

# Home Builders Association of Greater Cincinnati

## Strategic Plan

Developed: November 2013

Approved by HBAGC Board of Directors: February 2014

Progress Review 10/22/14

### Mission Statement

The Home Builders Association of Greater Cincinnati is a professional organization of builders, developers, remodelers and related businesses who aspire to be on the leading edge of home building through networking, education and industry advocacy.

### Big Audacious Goal:

The necessary and ultimate resource for all housing related initiatives so that they are built, remodeled, supplied, developed and sold by HBA members.

(All programs and services offered by HBA of Greater Cincinnati should be viewed through the lens of will this help us get to our Big Audacious Goal, if so pursue aggressively.)



Facilitated by:  
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<b><u>Government Affairs Strengths</u></b>	<b><u>Government Affairs Opportunities</u></b>	<b><u>Government Affairs Weaknesses and Threats</u></b>
Strong locally	Be even stronger locally and need to reach deeper into our HBA jurisdiction	Reactive instead of proactive
Contact for larger cities, townships and counties where we are currently active	New connections in outlying areas including Brown and Clinton counties	OHBA involvement is low
Impacting regulations and affordability	Involvement in OHBA to impact state legislation	Too much of Build PAC funds go to state
Candidates see HBA as a resource for housing	Candidates see HBA as an even resource for housing-related issues	Poor support for Build PAC funding
HBA members serving on government bodies	Increase number of HBA members serving on government bodies	Lack of understanding by rank and file and younger members that HBA advocacy impacts housing affordability and therefore business opportunities
HBA is well used as a resource and involved in change	Target PAC fundraising to advocacy issues	Lower homeownership rates
Willingness of leadership to be actively involved	Increase Associate member involvement	
Strong staff support	Awareness of PAC and refocus	
OVDC is a great resource.	Staff follow-up on issues could be increased with additional staff dedicated to government affairs	

<b><u>Communication Strengths</u></b>	<b><u>Communication Opportunities</u></b>	<b><u>Communication Weaknesses and Threats</u></b>
Internal communications	Public awareness campaigns	Public awareness
HBA Newslite	More community involvement and organizational relationship building (partnerships)	Social media
Email blasts	More quality versus quantity	Member communications
Contact database for advocacy	Website: Cincybuilders.com to drive consumers to members	Lack of once a week calendar
Communicating where we stand on public policies	Networking with other like-minded business organizations	Too many emails
Have written public policies	Social media	Not connecting with members
	HOMEARAMA® as a public venue	Stuck in old ways

<b><u>Membership Strengths</u></b>	<b><u>Membership Opportunities</u></b>	<b><u>Membership Weaknesses and Threats</u></b>
Networking relationships	Multi-cultural and increasing diversity in membership	Reaching potential members, need more builders at events
Advocacy	Member retention	Over communication and need to streamline and organize our communication
Leadership	Navigation - Orientation	Attach members to host specific events
Bigger is better	Education, professional development	Non-builder/remodeler members--too many
Discount program and services	Promoting discounts and adding more discount programs	Required to pay local, state, national dues in every market
Great recruiters (core group)	Networking	Housing development
Diversity among types of businesses within our membership	Remodelers, Multi-family	Industry consolidation
Brand value in being a member	Grow members from Realtors	Slow ROI for Associate members

	Expand the number of members involved in recruitment	Lower homeownership rates
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<b><u>Education/Professional Development Strengths</u></b>	<b><u>Education/Professional Development Opportunities</u></b>	<b><u>Education/Professional Development Weaknesses and Threats</u></b>
Committee leadership personnel	One-on-one information sharing	We use only an in-person seminar format
Facility (conference room)	Online video blog, forum, YouTube	Competition relevance
Diversity of contents	Collaborate with CABR on new construction and other industry-related classes	Disconnect in awareness of programs and attendance
Builder Forums	OSHA and code classes	Members not taking advantage of current offerings
Code officials luncheons	Building science class	Lack of designation courses
Coffee Hours	Create roundtable groups (BNI)	CE not approved by licensing agencies

In the planning session the group focused on niche, culture and dues: return on investment. The following observations were noted:

1. Niche – Our unique value includes networking, government advocacy, education and building business relationships. We are better than anyone else in terms of our networking, government affairs and HOMEARAMA®. Our most meaningful programs include HOMEARAMA®, government advocacy and networking, as well as our ability to share solutions peer to peer.
2. Culture – Our values include transparency in all our interactions, conservative in our thinking and inclusive in our approach. We are builder/developer focused and all industries are welcome in our association. We are growth-oriented and are fortunate to have leading industry players involved in our leadership. We have a culture of promoting leadership development and we would describe our personality as fantastic, positive and responsive.
3. Dues: Proving the Value of Membership – We add value to the lives of our members through our networking, education, government advocacy and member discounts. If the association were to cease to exist, housing affordability would be greatly impacted because regulations would go unchecked.

