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April 13, 2015

**TO: AIBD Leadership**

**FROM: Denise R. Calabrese, Owner, Calabrese Management**

**RE: Final Report  
Strategic Planning Session - April 10, 2015**

AIBD leaders met on Friday, April 10, 2015 in Silver Spring, MD to participate in a strategic planning session. Following are the specific items discussed and agreed upon during the session.

- The Board needs to function as a big-picture team and not as a committee.
- Committees should be empowered to plan and implement specific activities, approved by the Board, which specifically address the organizational goals developed and approved by the Board.
- Staff resources need to be taken into account when looking at the time that goes into a particular activity

#### **Mission Statement**

The proposed mission statement of AIBD is: **“To promote the value of residential building design professionals”**

This is a change from the current mission statement, which is:

**“To enhance, develop, educate and promote the value of the residential design professional”**

The conversation with those present noted that the current mission statement is not properly written and is not able to be measured, i.e. “to enhance the value of the residential design professional”. Further, it was noted the word “building” needed to be incorporated into the mission statement. Those present felt the proposed mission statement spoke more to the broad benefits provided to AIBD members and addressed what the association provides to its various constituents. This change will have to go through the approval process outlined in the AIBD Bylaws or Policies.

#### **SWOT Analysis**

The SWOT analysis process involved surveying the AIBD membership, gathering that input, sharing it with the leaders present, and determining if all present felt the input was valid. Those present then added their thoughts related to the SWOT exercise.

Following are the results of the SWOT analysis process:

**Strengths**

successful conferences	members (talents/expertise)
continuing education	open source approach
networking	industry affiliations
legislative monitoring/activity	ability to change/adaptability
certification program	insurance program
staff leadership	

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**Weaknesses**

member participation  
lack of understanding of organizational goals  
lack of awareness (building officials/consumers/construction field/students/legislators)  
membership recruitment  
decreasing membership  
membership value/members not aware of benefits  
lack of financial resources  
ignorance of members/lack of association knowledge  
“club” mentality  
failure to communicate  
education on new technologies (relevance)  
stuck in the past  
annual conference – cost prohibitive  
lackluster branding  
aging “active” members/lack of younger members

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**Opportunities**

getting involved with building officials  
contact with global affiliates  
government recognition  
education of consumers/legislators/building officials/homeowner associations  
educating educators/administrators/guidance counselors  
certification recognition  
educating the next generation  
promoting education/benefits to non-members  
education on new technology  
new association structure  
marketing to the consumer through social media/internet channels (i.e. Houzz)  
complexity of codes

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**Threats**

government regulations	the membership
ignorance (uninformed homeowners)	economic downturn
alternative certifications	appraisals
litigious society	student debt

**Goal Setting**

Once all present agreed on the SWOT analysis items, they were asked to develop SMART (specific, measurable, attainable, relevant, and time-bound) goals. These goals were then prioritized and weighted, with the following results, in weighted order:

**Weighted**

<b>Rank</b>	<b>Goal</b>
23	Increase net membership by 50%, with member retention at 92%, by June 30, 2016
17	Submit code proposal to IRC to define "design professional" by December 2015
15	Rollout e-version of certification exam by June 30, 2015
12.1	Publish residential construction drawing standards by June 30, 2015
12.2	Operate the NCBDC in accordance with ANSI 17024 by August 2017
11.1	Distribute residential construction drawing standards by December 31, 2015
11.2	Develop recommended guidelines for chapter success by August 15, 2016
10.1	Complete practice analysis (re: accreditation of certification) by August 2016
10.2	Establish 100 AIBD chapters by June 30, 2020.
9.1	Host a residential design Hack-A-Thon by summer 2016
9.2	Increase associate and corporate membership by 100% by June 2016
8.1	Incorporate new technology in educational delivery systems by June 30, 2016
8.2	Establish 30 AIBD chapters by August 15, 2016
6.1	Establish a baseline for name recognition (residential designer) by consumers by August 15, 2016
6.2	Develop a functional and empowered committee structure by August 15, 2015
6.3	Create a database of HOAs with architectural controls by June 30, 2016
6.4	Recruit 8 new NCBDC examiners by December 31, 2015
6.5	Create a non-dues revenue program by August 2016 (to be implemented in July 2017)
5	Create awareness among consumers on the residential designer profession by August 2017
4.1	Implement certificate program by July 2017
4.2	Develop a speakers bureau of members by June 2016
4.3	Track and report CEs through NCBDC by December 31, 2015
4.4	Develop and communicate guidelines for corporate membership success within AIBD by
4.5	Train the Executive Committee on effective public speaking by December 31, 2016
4.6	Develop and offer a new membership orientation opportunity by January 2015
4.7	Communicate regularly with all levels of membership each year
3.1	Increase paid conference attendance to at least 100 by August 2015
3.2	Establish an advocacy plan by July 1, 2016
3.3	Create live (in-person) local educational events by June 30, 2016
3.4	Review and improve current communication vehicles by December 31, 2015
3.5	Survey members to ascertain educational delivery system/networking preferences by December 2015
2	Research and develop a mentorship program to connect generations by June 30, 2017
1.1	Continue to provide affiliation program each year (December 2015)
1.2	Develop a national student design program by June 2016
0	Obtain proposals for an insurance audit by February 2016

**Committee Development/Structure**

Following a discussion on the goals developed, the following committee/task force structure was discussed:

**Standing Committees:**

Audit  
Nominations  
Conference  
Governance  
Finance  
Resolutions

**Committees**

ARDA Design  
Codes & Standards/High Performance/Universal Design  
Communications  
Education  
Membership  
NCBDC  
Non-Dues Revenue

**Task Forces**

Code Proposal  
Hack-A-Thon  
Drawings Standards  
NCBDC Examiner Recruitment  
Practice Analysis

Ms. Calabrese shared that the next step would be for the Board/leadership to recruit individuals to chair the various committees and task forces. Once those people are in place, they should receive the Board's approved goals and start discussing specific activities that could be developed around those goals. (It was noted that committees/task forces could come up with as many activities as they would like to present in this process.) Staff then receives those worksheets and plugs them into an excel spreadsheet, which will make-up the proposed budget for Board (or Finance Committee) review. The Board (or Finance Committee) will make recommendations and take those back to the committee. The final document would be presented to the Board and that final budget is voted upon for implementation in the following fiscal year.

Blank copies of the documents (the committee activity worksheet and the excel spreadsheet for the budget) are included in this report for your use.

If you have any questions or additional needs, please contact me. I hope the session lived up to the expectations of those present. It was a pleasure meeting and working with your group!

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