



BUILDING INDUSTRY  
ASSOCIATION OF  
SAN DIEGO COUNTY

# Strategic Framework 2008-2013

BUILDING INDUSTRY ASSOCIATION OF SAN DIEGO



## INTRODUCTION

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# **BIASD Strategic Framework**

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### **Purpose and Use**

A Strategic Framework represents a consensus among the organization's leadership and management concerning the BIA's scope, purpose and direction for the future, as well as the primary strategy the organization will use to achieve its goals. The Framework should be used by BIA leadership as an essential management tool to guide decision-making, align organizational resources, and, with an appropriate monitoring process and measurement tools, to evaluate progress toward identified end results. For BIA Councils, Committees, Work Groups and staff, the Framework, and accompanying Annual Business Plan, provide direction and focus for activity and clear expectations for work product.

A Strategic Framework is a living document, and should be revisited often through a process of monitoring changes in the industry environment and internal BIA operations, and tracking the performance of programs and initiatives implemented to achieve BIA goals.

### **Development of the Strategic Framework**

The BIASD Strategic Framework was developed by a Core Planning Group, consisting of current and past BIA leadership, members representing key industry segments, and the BIA staff management team. The Core Planning Group was guided by input from a broad cross section of BIA members who contributed their thoughts and perspectives through various research efforts or through participation in a Consensus Group, charged with reviewing and commenting on drafts of the BIA Strategic Framework.

In preparation for the session, information was gathered from a number of sources, including 1) a commissioned external analysis of the industry environment, 2) a survey of BIA leadership and staff management, 3) phone interviews with active and non-active members representing a range of industry segments, 4) an analysis of BIA operational data, including membership history, market penetration and competition, and sponsorships. This information was compiled into background reports to provide the Core Planning Group with added insight into strategic decisions about the future of the organization.

### **Definition of Terms**

**Impact Statement:** a statement that reflects the anticipated outcome of fulfilling the BIA mission.

**Core Values:** principles that guide BIA actions and decisions.

**Mission:** a statement of the organization's core purpose and indispensable value for those it serves.

**Vision:** a description of the BIA in a future state, operating at a level of performance required to fulfill its mission.

**Goals:** statements that define results the BIA must achieve to fulfill its mission and realize its vision. Goals are organized in Key Result Areas, or major areas of focus and priority for the BIA.

**Strategic Approaches:** key methods the BIA will use to achieve its goals, based on insight gained from the external and internal environmental assessment.

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## **BIASD Core Values**

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### **What We Stand For**

- We will defend tenaciously property owners' rights to economic benefit from their ownership.
- We support those initiatives that provide the broadest access to housing, and places to conduct business.
- We believe that housing and commercial facilities are essential to economic viability (including job creation), and development of a strong sense of community.
- We believe that responsible growth is essential to community vitality.

### **How We Operate**

- We make decisions based on facts and open, dynamic dialog in which diverse points of view are considered.
- We operate with integrity, communicating honestly and following through on our commitments.
- As an industry community, we believe in giving consideration to those who have committed to membership in the BIA when doing business with others.
- We appreciate the expertise and experience each member brings to the organization, and treat each other with respect and professionalism.



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## **BIASD Impact, Mission and Vision**

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### **Impact Statement**

BIA efforts will result in a business environment that supports building and development activities in San Diego. BIA strengthens the overall economic viability of the community by ensuring adequate housing and commercial facilities to meet the needs of a growing population.

### **Mission Statement**

*The Building Industry Association of San Diego is a united, strong industry voice for the development of adequate housing, mixed use and commercial facilities to meet the needs of a growing and prosperous community.*

### **Vision Statement**

The BIA engages and marshals the collective influence of the residential and commercial industry to address issues that impact community development. The BIA influences local decision-making and the political environment to prevent and remove barriers to project approvals and overall business opportunity.

The BIA unites the industry and the broader business community around a common vision for the community and is respected and sought after as a partner for its expertise, perspective and influence. The BIA is pro-active and solution-oriented in identifying and addressing issues that impact community growth and development.

