

VBCOA STRATEGIC PLAN

VISION OUTCOMES

In 2020, the vision for VBCOA includes the following outcomes:

PROGRESSIVE	IMAGE AND OUTREACH	LEADERSHIP	PARTNERING
We welcome and promote growth within the building safety profession	The organization has a positive profile and high visibility with elected leaders, local administrators, and the general public so that they support our profession and mission.	We have strong, diverse membership and participation and internal leadership that ensures a viable, sustainable organization	We have effective partnerships with related organizations and client user groups
1. Maintain active participation in code development 2. Maintain active participation in the legislative process 3. Provide training to code official and building industry client groups	4. Develop and implement a re-branding program emphasizing building safety professionals	5. Create an effective recruitment program 6. Develop and implement an effective orientation program 7. Develop and implement an effective leadership mentoring program 8. Develop a strategy to ensure greater access to knowledge, training, and best practices across the state	9. Define and implement a networking strategy with professional and civic organizations 10. Identify and build coalitions with sister building safety organizations 11. Explore the potential for a job-sharing program

PROGRESSIVE - We welcome and promote growth within the building safety profession

Goal 1: Maintain active participation in code development

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Continue strong code development committee structure	Ongoing	Sgt-at-Arms with Code Committee Chairs
2. Recruit and mentor participants to the ICC code committees	Ongoing	Current code committee chairs
3. Recruit and mentor participants to the VBCOA code committees	Ongoing	Current code committee chairs

VBCOA STRATEGIC PLAN - ACTION PLANS

4. Schedule code committee meetings in alignment with the code development cycle	Per code cycle	Code committee chairs
5. Continue to fund delegates to code hearings	Per budget cycle	Region Chairs/BOD
6. Deploy program to provide code change training and educational seminars	Per code cycle	Education Committee
Measures: Number of scholarships awarded Number of code development trainings offered Number of first-timers receiving scholarships Number of first-timers to VBCOA committees or ICC Committees Number of VBCOA committee members on ICC Code Development Committees Number of committee meetings occurring during the cycle Regional attendance at meetings		

Goal 2: Maintain active participation in the legislative process

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Maintain adequate levels of funding to support lobbying efforts	Per budget cycle	Region Chairs
2. Actively recruit and mentor participants in the legislative process	Ongoing	Legislative Committee
3. Continue to explore new technology for effective communication method among all committee members and BOD	Ongoing / Legislative session	Legislative Chair
4. Engage local legislative representatives to discover legislative needs and initiatives at the source level which may impact the VUSBC or enabling authority	Ongoing / Legislative session	Legislative Committee Representatives
Measures: Number of training sessions provided on VBCOA Legislative Committee Number of participants received training session Number of bad legislative proposals tabled		

Goal 3: Provide training to code officials and building industry client group

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Develop and publish to the website a resource library of technical and non-technical training programs on the state level that can be delivered on a regional basis.	Ongoing	Education Committee
2. Partner with DHCD to educate "Officials" on the utilization of code modifications	Currently until 12/20	Education Committee

VBCOA STRATEGIC PLAN - ACTION PLANS

3. Explore alternative delivery methods for training such as YouTube, video conference, webinars and the creation of a knowledge center	Currently until 12/20	Education Committee
Measures: Number of presentations posted to the site Number of times each training it presented		

IMAGE AND OUTREACH - The organization has a positive profile and high visibility with elected leaders, local administrators, and the general public so that they support our profession and mission.

Goal 4: Continue to educate and inform elected leaders, local administrators and the general public of the mission and importance of the VBCOA

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Develop a plan/strategy to educate and inform the mission of and importance of the VBCOA to a) elected leaders, b) local administrators, and c) citizens/general public <ul style="list-style-type: none"> • <u>Focus outreach and presentations on local governments</u> • <u>Reach out to VML for inclusion into Virginia Town & City magazine</u> 	Currently until 12/20	Region Chairs with 1 st /2 nd VPs
2. Implement the strategy	Ongoing	Board of Directors
Measures: Number of presentations to localities Number correspondence outreaches to customers		

VBCOA STRATEGIC PLAN - ACTION PLANS

LEADERSHIP - We have strong, diverse membership and participation and internal leadership that ensures a viable, sustainable organization

Goal 5: Create an effective recruitment program

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Maintain communications with stakeholders to learn about membership and their needs with a goal of expansion.	Ongoing	Membership Committee
2. Assemble a recruitment package that addresses who, what, where, when and why you should join/participate in VBCOA	Currently until 12/20	Membership Committee
3. Send package to all building officials and all new technical assistants on a recurring basis, based on DHCD registration	Ongoing	Membership Committee w/2 nd VP to send 4 months with annual conference package
4. Partner with DHCD for inclusion in all Core Academy Modules (hand out package at core or follow-up email)	Currently until 12/20	2 nd VP with BCAAC Rep
5. Provide representation at all core module trainings to present/handout benefit/recruitment package to participant; explore electronic distribution	Ongoing	Membership Committee
Measures: Number of communications Number of packages sent out Number of presentations/packages provided at DHCD modules		

