



2019-2021 Strategic Plan

Goal #1	Recruit and Develop Industry Talent
Goal Owners	Emily Hilton, Karen Mitchell, EAC Chair, Careers Committee

Strategies, Tactics and Timeline

	Estimated Delivery Date
Rebrand APPLE to generate increased awareness <ol style="list-style-type: none"> 1. Add a fourth path for supplier programming 2. New name and imagery 	2019
Micro Learning through video <ol style="list-style-type: none"> 1. Utilize live polling for needs assessment of JIT (Just in Time) learning 2. Us the Education Advisory Council to create niche specific short learning videos and post to YouTube channel 	2019-2021
Hire Green Campaign to promote hiring those new to the industry <ol style="list-style-type: none"> 1. Ask member companies who actively hire individuals without experience 2. Market those companies to Leasing 101 students 3. Invite green hiring companies to Leasing 101 classes to promote their openings 4. Denote those companies within the JobLine job board 5. ABODE marketing campaign directed to member companies highlighting the value potential of outside talent 	2019-2021
Industry career promotion to the community <ol style="list-style-type: none"> 1. High school presentations 2. Community presentations (libraries) 3. Goodwill youth promotions 4. Market Leasing 101 class to chambers of commerce to promote to individuals who have just moved to the city 5. External advertising of Leasing 101 Course 	2019-2021
Refresh/improve interface of the JobLine job board	2019/2020
Leverage existing APPLE speakers and membership expertise to aid outreach education programming	2019-2021



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Goal #2	Develop and enhance programs, products and services
Goal Owners	Amanda Sherbondy, Lauren Turner, Tina DeFiore, Lauren Wolfson, Emily Hilton, Program/Budget Committee Chair, Christy Rodriguez, VP at Large

Strategies, Tactics and Timeline

	Estimated Delivery Date
A. Enhance RCR database to expand the service to other apartment associations. <ol style="list-style-type: none"> 1. Collaborate with IT to improve database structure and efficiency 2. Utilize additional services of CoreLogic 	2019
B. Promote RCR services to outlying member companies <ol style="list-style-type: none"> 1. Attend outlying area meetings and programs to build awareness 2. CoreLogic representative to host educational/informational sessions 	2019-2021
C. Create a marketing and communication plan for all membership benefits, meetings, programs and events <ol style="list-style-type: none"> 1. Importable calendar of events for members –specific for suppliers and owner/mgmt. 2. Member type/special interest opt-in questionnaire for email communications 3. Resident relations commonly asked questions for all on-hold calls 	2019
D. Enhance event registration management <ol style="list-style-type: none"> 1. Evaluate on-site check in process 2. Develop consistent registration structure and policies-registration caps, show registrations available, 48 hour registration cut off 	2019/2020
E. Evaluate and improve existing networking events in outlying areas <ol style="list-style-type: none"> 1. Create new events and activities to keep attendance momentum 2. Share contact info of all attendees to promote networking 3. Offer incentives to increase attendance and participation 	
F. Enhance the user experience and design of the online Directory and Buyers Guide <ol style="list-style-type: none"> 1. Online responsiveness 2. End of life strategy for printed version 	2019/2020
G. Select planning committee for 2020 60 th anniversary of HAA	
H. Offer board level forums on hot topics – twice a year or as needed <ol style="list-style-type: none"> 1. Global situation and trends – ex. immigration 	2019
I. Programming for on-site personnel to help understand and approach problem residents and self-care <ol style="list-style-type: none"> 1. Mental health, substance abuse, depression-who to call, resources 2. Traumatic events occurring on-site 	2019-2021



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Goal #3	Implement effective technology solutions to enhance member experience and staff efficiency
Goal Owners	Art Eidman, Will Alfaro, IT Task Force Chair, Joe Bryson

Strategies, Tactics and Timeline

	Estimated Delivery Date
A. Work with consultant to review database, website and online services	December 2018 - 2019
B. Create IT Task Force to provide oversight.	Q1 - 2019
C. Complete implementation/education for web-based database and train staff on utilization	2019
B. Update and clean up database	Q1 - 2019
D. Utilize database more effectively, leveraging the data membership recruitment, targeted marketing and tracking attendance at meetings, event and programs. <ol style="list-style-type: none"> 1. Allow members to sign in online to view companies recruited 2. Pull lists for certain groups of members 3. Get home address for of PAC contributors and enter annually 4. Track attendance of members at event, program and meetings to have information on no shows, changes and walk ups 5. Evaluate third party software programs to assist with registration systems and tracking. 6. Add option for owner/mgmt. members to see entire property portfolio 	2019
E. Tracking income and contributions to candidates of the PAC <ol style="list-style-type: none"> 1. Automate PAC renewal contribution process online 2. Send request letters via email 3. Roll out online payments and contributions 	2019
F. Communicate more effectively for event registration and event check in <ol style="list-style-type: none"> 1. All event details within the online event page? 2. Inform members of option to download event to their calendar and turn on settings for text message. 	2019
G. Evaluate all HAA websites for design, content, readability, user experience, appearance and navigation - CMS Rise?	2019
H. Add quick polls to the HAAThisWeek email and on the homepage of the website so membership can give feedback all year round regarding services and industry topics.	2019-2020