The BIA is a rich source of information and education on the building industry environment, and the trends, issues and business strategies that drive member profitability. The BIA is a resource to CBIA and NAHB on state and national issues that impact local building activity.

The BIA is a vibrant industry representative that serves, engages and unites the broader industry including builders, developers, industry trades and supporting professionals involved in urban and suburban, residential and commercial construction. Through the BIA, members build productive, long-term relationships, learn, share, and address common concerns, and access value-added products and services that support business stability and growth.

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## **BIASD Goals and Strategic Approach**

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### **Key Result Area: Influence**

- 1. Build unity among all segments of the industry, combining the full strength of those employed or impacted by the industry around a common mission and message.**

#### ***Strategic Approach***

- a) Identify and address priority issues using a clear set of criteria and decision-making processes that engage and acknowledge divergent perspectives of industry segments
- b) Deepen outreach and education within the industry to build strength around a unified industry message
- c) Connect the industry around a set of common operating values and provide an effective forum for discussion of issues within the industry
- d) Serve as a resource to various industry segments, current and emerging
- e) Increase effectiveness of membership development efforts through targeted outreach to different industry segments

- 2. Influence decisions that affect the ability to build and develop.**

#### ***Strategic Approach***

- a) Develop a clear, consistent advocacy approach and philosophy that will result in desired outcomes for the industry
- b) Develop strategies that are based on facts and an understanding of the strategies used by opposing sides
- c) Maintain a strong focus on local and regional regulation and approval processes
- d) Be a resource of credible information by leveraging the unique expertise of the industry and by working with and through others who can complement the BIA
- e) Mobilize the full strength of industry members to address priority issues



### **3. Shape the local political environment.**

#### ***Strategic Approach***

- a) Integrate political goals and fundraising strategy more effectively as a means of influence on behalf of the industry
- b) Maximize traditional giving sources and grow contributions beyond the traditional group
- c) Encourage and support individuals to run for office who understand the building industry, with an emphasis on local planning groups where influence can have long reaching impact
- d) Expand and mobilize the full strength of the industry and alliances to influence votes
- e) Identify and influence ballot measures pertinent to the local building industry

### **4. Enhance industry credibility as a positive agent of change in the community.**

#### ***Strategic Approach***

- a) Target public relations activities and resources on educating and influencing coalitions, business and community groups whose livelihood is impacted by the building industry, directly or indirectly
- b) Conduct or sponsor research as needed to support industry positions
- c) Utilize BIA Cares to enhance BIA credibility in the community

### **5. Effectively address issues that support a positive business environment and meet the needs of a growing, vibrant community.**

#### ***Strategic Approach***

- a) Broaden outreach to the larger business community and actively participate in other organizations to build understanding and consensus around issues/positions
- b) Build a common platform with related industry and business groups and, when feasible, with non-traditional groups.
- c) Identify and prioritize emerging issues and take a pro-active role in developing positions and recommending solutions
- d) Evaluate the current BIA issue management system and criteria used to routinely identify, prioritize, strategize, and support issues of concern as the industry environment shifts

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## **Key Result Area: Value**

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**1. Provide members the information they need to develop sound business strategy and to support their success.**

***Strategic Approach***

- a) Continue to develop an information-rich website, including a strong members-only section with data members need routinely to operate successfully
- b) Deliver educational programs on industry trends and issues that impact business success
- c) Deliver educational programs that enhance member professionalism and foster best business practice

**2. Strengthen professional ties between members.**

***Strategic Approach***

- a) Implement programs and other methods that encourage members to give due consideration to other members when doing business
- b) Develop networking systems and events (delivered in ways today's member prefers) that help members connect with others that have specific experience/expertise or information they need

**3. Offer bottom-line business value to members.**

***Strategic Approach***

- a) Deliver value-added business products/services with particular focus on the needs of small building companies and trade contractors
- b) Develop programs (uniquely delivered by the BIA) that appeal to different segments of members



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## Key Result Area: Internal Strength

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### **1. Build active members and strong leaders for the industry.**