**Niche:** In a world with more access to information and more competition than ever before your association needs to be the go-to resource for one audience.

- What is your Unique Value Proposition?
- What do you do better than anyone else?
- What is your MOST meaningful program, product or service?
- How do you demonstrate the quality of your programs, products and services versus the quantity?

**Culture:** Culture is the environment and experiences your association creates for the members. Culture develops over time and includes both the formal and informal rules of engagement and traditions of your association.

- What are your association's values?
- What underlying assumptions do you operate under and how are they reflected in your board of directors?
- How would you describe your association's personality?

**Dues:** Younger generations are your toughest consumers and they want to be associate themselves with a cause. What does your association do? For example do you connect businesses in the home building industry or do you generate business leads for members resulting in approximately \$25,000 additional revenue per year!

- How do you add value the lives of your members?
- What would happen if the association ceased to exist?

**Membership**

	<b>Assigned to</b>	<b>Due Date</b>	<b>Status</b>	<b>Notes/Resources Needed</b>
<b>MEMBERSHIP GOALS:</b>  <b>Achieve total membership of 530 member companies and 155 affiliate members by 12/31/2014; 590 by 12/31/2015 and 650 by 12/31/2016</b>	Tim Burgoyne  Betsey Kelly  Dennis Hanarhan  Garrick Horton  Mike Hoffmaster			
<b>Reach annualized company retention rate of 90%</b>	Mem. Com.	12/31/15		
<b>Engage up to 10 % of our membership in board, council or committee service</b>	Mem. Com.	12/31/15		Active and engaged members are much more likely to see the value of membership and renew on an annual basis
<b>MEMBERSHIP STRATEGIES TO ACHIEVE OUR GOALS</b>				
Discuss methods to engage members from diverse backgrounds	Membership Com., Exec. Com., Council leadership, staff	12/31/2014	Dan May & Jay Hyson to connect with Latino Chamber of Commerce  Mike Hoffmaster to reconnect with Blueprint for Success	Focus first on Hispanic culture and host a joint meeting with Hispanic-owned companies, who are members of the Hispanic and Cincinnati Chambers. Promote discount programs, along with other HBA initiatives
Require new membership orientation attendance, collect feedback and interests from new members and then follow-up	Membership Com., BOD, Associates	Immediate	Membership Director	Incentivize attendance at the orientation by saying their company will be featured on

from committee chairs (host prior to the board meeting or general membership meeting)	Council			the homepage for one week of the month they join. Get committee chairs to follow-up to join coms.
Require each committee member (across all committees) to recruit one new member annually	Com. chairs, BOD, Council leadership	Immediate	Membership Director	If members fail to recruit one member per year ask for a donation to PAC equal to membership dues. Keep talking about it. Print sponsors in Newline. Use membership drive as tools.
Host joint recruitment programs with other likeminded business groups	Exec. Com., Membership Com.	Low priority		This could jeopardize our current partnerships. Focus on Chambers.
Implement and promote member to member discounts to speed up overall dues return on investment	Membership Com., Associates Council	In progress	Membership Committee	Create incentives for members to attend events or participate in the association. Mentoring program underway.
Reengage spike members including spike exclusive activities and recognition programs	Membership Com.	Low priority		
Host a program for younger members only (Under 40)	Associates' Council, SMC, Membership Com.			Focus on social media, rather than in-person meetings. Mentoring program for market segments.
Distribute relevant business management tools to members to further demonstrate dues return on investment	Professional Dev. Com.			<a href="#">BizTools</a> office. Gehring Center at UC business school for tools.
Promote do business with members across the association and to consumers and provide associates training in	Membership Com., BOD, Council	In progress	Membership Committee	<a href="#">Do Business with a Member</a> . See above.

networking best practices	leadership			
Host an event with other local like-minded business organizations and cross-promote membership	Membership Com., Exec. Com.			
Structure a formal ambassador program	Membership Com.			<a href="#">Ambassador program highlights</a> . New members are assigned for follow-up and calls monthly. Exec. Com. wants to make calls too. Retention is higher priority than recruitment.
Create a portable display to use at association and community events (utilize existing kiosks)	Dir. of Membership	Table-top display existing		Promote professionalism of members and Do Business with Members. Drive people to Cincybuilders.com. Co-sponsor outside events when possible. Post signage at events when possible. Discounts to HBA events/services at business locations.