Goal 6: Develop and implement an effective orientation program

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Region Chairperson to schedule the Orientation presentation on an as needed basis	Ongoing	Region Chairs
2. Region sponsorship of two 1 st timer conference attendees annually at discounted rate	Ongoing	Region Chairs
Measures: Number of completed presentations Number of new attendees to conferences Increased participation in regional and state events		

VBCOA STRATEGIC PLAN - ACTION PLANS

Goal 7: Develop and implement an effective leadership mentoring program

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Develop a new Leadership Guide that provides a framework for the organization and the leadership paths available in one year	Currently until 5/19	Region Chairs
2. Expand the Leadership Guide in year two to designate skill sets required for each of the positions and address methods for preparing oneself for leadership	Currently until 12/19	Region Chairs and 1st VP
3. Amend Association job descriptions to include an expectation and strategy for mentoring of subordinate positions to disperse the responsibility for mentoring across the organization and to build in accountability and oversight	Currently until 12/20	Region Chairs and 1st VP
Measures: Completion of a new guide Number of updates to guide Completion of job description changes		

Goal 8: Develop a strategy to ensure greater access to knowledge, training, and best practices across the state

Key Tasks and Activities	Start and Completion Date	Responsibility
1. Conduct Region Chairs meeting 4 times per year to share knowledge and experiences, training practices, fund raising and success stories	ongoing	Region Chairs Committee with 1stVP
2. The 1 st Vice President will oversee the committee chairs in successfully implementing an ongoing strategy to share knowledge, training, and best practices across the state	ongoing	1 st VP
3. Progress towards making our website even better and more user friendly. Explore 3 rd party management and updates	ongoing	Webmaster with Region Chairs
Measures: Number of Region Chair meetings conducted per year Completion of amended job descriptions Feedback responses from web users		

VBCOA STRATEGIC PLAN - ACTION PLANS

PARTNERING - We have effective partnerships with related organizations and client user groups

Goal 9: Define and implement a networking strategy with professional and civic organizations

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Develop criteria and guidelines for speaking on behalf of the VBCOA and post it on the website	Ongoing	Public Information Committee
2. Author and send introductory letter to include new region chairs information and organizational overview to statewide professional and civic organizations	Annually	President
3. Approve budget line item for strategic planning every year	Ongoing	2 nd VP and Region Chairs
4. Record and post on website minutes of Region Chairs' Meeting	Ongoing	1st VP
Measures: Completed guidelines on speaking Number of requests for speakers Numbers of letters sent Increase in verbal feedback among association members		

Goal 10: Identify and build coalitions with sister building safety organizations

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Continue joint conference with sister building safety organizations for every code change cycle	Ongoing	Sergeant-at-Arms and 2 nd VP
2. Continue liaison with sister building safety organizations to enhance and broaden coalitions (Note: rewrite job description to reflect this)	Ongoing	2 nd VP
Measures: Report out after conference regarding attendance		

Goal 11: Explore the potential for a job-sharing program

Key Tasks and Activities	Start and Completion Dates	Responsibility
1. Establish a method that can be used on an individual jurisdiction basis that is currently available or being developed. <ul style="list-style-type: none"> • Investigate State Code for existing examples that can be adopted by locals to job share. • Monitor jurisdictions that are currently working on a Memorandum of Understanding and use as a "basis" for other jurisdictions to utilize 	12/2020	2 nd VP and Region Chairs

VBCOA STRATEGIC PLAN - ACTION PLANS

2. Document a process at State level that can be used as a tool by local jurisdictions to establish their own individual programs	Ongoing	2 nd VP and Region Chairs
3. Develop a depository for Memorandum created by the local jurisdictions to be maintained for other jurisdictions to model programs after	Ongoing	Region Chairs
Measures: Method established for job sharing initiative Completed review of enabling authority Number of memorandums collected		



RECOMMENDED NEXT STEPS

- 1 The Strategic Plan shall be reviewed and implemented by the Region Chairs regularly
- 2 Some recommendations to assure successful implementation of the Strategic Plan include:
 - Identify lead individuals to be responsible for each Strategic Goal to ensure that:
 - The goal's intent, and key tasks and activities are clarified to committees/groups that will be working on it
 - To identify further measures (how the Association measure success on goals) as far as is possible
 - A method and schedule for reporting progress is identified
 - Identify a way to coordinate and document progress on the Strategic Plan
 - Incorporate discussion of the Strategic Plan and progress/matters related to it into all meetings of the Association so that the vision outcomes become important to the membership