#### ***Strategic Approach***

- a) Evaluate BIA leadership requirements, positions and methods to identify, develop and engage industry leaders, ensuring substance and value for involvement
- b) Evaluate the composition and focus of the Board to reflect the changing industry profile and to attract and engage industry leaders
- c) Examine the role, focus and structure of other governance groups to ensure adequate Board input and delegation/implementation of policy

### **2. Provide sufficient human and financial resources to achieve BIA goals.**

#### ***Strategic Approach***

- a) Align resources to areas of BIA strategic focus
- b) Evaluate membership/dues structure to stabilize revenue in a contracting market and to broaden involvement of other industry segments
- c) Implement a fundraising strategy that includes outreach to a broader set of constituents to support BIA at various levels
- d) Develop additional revenue opportunities

### **3. Operate an efficient organization that maximizes human and financial resources.**

#### ***Strategic Approach***

- a) Routinely review indicators that assess change in the industry environment and BIA operations; adjust strategy, priority, and alignment of resources, and implement revenue enhancement and/or cost cutting strategies as required
- b) Ensure use of the strategic plan as a management tool to focus action and priorities of leadership, committees/councils/taskforces and staff

### **4. Implement a routine decision-making process that is based on assessment of facts and full consideration of constituent needs and points of view.**

#### ***Strategic Approach***

- a) Use polling and other forms of information gathering to support development of policy, advocacy and public relations strategy, etc.

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# **BIASD Strategic Framework Implementation**

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## **KEY COMPONENTS**

### **Business Plan**

Once the Strategic Framework is approved, leaders and staff with expertise and responsibility for key areas in the Framework should be assembled in small business planning groups to develop the tactics and priorities required to implement the goals and strategic approaches of the Strategic Framework in 2008. Once the business planning process is complete, clear charges should be developed by the BIA president and leadership team for BIA Councils, Committees and Work Groups (based on business plan priorities), and discussed during the annual BIA leadership team orientation session.

### **Resource Plan**

The 2008-2013 BIASD Strategic Framework is in part based on a set of assumptions regarding the changing industry environment. The degree of uncertainty in the current market cycle makes it essential that implementation of the BIASD Strategic Framework include a close, regularly scheduled review of goals and strategy, with adjustments to reflect actual change in the economy, marketplace, industry profile, etc. as it evolves.

A staged resource plan should be developed and approved along with the Framework document. The resource plan would reflect financial needs to implement the plan, and be based on both historical BIA financial trends, as well as a set of agreed upon projections, such as projected membership levels. In considering resource needs, the Board should agree on a spending policy for the next several years to sustain the BIA as it moves through the industry transition and strives to achieve the goals outlined in the Strategic Framework.

### **Plan Monitoring and Evaluation**

Evaluation is a critical role of a governing board. In a volatile environment, it is particularly important for the BIA Board to set milestones for progress and measures that assess the effectiveness of strategies so that adjustments can be made. Measures should

be developed for major BIA programs and initiatives (especially those in which change in strategy is recommended), such as public relations, advocacy, membership, and member services.

Each year BIA leadership should also use certain 'dashboard' indicators to assess actual change in the industry and association operating environments, and make adjustments to business plan goals and priorities as needed. At the same time, resource adjustments would be made to ensure the BIA remains focused and viable, and can implement priorities effectively. Resource adjustments would be made based on spending policy as described above.

### **Sample 'dashboard' indicators that would be assessed annually include:**

#### **External Industry Environment**

- a) **Economic Factors (such as job growth, population growth, builder confidence indicators)**
- b) **Market Factors (sales, etc.)**
- c) **Building Industry Product Mix**
- d) **Building Industry Profile**
- e) **Political Environment Factors**

#### **Internal BIA Operating Environment**

- a) **Membership Totals**
- b) **BIA Member Profile**
- c) **Member Participation in BIA Activities/Events by Certain Industry Segments**
- d) **BIA Financial Indicators (such as investments, dues and non-dues revenue)**
- e) **Event Revenue**
- f) **Levels of Sponsorships/Donations/Contributions (and Profile of Contributors)**
- g) **Development of New Sponsors from Target Audiences**
- h) **Levels of Involvement in Volunteer and Leader Roles (and Profile of Involved Members)**
- i) **Development of Research Grants and Other Sources of Revenue**



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