**Government/Regulatory Affairs**

	<b>Assigned to</b>	<b>Due Date</b>	<b>Status</b>	<b>Notes/Resources Needed</b>
<p><b>GOVERNMENT/REGULATORY AFFAIRS GOAL:</b></p> <p><b>Grow our impact in local government affairs activities and enhance members' awareness of our legislative priorities</b></p>	<p>Carolyn Rolfes</p> <p>Rex Gordon</p> <p>Mat Walker</p> <p>Josh Blatt</p> <p>Doug Smith</p> <p>Dan Dressman</p> <p>Steve Feldmann</p>	<p>Meetings held on 3/27 and 4/25</p>		<p>Dan May and Ray Neverovich also attended.</p>
<b>GOVERNMENT/REGULATORY AFFAIRS STRATEGIES TO ACHIEVE OUR GOAL</b>				
<p>Raise PAC revenue totals with goal of 20% of our members contributing on a regular basis</p>	<p>Build-PAC, BOD, OVDC, Assocs., SMC</p>	<p>Fall 2014</p>	<p>Meeting post-election</p> <p>Will initiate planning process for 2015</p>	<p>Discussed other events to broaden base of support</p>
<p>Comprehensive Government Affairs Committee that includes members from across all the jurisdictions the association represents</p>	<p>Gov. Affairs Com.</p>	<p>Two meetings held in spring</p>	<p>In process</p> <p>Meeting post-election</p> <p>Will initiate planning process for</p>	<p>Recommended addl. Members to include Shelly Scheier and Todd Rieger. Carolyn Rolfes appointed Chair.</p>

			2015	
Dedicated staff person for government affairs	Exec. Director	ASAP	Hired Steve Feldmann 8/11/14	Utilize proceeds from reserves to offset addl salary.
Develop regular communication process with other industry organizations	Exec. Director Gov. Affairs Dir. Exec. Com.	ongoing	Reg. Candidates Forum in June  Joint fundraiser in October  Developed regular communications with realtors, apt. assoc., and Dayton HBA; will extend to other groups	Realtors, Chamber, AGC, NARI, Ohio HBA, MBA
Increase outreach and grow relationships with current and emerging government leaders	Exec. Com. Build-PAC Gov. Affairs Com. OVDC Gov. Aff. Dir.	ongoing	Cand. Forum  Meetings with legislators re. licensure  Joint fundraiser  Attended candidate receptions  Endorsed candidates	Host a candidates' breakfast or co-host candidates' debate with other like-minded organizations (CABR, AGC, MBA, NARI). Greater role in state issues (e.g. contractor licensing, type 2 annexation). Higher local visibility with state reps. and senators.

Create an action item list of city/county/township priority issues that may most immediately impact our membership	Gov. Affairs Com. Gov. Aff. Dir. OVDC	January 2015	Current list is developed and appropriate action is being taken.	Consistently monitor and engage when necessary
Educate entire membership on the value of government affairs and encourage their participation in the process	Gov. Affairs Com. Gov. Aff. Dir. Build-PAC OVDC	ongoing	Code Officials' luncheons OVDC events Cand. Forums Fundraisers Will develop education plan for 2015	Possible meetings of construction managers

**Communications**

	<b>Assigned to</b>	<b>Due Date</b>	<b>Status</b>	<b>Notes/Resources Needed</b>
<b>COMMUNICATION GOALS:</b>	Betsey Kelly		Group met on 5/5/14	
<b>Increase public and members' awareness of the association</b>	Karen Pfeiffer Matt Plapp Linda Bacher Linda/Mike Dektas			

**COMMUNICATION STRATEGIES TO ACHIEVE OUR GOALS**

Reduce the number of emails sent to members by having lists de-duped for people who have already registered for event	Betsey Kelly	5/31/14	Transition to new Weblink platform 10/14	Plan to use Constant Contact better position messages.
Create an association editorial board to provide input on Newslite, website and other member communication tools in order to ensure timely and communications of interest to members	Betsey Kelly	10/31/14	Appoint task force to provide input.	Consider this as a virtual volunteer opportunity, maybe bi-weekly survey about story ideas and level of interest
Launch a calendar or app that can synch with most common calendar programs (Outlook, Google, etc)	Betsey Kelly	completed	Provided by Cincybuilders.com/rsvp. Need to promote	Members can populate their calendar with monthly events and reminders set by HBA
Drive people to our website through our partners like Kroger and be sure website is mentioned on all outside advertising and media releases	Karen Pfeiffer Betsey Kelly	Completed, ongoing	Including web site on all correspondence, in social media postings and in purchased show media	Consider offering a coupon for the HOMEARAMA® in exchange for consumer email
Partner with other organizations for greater PR impact with our charitable outreach	HBA Charitable Foundation, Councils	12/31/15	Consider charitable mini-marathon. Identify ongoing revenue source for charity. Currently SMC provides some annual funds.	Highlight HBA first Consider getting a team of HBA members together for a charitable race
Attend and exhibit at community events, farmers markets, home products shows, business expos,	Betsey Kelly Mem. Com.	12/31/14	HBA exhibits now at Menards contractor days. Consider	Promote member use of HBA logo

