/she is not charged with completing the individual tasks, rather it is a “big picture” position that requires leading all team members to ensure that the plan is a living document embedded in all activities of the association.

- Encourage all to be excited about the tasks and remind group of the end results that will be accomplished through completing all the steps along the way
- Report on the progress of the strategic plan at each board meeting
- Deliver updates at general membership meetings
- Guide web master to post the strategic plan on website
- Observe various timelines and remind individuals (board, staff and committee members) of key milestones and suggest adjustments as needed
- Monitor progress of committees and other working groups and alert board and EO of possible trouble spots and key successes
- Encourage celebrating interim successes
- Assist president and EO with annual status report and year in review column for the association newsletter

The Work Plan

Goal: _____
 Strategy: _____

Action Plan			Resource Requirements	
Key Events	Responsibility	Target Date	Line Item	\$

For committee & staff use

The work plan is the last step in developing the strategic plan. It is created by assigning strategies to committees, individuals or task forces who will be instrumental in implementing specific parts of the strategic plan. Developing a work plan provides an opportunity for participation by those who will be responsible for implementing the plan. The work plan should answer the following questions:

1. What needs to be done to accomplish each strategy?
2. Who should do it?
3. When should it be started and / or completed?
4. What are the financial and human resources required for each strategy?
5. How do we measure success?