

Purpose

Protect, promote, and improve Anchorage housing.

Core Values

From our history to date and from the commitments that we all share now about the future, we define these core values to guide our activities and staff in the years to come:

- *Persistence*: Tenacious, responsible, and steadfast
- *Integrity*: Honest, professional, and ethical
- *Community*: Relationships, networking, and inclusion
- *Knowledge*: Providing education and encouraging innovation

Our Vision

Target: Summer 2027

The City of Anchorage has transformed it's process to remove barriers and encourage housing development.

Vivid Description

- MOA Advocacy:
 - The permitting and inspection process is easy and efficient
 - More land has been released for development
- Membership:
 - 100% of builders with more than 5 starts/year in Anchorage are members
 - Increased participation from the next generation of builders in AHBA
 - Communication with members RE: IECC, ICC; help adapt to technological and regulatory changes.
 - Associate membership is exciting and of high value to members
 - Insurance captive is a significant driver of new membership
 - Member benefits are showcased
- Non Dues Revenue increased
 - Homeshow: sustained
 - Other means of increasing revenue (marketing opportunities, new & existing events, other) increased by 10+%
- Skilled labor is readily available
 - Young people are excited to work in the industry
 - Lots of remodeler members



Target Year-end Condition

Type Target Year-end Condition statement here (TBD during Project Planning)

Products and Services

- Events
 - Homeshow
 - Marketing
 - Advocacy
 - Education
- Membership
 - Advocacy
 - Industry/policy
 - Specific/project
 - Education
 - Marketing
 - State and National member benefits
 - 3 in 1 membership
 - Insurance
 - GL insurance
 - Health insurance
- Community resource
- Philanthropy



Strategic Initiative 1: Member and Community Communications

Description:

Establishing regular and effective communications with both members and the public. Methods of communication include the association website, emails, events, and direct texts. AHBA needs to define our lines of communication, discover what industry best practices and member preferences are so that we are communicating effectively with members.

Communication with the public should be more frequent than just when we have events. Communications to the public should be adding value to members.

1-Year Targets:

- New member interaction focused event series launched
- Membership has increased to 200+ members
- Membership retention is over 80%
- Member participation has increased
- Annual member survey implemented

Why is this strategic initiative important to our organization? (i.e. how does it grow the business or handle a threat to our organization?)

As a member driven trade association it is critical that we retain and recruit members. Effective communication improves members' understanding of the value AHBA is already providing as well as improves AHBA's ability to be more responsive to member interests.

Effective communication with the public adds value to members by increasing their public exposure and expanding the association's ability to influence public perception.

What does this strategic initiative include? (i.e. give a brief overview of the scope of work needed)

Surveying members on how and how often they want to be communicated with; what are their priorities to communicate with the public? Once we identify preferences, plan executing on those communications styles/content items within available bandwidth.

Members feel as though they are a part of a community. Members notice they know more about AHBA's activities. This project is intended to (at least help) address a need identified in the Internal Assessment for "General Member Training".

Knowing our organization's current person power, financial resources, knowledge base, materials/supplies, etc., what additional resources do we need to undertake this strategic initiative?

- Time: staff time and member time.
- Money: communications need to be cost effective, limited staff bandwidth to spend on generating content.
- Members/former members entrenched assumptions about AHBA.



Strategic Initiative 2: Municipal Code & Policy

Description:

Work with the Bronson administration, Assembly, and the public to initiate and pass changes to municipal codes and practices to reduce the cost and improve the speed of (residential) construction in Anchorage. Establish and maintain a positive relationship with any/all incoming elected officials.

Formalize roles and processes through which the Association engages with the administration/staff, the assembly, and with elections. As well as how those activities will be communicated with members.

Create a tracking system for ongoing advocacy projects. Create a group/pool of members and industry experts to testify on issues of interest to the Association.

3-year goal:

- The permitting and inspection process is easy and efficient
- More land has been released for development

1-Year Targets:

- Fundraisers, PAC donations, and endorsements protocols established
- Policy/advocacy calendar/spreadsheet tracking solution implemented
- Testimony list operational

Why is this strategic initiative important to our organization? (i.e. how does it grow the business or handle a threat to our organization?)

Anchorage has earned a reputation as an unnecessarily painful place to build things. The pace of residential construction has slowed to a crawl, below the replacement rate of our existing aging housing stock. For our community and industry to thrive, we need to ease the burden of compliance and reporting to the Municipality of Anchorage.

What does this strategic initiative include? (i.e. give a brief overview of the scope of work needed)

Identifying priorities of Anchorage Builders and other businesses in the industry. Defining how our members can be a part of the change. Establishing goals & priorities with member input.

Knowing our organization's current person power, financial resources, knowledge base, materials/supplies, etc., what additional resources do we need to undertake this strategic initiative?

Change is hard. Some members have a perspective that insiders make the decisions. AHBA has established habits of expedience/informal processes. Disagreements between elected officials and AHBA members regarding costs of regulation or costs of relaxing regulations.

What is the potential loss of not addressing this strategic initiative?



The cost of development prevents the construction of homes which would otherwise have been developed.

Internal Improvement 1: IT Infrastructure

Description:

Having an office that runs efficiently and effectively, every day. Consistent/regular issues eliminated. IT person available on call to assist with physical and cloud based IT issues that may arise.

1-Year Targets:

- IT support contract approved by board and awarded

Why is this strategic initiative important to our organization? (i.e. how does it grow the business or handle a threat to our organization?)

Limited staff bandwidth is not being efficiently or effectively utilized when technology becomes a barrier to basic functions.

What does this strategic initiative include? (i.e. give a brief overview of the scope of work needed)

IT systems (hardware and software) that work. An IT person who is responsive and understands the suite of integrated IT solutions AHBA uses.

Knowing our organization's current person power, financial resources, knowledge base, materials/supplies, etc., what additional resources do we need to undertake this strategic initiative?

Money.

What is the potential loss of not addressing this strategic initiative?

Staff fail to do important work in a timely manner because of IT issue flare-ups.



Lessons Learned

- Always notify prior to change of chairmanships the person who was in the position before
- Thank members who participate
- Used to always have chairs for each event, then combined into the associates council, think that bred confusion. Think we should return to having chairs of individual events
- Easy membership signups and billing, difficulty has been an issue
- Accurate, up to date lists of member info and membership benefits
- Accurate and current financials
- Reporting
 - APOC
 - 501 (c) 3
 - Gaming
- Don't lose Nikki/retain ED/CEO
 - Don't allow staff to all turnover at once
- Document processes, critical filing dates etc.
- Communicating with members, newsletters videos etc
 - Do better getting new members involved (tends to be same ~12 folks)
 - Do better communicating accomplishments to members
 - Saving/protecting jobs
 - Preventing bad things/achieving cost reductions
- Consistent flow for new board members/members
- Something to replace Homeshow if it gets canceled again
- Be aware of risks
 - How do we keep the industry affordable
 - How do we run org cost effectively?
- Act on assignments ASAP
- Elevator pitch ready to go
- Don't endorse a candidate who is likely to lose
- A member needs to own projects/events/strategies; staff led/driven doesn't tend to work