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Goal #4	Expand wide ranging legislative advocacy and PAC awareness
Goal Owners	Andy Teas, Alpa Patel, Leg Committee Chair, Century Club Rep

Strategies, Tactics and Timeline

	Estimated Delivery Date
<p>A. Encourage more owner/mgmt. companies involvement in PAC</p> <ol style="list-style-type: none"> 1. Specific outreach for property supervisors and independent owners 2. Promote to NEXT to get involved beyond their PAC fundraisers 3. Invite 40 under 40 class and Independent Rental Owners for one complimentary PAC lunch 4. Connect with ACES group and hold a joint lunch and invite managers 	2019/Ongoing
<p>B. Review current PAC meeting times, locations and discussion items</p> <ol style="list-style-type: none"> 1. Ask PAC attendees for feedback at meetings 2. Survey current PAC contributors 3. Contact by phone contributors not attending and ask if they would want to designate a representative to attend on their behalf 	2019
<p>C. Develop list of members as key contacts for elected officials</p> <ol style="list-style-type: none"> 1. Collect members home addresses and add to database 	2019/Ongoing
<p>D. Simplify the explanation message for promotion of PAC</p> <ol style="list-style-type: none"> 1. Create flier to include in new member packets 	2019
<p>E. Monitor key outlying jurisdictions</p> <ol style="list-style-type: none"> 1. Contract with local reporters to provide information 	2019/Ongoing
<p>F. Identify and quantify factors driving housing cost increases</p> <ol style="list-style-type: none"> 1. Consider paying for an outside study 	2019
<p>G/ Expand on NAA and TAA efforts to provide district and jurisdiction- specific information on apartment industry impact on taxes paid, jobs, created etc.</p>	2019/Ongoing
<p>H. Identify future adverse issues</p>	Ongoing



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Goal #5	Cultivate community partnerships and promote positive public awareness of the industry
Goal Owners	Susan Hinkley, Alpa Patel, Community Outreach Committee Chair, Media Relations Committee Chair
Additional Resources	

Strategies, Tactics and Timeline

	Estimated Delivery Date
A. Charitable Outreach <ol style="list-style-type: none"> 1. Evaluate current HAA charity partnerships with community outreach committee volunteers to make recommendations. 2. Identify existing charitable events or projects for HAA volunteers to support by attending and/or providing manpower. <ol style="list-style-type: none"> a. Research organization that help children, elderly and vets i.e. Meals on Wheels and Hoops and Heroes, Camp Hope 	<p>Q1 2019</p> <p>Q1 2019</p> <p>Q1 2019</p>
B. Position Promotion to the Public <ol style="list-style-type: none"> 1. Utilize PR firm to assist with proactive information gathered from members 2. Provide content to the Houston Chronicle and local community newspapers to education residents on rental issues 3. RCR provide content to mgmt. district newsletters 	2019 and ongoing
C. Update Safe in My Place, the HAA public facing website for residents, and include disaster preparedness by city. i.e. Pearland, etc.	Q2 2019
D. Industry promotion and outreach to surrounding areas <ol style="list-style-type: none"> 1. Attend local chambers, city and neighborhood centers events 2. Meet with city officials when requested and where we see a need 3. Reach out to housing authorities in the different cities 4. Reach out to VA clinics/hospitals to engage veterans with promotion of Goodwill CAMT program 5. Identify outreach leaders to keep staff informed on local issues 6. Offer property tours for officials in the outlying area cities 7. Invite officials in outlying areas to attend the State of the Industry event 	2019 and ongoing



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Goal #6	Develop leadership through onboarding new members and create leadership path for engaged members
Goal Owners	Jeff Hall, Amanda Sherbondy, Immediate Past President, President Elect

Strategies, Tactics and Timeline

	Estimated Delivery Date
A. Create separate tracks for management and supplier members to get involved 1. Flow Chart - New member goes through on boarding >engaged member gets on leadership path > Developed leader	2019
B. Create clear marketing for both types of members 1. Testimonials of mgmt. members – involved/engagement benefits, reasons for getting involved on marketing pieces and in person at education programs 2. Personalize suggestions for involvement bases on needs of the member 3. Redevelop membership involvement video series specifically directed to Independent Owners, Managers, Leasing Consultants 4. “Find Your Passion” campaign to promote involvement 5. Revitalize “MyHAA” campaign to educate on-site professionals 6. Evaluate and redesign volunteer information webpage – more interactive or online portal to include requirements to serve on committees 7. Package and market existing leadership programs by topic?	2019
C. Create more leadership opportunities within existing programs 1. Define captains/coordinators/subcommittees within current committees 2. Ask engaged members to promote their company team members attend and get involved	2019 - 2021
D. Create a bimonthly orientation for new mgmt. members	2019
E. Develop formal mentoring program for management 1. Personalize recommendations based on the member’s goals, values, etc 2. Identify staff and mentor for member 3. Have current board members mentor 4. Develop a checklist for mentors to use and review	2019