fairs, etc.	Matt Plapp Mike Dektas Karen Pfeiffer		exhibiting at other area shows and running promos to use a member.	Develop HBA Approved Member tag line on membership stickers, plaques, etc.  Promote cincybuilders.com as the place to find your next contractor. Possible annual budget allocation for mass media placement. Utilize social media too.
Display our logo prominently at our events	Staff	4/30/15	Bags with logo at this year's HOMEARAMA® and CiTiRAMA®  New "Building History, Affordability" etc. campaign launched with 20 signs at HOMEARAMA® and CiTiRAMA®	HOMEARAMA® CiTiRAMA®, etc.
Distribute newsletter to other industry partners	Dan Dressman Betsey Kelly	12/31/14	Review current distribution to include others as identified. PDF version of Newline now on website and Facebook page	HBA Newline distribution to include allied organizations, other local HBA chapters and other area and state leaders
Distribute HBA logo clings or stickers for members to use on their vehicles or in their place of business	Betsey Kelly	5/31/15	Will consider enhancing the current effort in which info. is sent with member plaques	

Issue news releases on building permits, trends, economic data	Dan Dressman	ongoing		
Partner with NAHB Student Chapter at Cincinnati State	Dan Dressman	Sept. 2014 and ongoing	<p>Made presentation to chapter in Sept. on HBA role</p> <p>Chapter officers attended CiTiRAMA® luncheon</p> <p>Students requested to post job seeking info. on <a href="http://cincybuilders.com">cincybuilders.com</a></p>	Possible scholarship funds from HBA Charitable Foundation

**Operations/Governance**

	<b>Assigned to</b>	<b>Due Date</b>	<b>Status</b>	<b>Notes/Resources Needed</b>
<b>OPERATIONS/GOVERNANCE GOALS:</b>  <b>Optimize governance and committee structure to ensure maximum efficiency</b>	Dan May  Mike Hoffmaster  Ray Neverovich  John Ballantyne  Dan Dressman	3/26/14	Reviewed by Exec. Com. and is ongoing	Increase strategic level discussions at the full board level as well as the Executive Committee level
<b>Review number and purpose of all committees, councils and forums</b>	Exec. Com.			
<b>OPERATIONS/GOVERNANCE STRATEGIES TO ACHIEVE OUR GOALS</b>				
Promote strategic and policy discussions at the board level	Exec. Com. Exec. Dir.	ongoing		Strive at all times to be member driven and staff led
Audit committee options along with level of volunteer commitment required for participation	Exec. Com.	Annually at LC		
Evaluate board size in order to ensure the board of directors is as efficient and effective in its strategy and policy discussions	Exec. Com.	Annually at LC		
Continuously align the efforts of the	Second V.P.	ongoing	Reviewed	Structure the process for ideas of the

long-range planning group with the overall strategic plan	(Ray Neverovich) Exec. Com.		semi-annually	long-range planning group to be forwarded to the strategic plan implantation group to ensure alignment prior to board discussion
Recruit committed association volunteers with HBA volunteer drive	BOD to set annual goals, along with other council boards	Annually and participate in formal drives		
Support staff professional development in order to maintain staffing as an association strength	Exec. Com. Exec. Dir.	ongoing	Betsey and Felicia attended Weblink Tech Conf. 10/14  Dan D. attended EOC 8/14	
Clearly articulate to all committees, forums and councils the strategic plan goals, budget and staff resources	Exec. Dir. Com. chairs Staff liaisons	Annual leadership orientation luncheon and is ongoing	Include details at annual com. leader orientation	
Conduct a constructive conversation regarding culture, engagement and attendance	Exec. Com.	1/31/15	Discuss at LC	Culture should be welcoming
Engage a task force or host a retreat	TBD	12/31/15		



## Planning Session Committee Members

November 2013

John	Ballantyne	Leland Group, LLC, The
Josh	Blatt	John Henry Homes
Tim	Burgoyne	Hal Homes, Inc.
Fred	Cernetisch	Pella Windows & Doors
Dan	Dressman	HBA of Greater Cincinnati
Mike	Hoffmaster	Maronda Homes
Betsey	Kelly	HBA of Greater Cincinnati
Andrea	Lucke-deStefano	Robert Lucke Homes, Inc.
Daniel	May	Ireland-May Ltd.
Ray	Neverovich	The Drees Company
Karen	Pfeiffer	HBA of Greater Cincinnati
S. Duane	Plapp	Total Revenue Coaching
Carolyn	Rolfes	Potterhill Homes
Alan	Schmidt, Sr.	Schmidt Builders, Inc.
Mathew	Walker	M/I Homes of Cincinnati, LLC
Warren	Whalen	Ernst Concrete
Jeff	Wieland	Wieland Builders, Inc., Jack H.